

Student Handbook

Master of Administration

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Table of Contents

Welcome	3
Admission to the program	4
Program Overview	5
• Sample Program of Study	6
• Program Expectations	7
• Program Fee	7
• Advising	7
• Change of Emphasis	8
• Second Emphasis Policy	8
• Taking extra classes	8
• Program Scholarship	9
• Capstone Experience	9
• Graduation	9
Academic Policies	
• Transfer credits	8
• GPA	8
• Extension of Time	10
• Grade Appeal	9
• Program Withdrawal	10
• Discontinuation for Non-Enrollment & Reinstatement	10
• Classroom Disruption Policy	10
• Program Academic Difficulty Procedures, Probation Policy	11
NAU Policy Statements	
Students are responsible for being familiar with the following University Policies:	
Academic Integrity	12
Academic Contact Hour Policy	12
Student Grievance Procedure	12
Students with Disabilities	13
Sensitive Course Materials	13
Non-Discriminatory Policy	13
Safe Environment	13
Institutional Review Board	14

Welcome to the Master of Administration Program

We're happy you're here!

Please take some time to familiarize yourself with the information contained in this Student Handbook. The Handbook was developed to assist you in navigating the University system and provide program information and policies in an easy to read format.

The Master of Administration program is designed to help you develop a set of graduate-level skills that we believe will assist you in achieving your professional and life goals. With eight emphasis areas to choose from the program offers a variety of options to assist with developing your skill-set in your chosen area of interest.

The program attracts students from a variety of backgrounds and interest areas and offers a delivery format that is very flexible which fits easily into a busy life schedule. You may earn your degree entirely online in all emphasis areas. In some locations in the Phoenix, Tucson, and Yuma areas Core classes may be offered in person. This allows students to take the Core classes in person while completing your emphasis area online.

If you choose to take classes as a fulltime student it is possible to complete the program in two years since the Core classes are offered every term. However, you are not required to take a minimum number of classes (financial may have different requirements) and can take up to six years to complete the program. You choose what fits into your schedule.

Offering this flexibility attracts a wide range of students, bringing a variety of perspectives to the program, which enriches our virtual classroom. You are automatically enrolled in the program discussion area called the "Master of Administration Board Room" to discuss classes, events, etc with fellow classmates to enhance your program experience.

Check the Master of Administration website on a regular basis for the most current information regarding the program. <http://extended.nau.edu/madmin/>

Admission to Northern Arizona University

Prospective students who wish to study for a master's degree in administration must be admitted to the Graduate College of Northern Arizona University. To be considered for admission to the Graduate College the applicant must meet the following criteria:

- Have a bachelor's degree from an accredited institution. Applicants who are completing the final year of the bachelor's degree are eligible to apply, but admission will be conditional, pending submission of an official transcript showing the degree awarded. The Graduate College monitors conditional admissions.
- Be adequately prepared for advanced study as demonstrated by the previous baccalaureate program of study and scholarship record.
- Be recommended by the academic unit in which graduate study is proposed.
- Meet all requirements of the Graduate College for admission

Upon recommendation and approval of the Master of Administration Program, a student may be granted regular admission by the Graduate College. The Master of Administration Program adheres to the guidelines and policies outlined in the University General Catalog. This includes nondiscrimination and NAU's broader role.

Admission to the Master of Administration Program

The following is required for admission to the Master of Administration Program:

- **Admission to the Graduate College** of Northern Arizona University.
- **Recommendations** from three professionals knowledgeable about the applicant's potential to work effectively in advanced professional roles submitted on the official program form.
- **Resume:** The document should reflect a minimum of 5 years professional work experience. We are looking for mid-career professionals who bring "real-world" experience to share in classroom discussions. Please review the information on the rubric sited on the program website to assist you in developing your resume. Resumes should have the following information for each position in order for the review committee to consider your professional experience: Starting date and ending date of the position, Position/Job Title, organization, and location, Position/Job Description, List of Responsibilities. Part-time employment, plus volunteer work may count if program relevant.
- **Essay describing how this degree will enhance your professional goals.** Please include a thoughtful essay of approximately 500 words in which you explain your professional goals and how your chosen emphasis area will enhance your ability to meet those goals. This essay will be evaluated using the rubric sited on the program website. <http://extended.nau.edu/madmin/apply.aspx>

Program Overview

The Master of Administration is a 36-hour degree program consisting of 15 hours of coursework in the area of Administration with the remaining credits in a specialized emphasis area. The program is designed for mid-career professionals or those with five plus years of professional work experience. The capstone experience completed at the end of the program allows students to individualize the program through analysis of processes, strategies and tactics focused on his/her current place of employment, or a related industry. The cost of the Master of Administration program includes tuition, books and a program fee of \$2500 divided between the three required Core classes and the capstone class. (indicated by * fee).

