



# program evaluation and data analytics, M.S.

student guide

**ASU** **Watts College**  
of Public Service and Community Solutions  
Arizona State University

[publicservice.asu.edu](https://publicservice.asu.edu)

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# 1 Director's Welcome

Dear PEDA Students –

On behalf of the faculty and staff at Arizona State University, I would like to welcome you to the current academic year.

The MS in Program Evaluation and Data Analytics (MS-PEDA) is a new degree option to train public and nonprofit sector leaders in data-driven management. The degree combines two important fields – statistical training in causal analysis, econometric techniques, and research design that serve as the foundations of evidence-based management and program evaluation, and data science courses that prepare students to work with complex datasets, effectively visualizing and communicate results, and participate in the data science ecosystem of open source software and collaboration.

Data is ubiquitous in organizations, but it rarely exists in clean spreadsheets. Organizations committed to evidence-based management need employees that can quickly compile data and produce insightful analysis. The ability to generate new datasets from multiple sources using non-standard and unstructured inputs adds value to organizations.

Learning a data programming language is like learning a musical instrument or a foreign language – you need practice to become fluent. You will be immersed in the theory and application of critical thinking using data and receive lots of practice with tools in the data science ecosystem. You will develop expertise to effectively implement projects in real-world organizational settings.

This degree is specifically tailored toward individuals with a background in social sciences and a commitment to public service. The PEDA degree prepares students to work as analysts and managers in public sector or social purpose organizations, as independent evaluators, or transition into PhD programs.

Whatever your pathway, we welcome you to the program and look forward to working with you over the next semesters.

**Jesse D. Lecy, PhD**

Academic Director, M.S. in Program Evaluation and Data Analytics  
College of Public Service & Community Solutions | Arizona State University

## 2 Program Overview

Arizona State University's Master of Science in Program Evaluation and Data Analytics provides you with a solid grounding in the applied and conceptual tools of conducting program evaluations. It is designed to provide graduate level instruction and experience in conducting evaluation research with training in a broad spectrum of evaluation research methods. With increasing frequency organizations are required to demonstrate effectiveness of programs for continued funding and accountability to constituents.

This program was developed by the College of Public Service & Community Solutions in response to the increasing demands for accountability in the public, nonprofit and private sectors. The demand for professionals trained in evaluation research is particularly strong in local and state government but is also increasingly critical for nonprofits and NGOs. Upon graduation, you will be a specialist in this area of research and your training will have broad applicability for public and private sector programs and policies, as well as programs and policies initiated by nonprofit and non-governmental organizations.

You will receive instruction in program assessment and evaluation, research methods, quantitative techniques, and policy analysis. You will also choose advanced courses from quantitative methods, qualitative methods, or geospatial methods. The final applied project requires an evaluation of a specific program, policy, or practice chosen from the cognate areas of specialization.

The program prepares you to conduct sound and methodologically appropriate program evaluations. By the end of the program you will be able to successfully conduct a program evaluation using the appropriate research design, methods and analysis. You will have acquired the skills needed to work conduct evaluations in any number of specific fields.

## 3 Tenants of Success

Online education is a rapidly-evolving space that provides flexible opportunities for professional development and intellectual enrichment. You may be new to online education, or you may be familiar with other models (each program is organized differently). We want to take a moment to emphasize a few important principles that will help you plan for the program and be successful.

- Online programs offer the convenience of working from anywhere, but they are not easier or faster than in-person degrees. [ASU recommends that students budget 18 hours per week for each 3-credit course](#). This will vary greatly by your familiarity with topics and personal proclivities. Be sure to allocate adequate time for classes until you are comfortable with the program pace.
- Weekly readings and lectures are designed to be consumed iteratively while working through labs. Each unit will typically provide a concise introductory lecture to the topic and more detailed content for reference. We find that technical material is processed better while immersed in a lab because the vocabulary will not always make sense until you have a concrete problem for context. Most students will read or watch the introductory lecture, start the lab,

then read more content and work through sample problems when stuck.

