Master of Public Administration Program (MPA) Student Handbook

This student handbook has been prepared as a guide for graduate students in the Clemson University Master of Public Administration program and includes regulations, procedures, and general information.

All graduate students should also review the Clemson University policies concerning sexual and racial harassment, fair treatment and nondiscrimination of the handicapped, and research ethics.

Students should become familiar with the information presented in this document as well as the Graduate School Announcements. Should there be discrepancies between the information presented in these two documents, the Graduate School Announcements prevails over the student handbook.

Program of Study

The course of study requires 39 or 42 semester hours to earn an MPA degree. This is dependent on the student’s choice of taking the comprehensive exam or a semester-long Capstone research project as their end of program requirement.

Professional and applied experience is an integral component of a public administration education. Consequently, all MPA students who have not had adequate professional experience are advised to complete an internship. Because the internship experience often leads to job opportunities, MPA students without public sector or non-profit experience are strongly encouraged to consider the internship as a step in their career development. Students serve their internships across a wide range of nonprofit organizations or government agencies.

Core Classes

The course of study requires 7 (21 hours) core classes, plus 1 Government course (3 hours), and 5 electives (15 hours).

Public Administration Core

Perspectives of Public Administration
Public Policy Process
Research Methods for Public Administration
Public Data Analysis
Public Financial Management
Public Personnel Administration
Administrative Leadership
A Government Course—chosen from Local Government, State Government, American Government or Administrative Law

Description of Core Courses

Perspectives of Public Administration
The course outlines the study and practice of public administration in the US in the 20th century, the historical development of the field of public administration, and current approaches to the study and practice of the discipline.

Public Policy Process
Covers the major models of policy making, including incrementalism, rationalism, pluralism, and elitism. Selected areas of public policy case studies include transportation, housing and urban development, energy, environment, and civil rights.

Research Methods for Public Administration
Covers the use of social science research methods for addressing issues in public management and policy such as: research design, measurement, sampling and polling. Examined are various aspects of locating, collecting, and processing data, including survey design and archive searches.

Public Data Analysis
Focuses on database management, storage and retrieval, data description, univariate, bivariate, and multivariate analysis in policy studies and decision-making theory.

Public Financial Management
The course explains the organization and techniques of public financial management, budgetary theories, and intergovernmental financial relations.

Public Personnel Administration
Offers a theoretical analysis of personnel management in the context of changing conditions in the sphere of public service. Particular focus is placed on interpersonal relations, personnel change and development, educational specializations, unions, collective bargaining, and ethics.

Administrative Leadership
The course covers the foundations of leadership in public organizations, personal and organizational values underlying decision processes in the public service.

American Government
Examines literature of the American political system, its institutions, and processes.

State Government Administration
Follows state government problems and policy issues emphasizing the modernization of government institutions and comparative state politics.

Local Government Administration
Looks at administration of local government from the perspective of the professional administrator. Analyzed the role of local government administrators with regard to policy making, management, and the delivery of services.

Administrative Law
Legislative, adjudicatory and general policy-making powers of administrative agencies and regulatory commissions; the scope of judicial review of administrative action. Directed primarily toward the analysis of the political nature of bureaucracy.
Curriculum Specializations

Students may choose coursework from any of the program’s five specializations. While some students choose to take all of their coursework from 1 specialization area, others may choose to create a hybrid mix of courses that meet their professional and academic interests. The program offers coursework every semester in each specialization along with courses that cover material across specializations. Below is a list of courses that are offered in each specialization:

**Emergency Management**
- Introduction to Emergency Management
- Emergency Management Planning & Preparation
- Resilience in Disaster Recovery
- Advanced Seminar in Emergency Management

**Homeland Defense and Security**
- Introduction to Homeland Security
- Intelligence Gathering and Analysis
- Advanced Seminar in Homeland Security
- Cybersecurity & Public Systems
- Critical Infrastructure and Cybersecurity

**Regional Sustainability**
- Sustainability and Public Administration
- Sustainable Rural Economic Development
- Regional Economic Development
- Applications of Sustainability Principles

**Nonprofit Management**
- Non-profit Fundraising
- Grant Writing and Public Administration
- Non-profit Fiscal Management
- Legal Aspects of Non-profit Management
- Current Issues in Non-profit Management

**Local and State Government**
- Local Government Administration
- State Government Administration
- Strategic Planning in Public Administration
- Managing Information Systems in Public Administration
- GIS for Public Administrators

As a student’s final program requirement they must chose to take either the Comprehensive Examination or the Capstone research course (3 hours). These are both described in more detail below.
Admissions

Interested students may apply to be admitted for fall, spring, or summer semesters. The Clemson University Graduate School application deadline for the fall and summer semesters is March 1 and spring semester is October 1. The MPA program is flexible with these deadlines if an applicant submits a complete application packet.