CORE AREA: (15 hours)

- ADM 515 Principles of Leadership * fee
- ADM 540 Principles of Administration * fee
- POS 543 Organizational Management * fee
- ENG 526 Advanced Professional Writing

Choose one class in the area of Research, Statistics, or Evaluation

- ADM 530 Principles and Strategies of Program Evaluation
- POS 501 Research Methods and Analysis
- Advisor approved alternative

EMPHASIS AREA: (18 hours)

Choose one of the following areas:

- Community/Land Use Planning; <http://extended.nau.edu/madmin/programs/community.aspx>
- Construction Management; <http://extended.nau.edu/madmin/programs/construction.aspx>
- Custom; <http://extended.nau.edu/madmin/programs/custom.aspx>
- Leadership; <http://extended.nau.edu/madmin/programs/leadership.aspx>
- Health Sciences; <http://extended.nau.edu/madmin/programs/health.aspx>
- Professional Writing; <http://extended.nau.edu/madmin/programs/professional.aspx>
- Project Management; <http://extended.nau.edu/madmin/programs/project.aspx>
- Public Management; <http://extended.nau.edu/madmin/programs/public.aspx>

CAPSTONE EXPERIENCE: (3 hours)

- ADM 689 * fee
- Requires a supervising faculty member
- Proposal must be approved by your mentor and submitted to the program prior to enrollment

The most current information regarding the Master of Administration program can be found on the program's website:

<http://extended.nau.edu/madmin/>

Sample Program of Study for the Project Management Emphasis

Students must complete the **Core courses** plus the following Project Management courses.

Core

ADM 515 Principles of Leadership
ADM 540 Principles of Administration
POS 543 Organizational Management
ENG 526 Advanced Professional Writing

Choice of:

One of the courses below or approved course in the area of: Research Methods, Statistics or Evaluation approved by your advisor

ADM 530 Principles and Strategies of Program Evaluation
POS 501 Research Methods and Analysis
Other approved course

Emphasis Area

PM 529 Project Cost Estimating
PM 588 Project Scheduling and Control
PM 681 Project Operations
PM 683 Value Methodology
PM 689 Project Administration
Elective (Advisor approved)

Capstone class:

ADM 689 Capstone project

Master of Administration Program Expectations

The following are guidelines to help you understand the policies of the Master of Administration program and to have a better understanding of what to expect as a student in the program. The program consists of 36 units and must be completed within a 6 year time frame.

Graduate study is time consuming. For every 3 credit course enrolled, it is expected that you will spend at least 150 hours of study, reading, research, writing, and class participation. For example, if the class is 15 weeks long, the expectation is at least 10 hours per week. If the class is 7 weeks long, the expectation is at least 21 hours per week. Please take these demands seriously as you plan your class schedule. If you are working fulltime it is recommended that you take no more than two classes per semester. You are expected to be involved in the class on the first day of instruction. Books for all classes within the program are listed on the NAU bookstore website:

<http://www.bkstr.com/webapp/wcs/stores/servlet/StoreCatalogDisplay?catalogId=10001&langId=-1&demoKey=d&storeId=15828>

Students can also search the website: <http://classes.nau.edu/> for additional class information including; general information, books, and class syllabus.

Most graduate courses will have a research component. If your library skills are not current, you will need to reacquaint yourself with modern library practice. Becoming familiar with computerized library systems, how to access current periodicals and other basic research methods will be important to your success as a student. The NAU library is an excellent resource to assist you. <http://www.nau.edu/library>.