- This is an active and immersive program organized around weekly assignments. Labs are not strictly procedural – they require problem solving and synthesis of prior material, which means you will get stuck. Start labs early, work with classmates, and ask questions in course forums.
- You are encouraged to collaborate on assignments and post questions in course discussion boards. You will find that asking questions requires you to be precise and provide reproducible examples, so they are helpful learning tools. You will find that when you need to pick up new skills as a professional you will rely more on discussion boards like Stack Overflow than textbooks, manuals, or colleagues. Learning the protocols for interacting in these forums will allow you to be an active member of a global data science community.
- It is important to recognize that this program exists at the intersection of management, public policy, computer science, and statistics. Students come from many different undergraduate degree programs and career paths. Disciplinary diversity is a strength of the program, but it also means people will have different levels of experience and expertise on each topic. We actively promote a positive learning environment that values disciplinary diversity, prioritizes growth over mastery, and does not force students to compete for points. The interdisciplinary nature of the student body is reflective of the interdisciplinary nature of teams you will likely encounter in your career.
- The student that earn the highest marks in the program tend to be the students that actively participate in discussions and review sessions. The students that struggle are often those that are too shy to ask questions. Don't be too proud to struggle, you will cheat yourself out of opportunities to learn.
- Do not hesitate to schedule virtual office hours if a concept is not clear. If you have a specific question about an error in code or a calculation use the discussion boards. If your question is about a concept or broad principle, schedule a Zoom call with an instructor. A 15-minute call to identify a point of confusion is more productive than posting questions on the discussion board when the answers do not make sense.
- 7.5 week semesters move quickly and can be unforgiving if you get sick or have to travel for work. Most courses try to build in a buffer so that you can drop a lab or regain some points so that learning models can accommodate the lives of real people.
- If you are falling behind reach out as soon as possible. Content is cumulative, so you cannot skip an assignment and start fresh on the next lab without catching up first. Deadlines can snowball quickly if you get behind.
- Vocabulary is an important part of your training because it is necessary for collaboration on interdisciplinary teams, documenting your work, and searching for help on the internet. We avoid jargon when possible but use a lot of necessary terminology throughout the program. Embracing the vocabulary is an important part of joining the global community of data science professionals.

- Technical knowledge is never clear the first time you learn it. Courses are sequenced so that content learned in one class will be applied in subsequent classes. Foundations of Program Evaluation I covers mechanics of regression models, for example. Evaluation II and III revisit these concepts by replicating regression models from published studies, giving you a chance to revisit material from Evaluation I. The short semesters move quickly and cover a lot of content, so don't be nervous if concepts are not perfectly clear the first time you encounter them.

## 4 Prior to Program Start

Traditional semesters are 15 weeks long and require full-time students to take 3-4 courses concurrently. In order to provide flexibility, online courses at ASU are delivered as compact 7.5 week semesters where students take only 1-2 courses at a time. Due to the efficient timeline the courses do not provide a leisurely first week where the instructor covers the syllabus and students have time to purchase books and software. It is important to acquire course materials and requisite technologies prior to the start of class.

### 4.1 Technology

We don't have a specific technology package that is recommended for the program, but since many of the courses are online and data-intensive it is suggested that students use hardware suitable for the coursework ahead.

#### 4.1.1 Laptops:

All core courses will make heavy use of the R program, which requires a decent amount of computing power. We suggest that your primary computer for labs and projects have the following specs:

- 8 or 16 GB of RAM (you can operate with 4, but it will be slow)
- 64 bit operating systems
- 100 GB of **free** storage space for projects and labs
- All else equal, faster processors are better

You will be spending a lot of time on your computer over the next year, so having a fast and reliable machine will make your life easier. You do not have to buy the latest Macbook Pro – you can find a decent laptop that meets these specifications for under \$500.

#### Operating Systems:

Both Windows and Mac machines are fine, though there is better support for Windows environments.

The software should function fine in Linux environments, but no support is provided for this OS.

Chromebooks and tablets are not appropriate for the type of work we will do in this program.

#### Internet Setup and Hardware:

Make sure you have a reasonable internet speed to participate in online sessions, to stream video, and to download data needed for assignments. It should be **above 100 Mbps**.

You will need a webcam and a functional computer microphone to participate in online sessions. Make sure that your laptop equipment is working properly or purchase a camera and headset that can be plugged into your computer's USB.

Feel free to reach out if you are getting a computer for the program and you have questions about appropriate technology.

## 4.2 Software

Prior to the program start make sure you have the following software installed:

### Data Analytics:

We will be using R extensively for core courses in the program. R is a free open-source program developed specifically for statistics and data analytics. Download the most recent version here:

<https://cran.rstudio.com/>

R Studio provides a nice user interface and some powerful tools to extend R. Install the free version of R Studio Desktop:

<https://www.rstudio.com/products/rstudio/>

### GitHub:

GitHub is a collaboration tool for data analytics. We will use the platform for distributing course materials and hosting review sessions. You will need a GitHub account for some course work. If you do not already have one, register here:

<https://github.com/join>

## 4.3 Pre-Requisites

### 4.3.1 Math

The CPP 523, 524, and 525 course sequence will build solid foundations for using regression tools to determine whether programs and policies are achieving impact in communities. These courses draw on work from experimental design in statistics and psychology, causal modeling from applied econometrics, and quasi-experimental techniques from a variety of social sciences.

As much as possible we emphasize intuition over mathematics. We will use algebra extensively and variations of mathematical notation that are common in statistics such as Greek symbols for model parameters. We will NOT, however, use calculus, matrix algebra, or proofs in courses.