Writing is a critical aspect of graduate study. Every course will contain some writing aspect. Research papers, article critiques, book reviews, position papers and essays are commonly required. You are also required to complete a written capstone project at the end of your program that will encompass the knowledge and skills you have acquired in your program coursework. It is expected that you will write well. Faculty may not accept poorly written work or may lower the grade.

Program Fee

The Master of Administration program has a program fee of \$2500 that is split into payments of \$625 and attached to the four CORE classes all students in the program are required to take. Please take some time to familiarize yourself with the program website at:

<http://extended.nau.edu/madmin/>

Student Advising

The Master of Administration program offers flexible online; phone and in person advising. Students are required to meet with an advisor prior to enrolling in any classes within the program. A hold may be placed on your student account to assure you meet with an advisor prior to enrollment. This assures you are familiar with the program policies and have a checklist for the required coursework in your emphasis area. The program recommends meeting with your advisor at least once a year to assure you are on track and to answer any questions you may have regarding changes to the program and your enrollment schedule.

Transfer of Credits

The Master of Administration allows up to 9 credits to transfer into the program pending approval by the Graduate College. The number of hours you transfer from other institutions cannot exceed twenty-five percent of the total minimum credit hours required for your Masters degree. For students seeking a second Masters degree, on approval you may apply up to nine hours of your previous Masters work toward your degree. You must meet all program requirements for the second Masters degree and all but nine of the hours must be earned at Northern Arizona University. For specific requirements on transfer credit policies, and timelines, please visit the Graduate Catalog online at:

<http://www4.nau.edu/aio/AcademicCatalog/academiccatalogs.htm>

Changing Emphasis Areas

Students are allowed to change their emphasis area once they have begun the program. Any request for a change in emphasis area must be sent in writing (email) to your advisor as soon as you realize your interests have changed. If you have completed 12 units within an emphasis and request a change, you will be charged the second emphasis fee of \$1000.

Second Emphasis Policy for Master of Administration

The Master of Administration program supports the idea of a student pursuing a second emphasis within the program. The second emphasis area is purely for the purpose of gaining additional knowledge in another area of study within the established program emphasis areas and will not be indicated as a second emphasis on your transcripts. The student will not receive a second master's degree.

The student must declare the second emphasis before they start the capstone project. The student is required to complete 15 additional credits. The capstone must integrate the two emphasis areas. The capstone supervisor will communicate with the coordinator of the second emphasis area.

When the student declares the second emphasis, there will be an additional fee of \$1000 due to the Master of Administration program, making the total program fee \$3500. The additional \$1000 will be prorated and attached to the Core courses needed to complete the emphasis requirements. If a student has completed all Core courses the additional fee will be attached to the capstone class.

Students are allowed to complete **two additional classes** outside the area of their emphasis without being charged for a second emphasis. Taking more than two classes outside of the declared emphasis will be considered taking a second emphasis and subject to the additional program fee.

Grade Point Average

The Master of Administration program adheres to grade point average guidelines established through the Graduate College. Students must maintain a 3.0 grade point average for all courses previously taken and for all courses required in their program. A grade below C does not earn graduate credit and if you have more than six hours of graduate work with a C or below, you cannot continue in your masters program. For specific requirements on grade point average policies, please visit the Graduate Catalog online at:

<http://www4.nau.edu/aio/AcademicCatalog/academiccatalogs.htm>

A graduate student with a grade point average below 3.0 is placed on probation. Admission to a program may be revoked for any graduate student who receives unsatisfactory grades. If you have more than 6 units of graduate work with a grade of C or below, you cannot continue in your master's regardless of your grade point average. Please see the program policy on Academic Difficulty for details.

Program Scholarship

Students in the Master of Administration Program are eligible to apply for the program scholarship once they have completed 6 units of coursework with a grade of B or above in the Master of Administration program. At least three units must be in the Core area of the program. Scholarships are accepted once a year due by June 1st to the Program Director. The award amount may vary and will be disbursed over the fall and spring terms. For details and a program application please visit the program website under Program Resources: <http://extended.nau.edu/madmin/>

The Capstone Experience

Students within the Master of Administration Program must complete a capstone class at the end of their program of study. The class is taken the last term enrolled in the program. Given it's rigor it is recommended the capstone project be taken by itself. If you are interested in interviewing human subjects, you may be required to complete an IRB form prior to starting your project. Please refer to the section regarding IRB information under University Policy Statements. Also, Leadership and Public Management emphasis students have the option to complete a class of case studies in place of completing a project. The Case Study Capstone requires reading series of case studies in the area of the emphasis and writing short papers regarding the studies. The Case Study Capstone is structured as a class and has required readings and papers whereas the project capstone is more of an independent study.