### 4.3.2 Statistics

Admissions criteria requires that students have completed an undergraduate course in inferential statistics. Anything that covers basic hypothesis-testing is suitable. You should have a working knowledge of the following:

- Standard errors
- t-scores / z-scores and t-tables
- Confidence intervals
- Null hypothesis
- p-values and the meaning of “statistically significant”

We will review these concepts in the context of regression, but it is expected that you understand the basics of inferential statistics – formulating a hypothesis test and interpreting the statistics reported in a typical t-test, ANOVA table, or regression model.

If you have NOT completed this requirement, please contact your program director for instructions. We have identified courses that you can take to fulfill this requirement prior to taking CPP 523.

If you would like to review material prior to classes as a refresher you might try CHs 8-10 in the OpenStax Introductory Statistics text: <https://openstax.org/details/books/introductory-statistics>

Or CHs 5, 7, and 8 in OpenIntro Stats: [PDF Download](#)

### 4.3.3 Data Analytics

The courses in this program are designed to help you become proficient in a data programming language. In order to promote sound pedagogy, we have selected one language to use for all of the required core courses: the R language. It is extremely powerful, supports thousands of custom tools in the CRAN library, and is completely free.

There are no computer science or programming pre-requisites for this degree. We start the data science sequence (CPP 526-529) with the assumption that you might be new to programming.

If you have not used R in the past it is helpful to complete the following free tutorial to familiarize yourself with some basics:

<https://www.datacamp.com/tracks/r-programming>

We will use “data-driven documents” extensively in courses. These are document formats that help you integrate analysis with regular text and provide the results in a variety of formats (traditional reports, websites, dashboards, etc.). Preview the following material on data-driven documents.

<http://ds4ps.org/dp4ss-textbook/ch-030-data-driven-docs.html>

<http://ds4ps.org/dp4ss-textbook/ch-031-markdown.html>

These tutorials will make sure that you are familiar with some basic concepts before we get started.



Once you have completed the tutorials, please email [Stephanie.Alvey@asu.edu](mailto:Stephanie.Alvey@asu.edu) and she will give you registration access.

## 4.4 Books

As much as possible, we try to use free open-source textbooks for the courses. When you do need to purchase books for your PEDAs classes they can be purchased through the ASU Bookstore. Four great reasons to buy all your books through ASU are:

- All the money made from book sales goes back into the University.
- The ASU Bookstore offers a low price guarantee.
- Books purchased through the ASU Bookstore are guaranteed to be correct for your class.
- It's a one-stop shop for all your ASU textbooks.

For more information, visit: [ASU Bookstore Website](#)

## 5 Required Courses

The required core classes emphasize knowledge and skills all graduates must have. Electives supplement core knowledge and allow you to customize your degree. An advisor will assist you with selecting appropriate courses for your interests.

Program requires the following: 33 credit hours including the required applied project course CPP 593

### 5.1 Required Core (24 credit hours)

CPP 523 Foundations of Program Evaluation I: Multiple Regression (3)

CPP 524 Foundations of Program Evaluation II: Research Design (3)

CPP 525 Foundations of Program Evaluation III: Advanced Regression Tools (3)

SWG 623 Program Evaluation (3)

CPP 526 Foundations of Data Science I: Introduction to Data Programming in R (3)

CPP 527 Foundations of Data Science II: Data Wrangling (3)

CPP 528 Foundations of Data Science III: Project Management (3)

CPP 529 Data Analytics Practicum (3)

#### **Electives (6 credit hours)**

Chosen after consultation with Program Director

#### **Culminating Experience (3 credit hours)**

CPP 593 Applied Project (3)

TOTAL REQUIRED CREDIT HOURS: 33

### 5.1.1 Electives

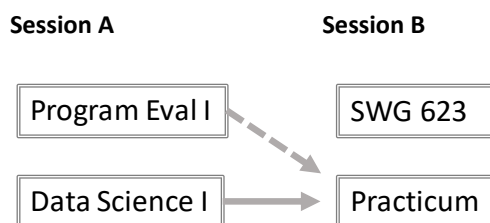
You can select two electives in any topic related to evaluation, research methods, data science, or evidence-based management from any other programs available through ASU online. Your advisor will have a list of courses that have been pre-approved, but you are also free to identify whichever courses fit your program goals.

Any courses not on the list need to be approved by your advisor. For fast review send course information with a current syllabus. Note that some programs have restrictions on which students can take their classes and pay attention to prerequisites when selecting courses.

ASU Online is a dynamic environment with new courses being added every semester and some courses not offered regularly. As a result, we do not try to keep an exhaustive list of options – you are encouraged to search beyond the basic list of pre-approved courses.

### 5.1.2 Community Analytics Practicum (CPP 529)

The first two courses in the program focus on foundations of regression and data programming. As such, they are organized around labs that build knowledge of concepts, conventions, and tools that will be used throughout the program.



B session offers an opportunity to take a step back and put these technical skills into context. Social Work 623 introduces students to the broad field of evaluation including professional standards and practices specific to the discipline. The community analytics practicum (CPP 529) is designed as an opportunity to review and extend data programming skills by applying the methods toward a real-world problem (modeling neighborhood change over a 10-year time horizon). You will be introduced to census data and GIS packages in R.

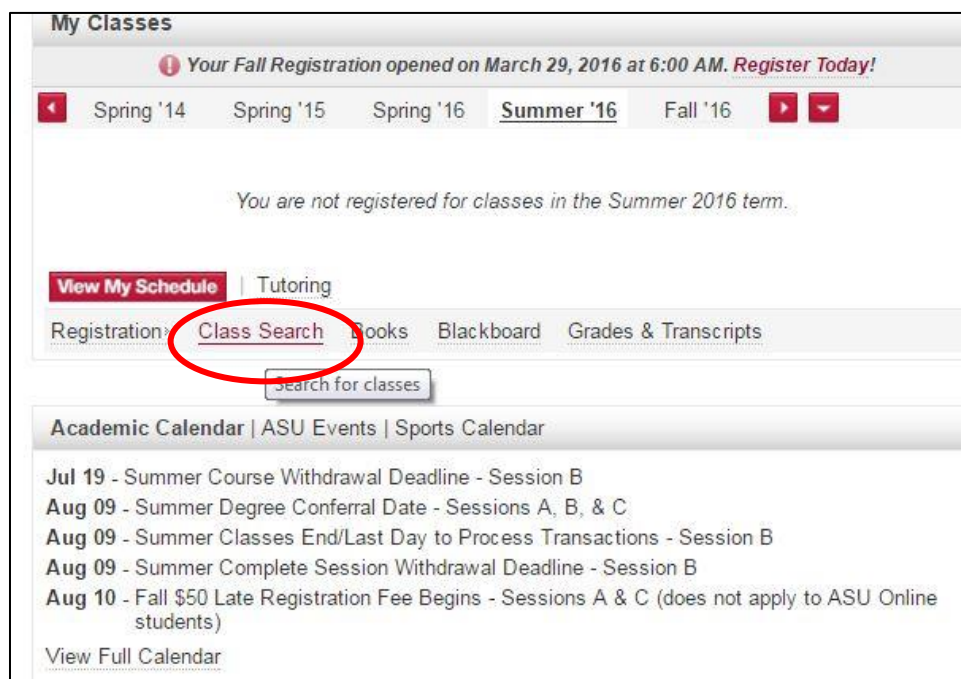
### 5.1.3 Applied Project Information (CPP 593)

The Applied Project course serves as the culminating experience for the degree. The goal is for students to demonstrate the knowledge, skills and tools acquired in the program through work on a substantive evaluation or data analytics project with a real-world client.

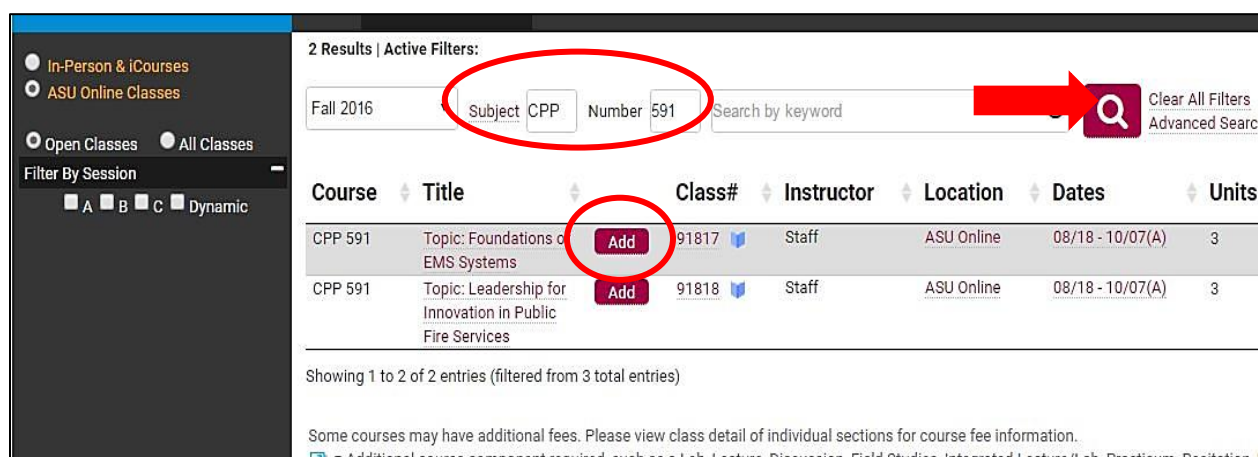
You will work with the course instructor and your program Chair to determine an appropriate topic for your applied project. Typically, there will be opportunities for students to propose projects through their own relationships with potential clients, or join existing teams. Projects using existing employers as the client are sometimes allowed if a partner within the organization can serve as the contact for the term and evaluate the quality of the final deliverables.