Graduation

Students must complete 36 units including their capstone project prior to be awarded a degree. Students can apply for graduation the term prior to starting their last term of taking classes. If they do not complete their coursework their graduation application will be held at the Graduate College and not be processed. The student may need to reapply for graduation if all coursework is not completed within two semesters of the time applied to graduate. Please refer to the Graduate College website for details and changes. <http://home.nau.edu/gradcol/>

Grade Appeal Process

If a student is not in agreement with the assigned grade for a given class the student has the right to challenge the instructor's grade assignment. The program encourages students to contact the instructor directly to see if the situation can be brought to resolution. If the student is not satisfied with the results they have the option of filing an appeal to have the grade changed. The program follows the university policy which can be found at: <http://www.cal.nau.edu/advising/documents/Grade%20Appeal%20Policy.pdf>

Classroom Disruption Policy (in person or virtual classrooms)

Membership in the academic community places a special obligation on all members to preserve an atmosphere conducive to a safe and positive learning environment. Part of that obligation implies the responsibility of each member of the NAU community to maintain an environment in which the behavior of any individual is not disruptive. It is the responsibility of each student to behave in a manner that does not interrupt nor disrupt the delivery of education by faculty members or receipt of education by students, within and/or outside the classroom. The determination of whether such interruption and/or disruption has occurred must be made by the faculty member at the time the behavior occurs. It becomes the responsibility of the individual faculty member to maintain and enforce the standards of behavior acceptable to preserving an atmosphere for teaching and learning in accordance with University regulations and the course syllabus. At a minimum, a student will be warned if his/her behavior is considered by the faculty member to be disruptive. Serious disruptions, as determined by the faculty member, may result in immediate removal of the student from the instructional environment. Significant and/or continued violations of this policy may result in an administrative withdrawal of the student from the class. Additional responses by the faculty member to disruptive behavior may include a range of actions from discussing the disruptive behavior with the student to referral to the appropriate academic unit and/or the Office of Student Life for administrative review, in an effort to implement corrective action up to and including suspension or expulsion.

Extension of Time

Students are expected to complete their program of study within 6 years. The program realizes there may be situations where students may need a longer time. The Graduate College will consider extensions of time for one year on a case by case basis. Contact the Graduate College for details regarding this policy. <http://home.nau.edu/gradcol/>

Program Withdrawal

Students who wish to withdraw from the program for any reason must follow the University withdrawal policies and complete a withdrawal form found on the Registrar's website: <http://home.nau.edu/registrar/forms.asp>

Discontinuation for Non-Enrollment

Students who have not enrolled in classes in three terms will automatically be discontinued from the university in their fourth term. In most situations students will not need to reapply to the program if they have been completely evaluated and admitted to the program but will need to reapply to the Graduate College for reactivation. Please contact the Graduate College for details regarding this policy and process for being reinstated. <http://home.nau.edu/gradcol/>

Academic Difficulty: Probation, Reinstatement, and Dismissal Policy

Academic Difficulty Scenarios

1. Student is in the preplan, has not been fully evaluated for acceptance into the program, and:

Received two final grades of C

A program hold is placed on student's account. Improvement plan* review and program review for full admission to program must take place prior to continuing in program.

OR

Received two final grades of C and/or one failing grade (of D or F) or worse

Student is not admitted to program. Student:

- ◆ May be admitted to program if petition to drop poor grade(s) is successful.
- ◆ May be admitted to program after one academic year. An improvement plan is required with reapplication.

2. Student has been reviewed and is conditionally admitted to the program.

If conditions are not met as specified in the admission letter, student is dismissed from program.

- ◆ Student can be reinstated if petition to drop poor grade(s) is approved, in the case of not meeting specified grade conditions.

3. Student has been reviewed and is fully admitted to the program and:

Received two final grades of C

The student is in academic difficulty and a program hold is placed on the student account. A "two C" warning letter is sent to student, and the student must meet with an academic advisor to have the hold removed.

Received one C and/or one failing grade (of D or F) or worse:

The student is on academic probation and a program hold is placed on the students account. An improvement plan* review and program reinstatement is required for the student to continue in program. It is strongly recommended that the student only take **one class** at a time, (two classes maximum per term). The student must earn grades of B or higher for all classes going forward in the program after reinstatement. Student is allowed **ONE** reinstatement.

- **Consequences of not meeting improvement plan agreement:**

- ◆ Student is dismissed from program if reinstatement contract is broken
- ◆ Student may be reinstated if a petition to drop poor grade(s) is approved
- ◆ Student may reapply to program after one academic year. An improvement plan is required with reapplication.

*The improvement plan is prepared by the student and is required to explain what caused academic difficulty, what they will do to remedy the situation, and measures the student will take to prevent recurrence. The improvement plan will be reviewed for approval or denial by the Program Director. **Note**; all dismissals can be appealed via Academic Appeal Process (UGC) the Appeal policy link: <http://www2.nau.edu/gradcol/Forms/AcademicAppealsProcess.pdf>

Policy Statements

Students are responsible for being familiar with the University Policies relating to the following:

Academic Integrity
Academic Contact Hour Policy
Student Grievance Procedure
Students with Disabilities
Sensitive Course Materials
Non-Discriminatory Policy
Safe Environment
Institutional Review Board

Academic Integrity

The university takes an extremely serious view of violations of academic integrity. As members of the academic community, NAU's administration, faculty, staff and students are dedicated to promoting an atmosphere of honesty and are committed to maintaining the academic integrity essential to the education process. Inherent in this commitment is the belief that academic dishonesty in all forms violates the basic principles of integrity and impedes learning. Students are therefore responsible for conducting themselves in an academically honest manner. Individual students and faculty members are responsible for identifying instances of academic dishonesty. Faculty members then recommend penalties to the department chair or college dean in keeping with the severity of the violation.

The complete policy on academic integrity is in Appendix G of NAU's Student Handbook <http://www4.nau.edu/stulife/handbookdishonesty.htm>.

Academic Contact Hour Policy

The Arizona Board of Regents Academic Contact Hour Policy (ABOR Handbook, 2-206, Academic Credit) states: —an hour of work is the equivalent of 50 minutes of class time...at least 15 contact hours of recitation, lecture, discussion, testing or evaluation, seminar, or colloquium as well as a minimum of 30 hours of student homework is required for each unit of credit. The reasonable interpretation of this policy is that for every credit hour, a student should expect, on average, to do a minimum of two additional hours of work per week; e.g., preparation, homework, studying.

Student Grievance Procedure

The Program adheres to the guidelines outlined in the NAU Student Handbook:

<http://www4.nau.edu/stulife/handbookgrievance.htm>

While the university endeavors to maintain a congenial and responsive atmosphere for its students conducive with the educational purposes of the university, it recognizes that, from time to time, misunderstandings and disagreements may arise during the course of a student's enrollment.

In response to this situation, Northern Arizona University has established several boards, committees, and procedures to resolve problems and ensure fair adjudication of student's rights in the following functional areas: Code of Conduct and other discipline matters; Grade Appeal Procedures; Policy on Inspection and Review of Student Records. A policy to provide students with a procedure to deal with Title IX and Section 504 problems has been established. Copies of

the policy are available in the Office of the Associate Provost for Student Affairs, the Counseling Center, the Coordinator of Disabled Student Services and the Office of Student Life.

Students with Disabilities

If you have a documented disability, you can arrange for accommodations by contacting Disability Resources (DR) at 523-8773 (voice) or 523-6906 (TTY), dr@nau.edu (e-mail) or 928-523-8747 (fax). Students needing academic accommodations are required to register with DR and provide required disability related documentation. Although you may request an accommodation at any time, in order for DR to best meet your individual needs, you are urged to register and submit necessary documentation (www.nau.edu/dr) 8 weeks prior to the time you wish to receive accommodations.

DR is strongly committed to the needs of student with disabilities and the promotion of Universal Design. Concerns or questions related to the accessibility of programs and facilities at NAU may be brought to the attention of DR or the Office of Affirmative Action and Equal Opportunity (523-3312).