## 6 How to Register for Classes

**Step 1:** Log onto your My ASU Page and go down to “My Classes” and click on “Class Search” link



**Step 2:** Enter the Subject (i.e CPP) and Number (i.e 591) and click on the Magnifying Glass symbol, followed by the “Add” button



**Step 3:** Click on the Next Button to continue with adding your selected course

**Add Classes**

1. Select classes to add - Enrollment Preferences

2016 Fall | Graduate | Arizona State University

**CPP 591 - Seminar**

**Class Preferences**

CPP 591-1003    Lecture    Open    Grading: Standard Grading    Units: 3.00

Topic: Foundations of EMS Systems  
Session: Session A  
Career: Graduate

CANCEL    PREVIOUS    **NEXT**

Section	Component	Days & Times	Room	Instructor	Start/End Date
1003	Lecture	TBA	Internet	Staff	08/18/2016 - 10/07/2016

**NOTES**

**Class Notes**    Examines the operational structure of emergency medical services in the United States, including the current organization, delivery and financing of these systems. Discusses strengths, weaknesses and future challenges of EMS with consideration for creating systems better integrated with the overall health care delivery system.

**Step 4:** Confirm that the correct class in your shopping cart then click “Proceed to Step 2 of 3” button. If the class says “reserved”, continue and click the finish enrolling button.

\*If system allows you to register, you have been given an override. If it does not allow you to register, please contact your advisor for more information.

**Add Classes** 1 2 3

### 1. Select classes to add

To select classes for another term, select the term and select Change. When you are satisfied with your class selections, proceed to step 2 of 3.

2016 Fall | Graduate | Arizona State University change term

Reserved
Open
Closed

Add a class using one of the following:

Enter Class Nbr  enter

Find Classes

☒ Class Search

search

show class blocks available to me

schedule planner

**2016 Fall Shopping Cart**

Delete	Class	Days/Times	Room	Instructor	Units	Status
	CPP 591-1003 (91817)	TBA	Internet	Staff	3.00	<span>Reserved</span>

PROCEED TO STEP 2 OF 3

**Step 5:** Complete your enrollment of the class by clicking on “Finish Enrolling” button

**Add Classes** 1 2 3

### 2. Confirm classes

Select Finish Enrolling to process your request for the classes listed. To exit without adding these classes, select Cancel.

2016 Fall | Graduate | Arizona State University

Reserved
Open
Closed

Class	Description	Days/Times	Room	Instructor	Units	Status
CPP 591-1003 (91817)	Seminar: Foundations of EMS Systems (Lecture)	TBA	Internet	Staff	3.00	<span>Reserved</span>

CANCEL PREVIOUS FINISH ENROLLING

Search Enroll My Academics

**Step 6:** A green checkmark will indicate successful enrollment of the class. If you need to add another course, please click on “Add Another Class” button. To view all of your currently enrolled classes, click on the “My Class Schedule”

Add Classes
123

### 3. View results

View the following status report for enrollment confirmations and errors:

2016 Fall | Graduate | Arizona State University

✓ Success: enrolled
✗ Error: unable to add class

Class	Message	Status
CPP 591-1003	<b>Message:</b> You are required to take this requirement designation for this class. This class satisfies general studies requirement. Please see the Requirement Designation information in the Class Search.	✓

My CLASS SCHEDULE
ADD ANOTHER CLASS

## 7 Department and University Policies and Procedures

### 7.1 Maintaining Continuous Enrollment

Once admitted to a graduate degree program or graduate certificate program, students must be registered for a minimum of one credit hour during all phases of their graduate education, including the term in which they graduate. This includes periods when students are engaged in research, conducting a doctoral prospectus, working on or defending theses or dissertations, taking comprehensive examinations, taking Graduate Foreign Language Examinations, or in any other way utilizing university resources, facilities or faculty time.

Registration for every fall semester and spring semester is required. Summer registration is required for students who are admitted in summer for their first semester of enrollment, completing culminating experiences, or graduating from the degree program.

To maintain continuous enrollment the credit hour(s) must:

- Appear on the student's *Plan of Study*, OR
- Be research (592, 792), thesis (599), dissertation (799), or continuing registration (595, 695, 795), OR
- Be a graduate-level course.

Grades of "W" and/or "X" are not considered valid registration for continuous enrollment purposes. "W" grades are received when students officially withdraw from a course after the drop/add period. "X" grades are received for audit courses. Additionally, students completing work for a course in which they

received a grade of “I” must maintain continuous enrollment as defined previously. Graduate students have one year to complete work for an incomplete grade; if the work is not complete and the grade changed within one year, the “I” grade becomes permanent. Additional information regarding incomplete grades can be found at [asu.edu/aad/manuals/ssm/ssm203-09.html](http://asu.edu/aad/manuals/ssm/ssm203-09.html).