Sensitive Course Materials

If an instructor believes it is appropriate, the syllabus should communicate to students that some course content may be considered sensitive by some students. University education aims to expand student understanding and awareness. Thus, it necessarily involves engagement with a wide range of information, ideas, and creative representations. In the course of college studies, students can expect to encounter—and critically appraise—materials that may differ from and perhaps challenge familiar understandings, ideas, and beliefs. Students are encouraged to discuss these matters with faculty.

Non-Discrimination Policy

In all that we do, Northern Arizona University maintains a strong commitment to affirmative action and equal opportunity. NAU prohibits discrimination against or harassment of any individual on the basis of age, race, color, religion, sex, sexual orientation, national origin, physical or mental disability, or status as a Vietnam-era veteran, other protected veteran, newly separated veteran, or special disabled veteran in our admission, employment, and educational plans and activities.

NAU's nondiscrimination policy complies with Arizona Board of Regents and NAU policy and with state and federal laws including the Civil Rights Act of 1964 as amended, the Age Discrimination in Employment Act of 1967, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment Assistance Act of 1974, the Americans with Disabilities Act of 1990, and the Civil Rights Act of 1991. NAU's Safe Working and Learning Environment Policy addresses all types of discrimination and harassment prohibited by university policy. NAU undertakes affirmative action for minorities, women, individuals with disabilities, and Vietnam-era veteran, other protected veteran, newly separated veteran, or special disabled veteran as required by Executive Order 11246 as amended, the Vietnam Era Veterans Readjustment Assistance Act of 1974 as amended, and Section 503 of the Rehabilitation Act of 1973.

You may inquire about the application of these regulations or NAU's Safe Working and Learning Environment Policy by contacting the Office of Affirmative Action and Equal Opportunity, NAU, PO Box 4083, Flagstaff, AZ 86011-4083 (928-523-3312, TTY 928-523-1006).

Safe Environment Policy

NAU's Safe Working and Learning Environment Policy seeks to prohibit discrimination and promote the safety of all individuals within the university. The goal of this policy is to prevent the occurrence of discrimination on the basis of sex, race, color, age, national origin, religion, sexual

orientation, disability, or veteran status and to prevent sexual harassment, sexual assault or retaliation by anyone at this university. You may obtain a copy of this policy from the college dean's office or from the NAU's Affirmative Action website <http://home.nau.edu/diversity/>. If you have concerns about this policy, it is important that you contact the departmental chair, dean's office, the Office of Student Life (928-523-5181), or NAU's Office of Affirmative Action (928-523-3312) veteran, newly separated veteran, or special disabled veteran as required by Executive Order 11246 as amended, the Vietnam Era Veterans Readjustment Assistance Act of 1974 as amended, and Section 503 of the Rehabilitation Act of 1973. You may inquire about the application of these regulations or NAU's Safe Working and Learning Environment Policy by contacting the Office of Affirmative Action and Equal Opportunity, NAU, PO Box 4083, Flagstaff, AZ 86011-4083 (928-523-3312, TTY 928-523-1006).

Institutional Review Board (IRB)

Any study involving observation of or interaction with human subjects that originates at NAU—including a course project, report, or research paper—must be reviewed and approved by the Institutional Review Board (IRB) for the protection of human subjects in research and research-related activities. The IRB meets monthly. Proposals must be submitted for review at least fifteen working days before the monthly meeting. You should consult with your course instructor early in the course to ascertain if your project needs to be reviewed by the IRB and/or to secure information or appropriate forms and procedures for the IRB review. Your instructor and department chair or college dean must sign the application for approval by the IRB. The IRB categorizes projects into three levels depending on the nature of the project: exempt from further review, expedited review, or full board review. If the IRB certifies that a project is exempt from further review, you need not resubmit the project for continuing IRB review as long as there are no modifications in the exempted procedures.

A copy of the IRB Policy and Procedures Manual is available in each department's administrative office and each college dean's office or on their website:

<http://home.nau.edu/studentlife/handbook.asp>

If you have questions, contact the IRB Coordinator in the Office of the Vice President for Research at 928-523-8288 or 523-4340. President for Research at: 928-523-8288 or 523-4340.