## 7.2 Leave of Absence

Students are eligible to take a total of two semesters away from the program (summers not included, unless you began in summer) with an approved leave of absence on file. To request a leave of absence download and fill out the form located here: <https://graduate.asu.edu/sites/default/files/maintain-continuous-enrollment-masters-certificate.pdf>. Once the form is complete, please send to [Stephanie.Alvey@asu.edu](mailto:Stephanie.Alvey@asu.edu) for processing.

**Forms are due one week before the start of each semester. If you do not submit this form and do not enroll in any fall or spring session class, you will be discontinued from the program and will need to re-apply.**

As long as you enroll in at least one class per semester, it does not matter if it is an A session, B session, or both, you will be meeting the continuous enrollment policy and do not need to submit this form. This form is only required if you will not be able to take any classes at all during the fall and/ or spring semesters.

## 7.3 Interactive Plan of Study (iPOS)

The Interactive Plan of Study (iPOS) is the set of classes that is recognized by ASU, Graduate Education, and the College of Public Service and Community Solutions as sufficient to grant a degree. The Program of Study totals 33 credit hours of graduate credit and includes core courses, approved electives, and a culminating project.

In order to graduate, each student must submit an Interactive Program of Study (or iPOS) using an online form once approximately 15 credit hours have been scheduled. This link will explain how to fill it out: <https://graduate.asu.edu/sites/default/files/how-to-ipos.pdf>.

No more than twelve credit hours of graduate courses before admission to the College and approved by a student’s supervisory committee can be included in the Plan of Study.. Students from institutions other than ASU may transfer a maximum of six credit hour to their College of Public Service and Community Solutions program. Any transfer credit must be approved by the MS Director.

Students have six years from the term of their first MS class to complete the degree.

## 7.4 Transfer Coursework

For your potential transfer coursework, if the class(es) you are hoping to transfer in were used to complete a graduate level degree at another institution, then unfortunately, we would not be able to use them toward your ASU degree.



**ASU has a strict no double dipping policy for classes that have already been used toward a degree either at ASU or elsewhere.** If you did not earn a degree, then we can consider up to 6 graduate-level credit hours with grades of “B” or better that were not used towards a previous degree. Preadmission credits must have been taken within three years of admission to the ASU degree program to be accepted.

If you met either of these criteria then we would just **need the syllabus from each class** you would like to be considered. Then the Director of the Program Evaluation program would look the syllabi over to determine which, if any courses we could use them in place of.

If you have already taken classes for a completed graduate degree that are nearly identical to a course in the Program Evaluation program, while we could not use that class as a transfer course, we could allow you to take an elective in place of an identical course from another university. The procedure for that would be the same; I would need a syllabus from the course we will be comparing. Then the program director would review and make a decision.

## 7.5 Graduation Procedures

After all coursework has been completed and Graduate Education requirements have been met, the student is eligible for graduation. Application for graduation should be made no later than the date specified by Graduate Education for the appropriate graduation semester. Deadlines can be found here: <https://students.asu.edu/graduation-apply>

Additional late fees are assessed if the application is submitted after the date specified. **Students must be enrolled in at least one credit hour during the intended semester of graduation.** Please visit ASU’s graduation website at <https://students.asu.edu/graduation> for information regarding ceremonies (commencement and convocation options), diplomas, and other important graduation information.

## 8 Academic Policies

### 8.1 Academic Integrity

At Arizona State University academic honesty is expected of all students in all examinations, papers, academic transactions and records. The possible sanctions include, but are not limited to: appropriate grade penalties, loss of registration privileges, disqualification and dismissal. ASU strictly adheres to the academic integrity policy. This policy sets forth the ASU Student Academic Integrity Policy and appeal procedures. For more information on this policy, please visit: <https://provost.asu.edu/node/20>.

## 8.2 Satisfactory Academic Progress

### 8.2.1 Admission and Satisfactory Progress for Degree-Seeking Students

- Admitted students may be granted either regular or provisional admission status upon their acceptance to the Master of Arts in Emergency Management and Homeland Security (EMHS), the Master of Arts in Public Safety Leadership and Administration (PSLA) programs or the Master of Arts in Program Evaluation and Data Analytics (PEDA). All admitted students are expected to satisfy the university and program policies outlined below.
- Provisionally admitted students must satisfy the provisional conditions specified in their admission letter. Provisional status will be changed to regular standing when completing those terms specified in the provisional admittance letter.
- The Graduate College will withdraw any student from the university who fails to meet the full conditions of a provisional admission.

### 8.2.2 GPA Policy

- **Graduate students must maintain a minimum 3.00 grade point average (GPA) to maintain satisfactory academic progress and to graduate from Arizona State University.** The minimum 3.00 GPA must be maintained on all GPA's (iPOS GPA, Cumulative GPA, and Overall Graduate GPA).
  - The iPOS GPA is calculated on all courses that appear on the student's approved iPOS
  - Cumulative ASU GPA represents all courses completed at ASU.
  - The Overall Graduate GPA is based on all courses numbered 500 or higher that appear on the transcript after admission to a graduate program or graduate non-degree.
- Courses with grades of "D" and "E" cannot appear on the iPOS but will be included when calculating the Graduate GPA. Courses with an "I" grade cannot appear on the iPOS.
- All coursework used towards the completion of an EMHS or PSLA must be completed within six consecutive years.
- Graduate students must remain continuously enrolled for both Fall and Spring semesters upon admission to the university. Failing to do so without a Graduate College approved request is considered to be lack of academic progress and will result in dismissal from the university.

### 8.2.3 Program Policies

- Students in the MA in EMHS, MA in PSLA, or MA in PEDA degree programs must successfully complete the culminating experience course with a letter grade of at least a "B"; failure to meet that threshold grade for the culminating experience course will require a re-take of the course before a student is able to proceed to program completion. A student is only allowed to retake the culminating experience course two times after the initial course enrollment; the university policy on cumulative GPA still obtains with the permitted course retake option.
- Students in the MA in EMHS, PSLA, or PEDA programs are permitted a maximum of two grades with "C" or "C+" on the iPOS. Further, a student's final cumulative GPA's must meet the university minimum standard for graduation (3.00).
- Dismissal from either the EMHS, PSLA, or PEDA degree programs may be recommended by the program's Academic Director if a student has received three "C+" or lower grades in coursework taken after admission to the program.

- An enrollment hold will be placed on any EMHS, PSLA, or PEDS student who fails to meet the university minimum cumulative GPA (3.00) requirement in a given semester. This hold will prevent future registration and can only be removed by the academic advisor. Failure to communicate with the academic advisor upon enrollment hold placement may result in a failure to maintain continuous enrollment which may result in dismissal from the university.

#### 8.2.4 Grades of Incomplete

A grade of “I” is given by the instructor only when a student who is otherwise doing acceptable work is unable to complete a course. A Request for Grade of Incomplete form must be submitted by the student with the understanding that the work is to be completed within one calendar year. A student does not have to register or pay fees for a course where a grade of incomplete has been received in order to complete the course. If the work has not been completed after one calendar year, the mark of incomplete remains an “I” and becomes a permanent part of the transcript. To repeat the course for credit, a student must reregister and pay tuition and fees. The grade for the repeated courses will appear on the transcript but will not replace the permanent “I”. Additional information regarding ASU grading policies may be found at [Grades and Grading Policies](#)

### 8.3 ASU Email Policy

Arizona State University policy requires that students obtain an ASU email address once admitted to the university. ***This email address is the official email address to which the university sends email communications and is recorded in the university’s electronic directories.*** Students may suppress their email address from these directories by completing forms available at: <https://students.asu.edu/forms/registration>

Students are expected to check their email on a frequent and consistent basis to stay current with university related communications. Faculty who choose to use email in their classes expect students to use their ASU email account for all class email communication. Occasionally, we will need to contact you through email with important information concerning the graduate program. Students are responsible for all information communicated through the ASU email system.

## 9 Conduct Policies

### 9.1 Student Responsibilities and Policies

As a graduate student in the College of Public Service and Community Solutions, you must adhere to all policies for ASU graduate students. You may find these in the Graduate Policies and Procedures manual found here: <https://graduate.asu.edu/policies-procedures>

Students are responsible for being aware of the content of this document, so we suggest that you read it at the time of your admission, and remain familiar with it throughout your course of study.

### 9.1.1 Student Conduct and Communication

In addition to high academic standards, students are also expected to maintain a healthy and respectful communication and discussion with their peers, instructors, and program staff. A basic principle of professional conduct in the program is that faculty and staff afford students courtesy and respect during all interactions. In turn, students in the program are expected to afford that same courtesy and respect to their peers in the program, to staff, and to faculty during all interactions.

Aggressive, disrespectful, and/or profane verbal and written communication and behavior will not be tolerated. Any student that does not adhere to the university's standard of respectful communication may be subject to sanctions from the Dean of Students Office which can include removal from the program. (Please also see information on Arizona State University's general code of conduct for students later in this document.)

### 9.1.2 Student Code of Conduct

In any learning environment, respectful interaction is pivotal to an individual's success whether online or in person. Violations of the ASU Student Code of Conduct, other than the provision concerning academic dishonesty, are more generally considered inappropriate behavior. The Office of Student Rights and Responsibilities reviews and sanctions these matters. If a student violates both the academic integrity provision and additional provisions of the Student Code of Conduct, both the college and the Office of Student Rights and Responsibilities will review the matter. Each independently makes determinations concerning violations and appropriate sanctions. For more information about the rules, regulations and enforcement procedures outlined in the ASU Student Code of Conduct please visit: <https://students.asu.edu/srr/code>.

## 9.2 Academic Grievance Process

Student Academic Grievance Procedures Standing Rules (As revised by the College Assembly, April 1, 1994) College of Public Service & Community Solutions

These procedures are intended to facilitate a fair hearing of any student academic grievance issue by the College Academic and Student Affairs Committee convened to hear such grievances. When convened to hear a student academic grievance, decisions of the Committee will be by majority rule, provided a quorum (4) of the membership is present, including at least three faculty members.

Student grade appeals must be processed in the regular semester immediately following the issuance of the grade in dispute (by commencement for fall or spring), regardless whether the student is enrolled at the university. It is university policy that students filing grievances and those who are witnesses are protected from retaliation. Students who believe they are victims of retaliation should immediately contact the dean of the college or school in which the course is offered.

The Committee shall have the power and/or responsibility only to make recommendations to the Dean of the College of Public Service & Community Solutions in a hearing regarding a grade dispute, or other academic issue.

Any students who believe they have a grievance should first utilize the informal process as listed below.

### 9.2.1 Informal Process

1. Initially, the aggrieved student should schedule an appointment with the faculty member concerned and discuss the problem openly.
2. If this discussion does not result in a satisfactory resolution, the student may appeal to the Chair/Director of the instructor's department/school who will employ department/school approved procedures to resolve the grievance.
3. If a satisfactory resolution is not achieved, the student may confer with the Dean (or Dean's designee) who will review the case.

If the grievance has not been successfully cleared at this time, the student may request the Dean to refer the matter to the College Academic and Student Affairs Committee. The Committee will convene for the specific purpose of hearing a student academic grievance as needed.

Further information about the Formal Process can be found here:

<https://connect.publicservice.asu.edu/content/academic-grievance-process>.

## 10 University Resources

### 10.1 Useful Websites

- ASU Cost of Attendance: <https://students.asu.edu/tuition>
- ASU Online Orientation: <http://online-student-welcome.asu.edu/>
- ASU Financial Aid: <https://students.asu.edu/financialaid>
- ASU Graduate Policies and Procedures: <https://graduate.asu.edu/policies-procedures>
- ASU Scholarship and Aid Search: <https://students.asu.edu/financialaid/search>
- Currently available scholarships: <https://students.asu.edu/scholarships>
- FinAid Scholarships: <http://www.finaid.org/scholarships/>
- Graduate Education Fellowships: <https://graduate.asu.edu/pay-for-college>
- Pat Tillman Veterans Centers: <https://veterans.asu.edu/>
- Registering for classes: <https://students.asu.edu/howtoregister>
- Student Employment: <https://students.asu.edu/employment>
- Types of ASU Financial Aid: <https://students.asu.edu/financialaid/types>

ASU is proud to design and deliver quality online programs that meet the needs of military personnel stationed anywhere in the world. For additional information about veteran and military resources available to ASU students, please visit <https://veterans.asu.edu/>.

**For newly admitted students**, please review the steps provided by the Tillman Center:  
<https://veterans.asu.edu/benefits/admitted>.

**For continuing students**, specific steps must be completed prior to the start of each semester to ensure any benefits will continue: <https://veterans.asu.edu/benefits/continuing-transfer-students>.

ASU Online provides a military liaison for support as well. Please contact Mario Matus, ASU Online Student Service Lead at 480-884-1906 or [militaryonline@asu.edu](mailto:militaryonline@asu.edu) if you have any questions.

## 10.2 Financial Aid

Graduate students seeking loans or financial aid counseling should contact the ASU Student Financial Aid Office at <https://students.asu.edu/financialaid> or the College of Public Service and Community Solutions Student Financial Resource Coordinator at <https://connect.publicservice.asu.edu/finaid>.

## 10.3 University Career Services

ASU Career Services assist with career exploration, development and implementation. This provides opportunities for student and alumni to consult with career professionals for advice and resources on self-assessment, career planning, and developing job search strategies or self-marketing tools (i.e. resume, interviewing skills, and social media presence). You can visit their website at: [ASU Career Services](#)

## 10.4 Disability Resource Center

The Disability Resource Center (DRC) facilitates access for qualified students with disabilities through the provision of reasonable and effective accommodations, and serves as an information hub for ASU and the community. Students are encouraged to visit the DRC and make it an integral part of the educational pursuits.

### **DRC Contact Information**

Web: <https://eoss.asu.edu/drc>

Phone: 480-965-1234

Email: [drc@asu.edu](mailto:drc@asu.edu)

# 11 Contact Information

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