To obtain information about the program, prospective students should call Carolyn Benson at (864) 656-4463 or email us at cbenson@clemson.edu

A complete application consists of:

- An online application form at [http://www.grad.clemson.edu/admission/application.php](http://www.grad.clemson.edu/admission/application.php)
- Select program code 670 (Public Administration is housed in the College of Health Education and Human Services)
- Unofficial transcripts of all previous academic work, both graduate and undergraduate. Official transcripts will be required once admission has been granted.
- Graduate Record Examination (GRE) scores (within the last five years) in the range of 140 for the verbal and quantitative portions of the exam. Information regarding the test can be obtained from Educational Testing Services (ETS) at [www.ets.org/gre](http://www.ets.org/gre).
- GRE waiver requests may be requested in certain circumstances. See below for more information
- Two letters of recommendation from persons familiar with the applicant's academic and/or job performance (when possible one of each).
- A personal statement outlining the purpose for pursuing an MPA degree.
- Documentation and explanation of any related professional experience.
- Applicants for whom English is a second language must also submit acceptable TOEFL scores.

Once all materials have been received it takes an average of two weeks to fully process an application.

The Clemson MPA is designed and dedicated to serving working professionals. In that light, the MPA admissions committee considers three primary pieces of an MPA application. First, we consider an applicant’s professional experience, as discussed in their personal statement. Second, grades and courses taken at the undergraduate and/or graduate level are evaluated. Finally, GRE scores are evaluated with a focus on the verbal and analytical sections. In some circumstances GRE waiver requests are considered. Please read more about these circumstances under the GRE waiver section that follows.

All students applying to the MPA program must have an undergraduate degree from an accredited college or university upon entry into the program. Any applicant who is concerned about varying from normal expectations is encouraged to discuss options with the MPA staff as soon as possible.

If you have a bachelor's degree and would like to take a few courses, or you would like to earn a Specialization Certificate, without actually pursuing a degree, you should apply as a non-degree student. When applying as a non-degree student you apply under program code 008.

It is possible for students to apply as a non-degree seeking students in order to become comfortable with graduate work and determine if the program is a good fit for their interests. Non-degree students are restricted to twelve hours of enrollment, or 15 hours if you are earning a certificate, in which they must earn at least a B (3.0) average, with no grade below B.

Students applying as non-degree seeking or for one of the certificate programs only, must submit all pieces of the application except for the GRE scores. In these programs, ideally one of the letters of recommendation should be from a supervisor who documents that the applicant is working in the selected field of specialization. It should also be noted that non-degree seeking students are ineligible for federal...
financial aid. If an applicant has any questions, they are strongly encouraged to view the website and/or talk with one of the MPA staff members.

After 12 or 15 hours are completed, the student must apply for the full degree to continue in the program. This requires reapplying through CU graduate school and re-submitting appropriate documents. The MPA admissions committee will review the student’s performance and will issue a final admission decision. If a student has successfully completed the MPA certificate, the GRE is not required to be admitted into the full degree program. Courses taken as a non-degree student or as a part of the certificate are fully transferable to the MPA degree.

All applicants will be officially notified of admission decisions by the Graduate School at Clemson University.

**GRE Waiver Policy**

As an applicant to the MPA program, you may apply for a GRE waiver if you meet one of the following requirements:

- have been employed for a minimum of 5 years (post baccalaureate) in a full-time, relevant professional position and have a minimum undergraduate GPA of 3.0;
  - please include a letter from a superior documenting the types of projects you have worked on, your role in these, and your success in these efforts.
- have 10 or more years of senior level professional experience (post baccalaureate);
  - please include a letter documenting at a minimum your role(s) in the organization(s) you have worked for, the number of people you have supervised, the approximate budget of the organization(s), and the types of projects you have managed.
- successfully completed the Clemson MPA certificate with a 3.0 average GPA;
- earned a graduate degree (Master’s, PhD, MD, or JD) within the last five (5) years from an accredited university.

To submit a waiver request you must meet at least one of the above requirements. You must also submit a brief statement explaining why you are seeking the waiver and what criteria you have met to allow for the waiver. Once we have received the appropriate documents the MPA admissions committee will evaluate the waiver request. The GRE score or the approved waiver are only one component of the MPA application and do not constitute acceptance or denial into the program.

**The Certificate Program**

The Clemson MPA program offers the only Graduate Certificate in Public Administration in South Carolina. The Graduate Certificate in Public Administration serves as an option for those individuals who wish to expand their education beyond the undergraduate level, but do not wish to engage in a full Master’s Degree program. Many public and non-profit organizations value a concentrated set of coursework in a specific specialization and a PA certificate can accomplish this objective.

The certificate consists of five graduate classes tailored to provide specialized training and education in any of the concentration areas. Students, however, can take coursework from a combination of MPA program core and elective courses. Courses taken as part of the certificate are fully transferable to the MPA degree.
Specifically, the program requires the completion of fifteen (15) credit hours, for a total of 5 courses. Students are required to take at least one (1) core class but may take more than one core course if these courses are a better fit for the student’s professional development goals.

Admission requirements are as follows:

- Baccalaureate degree from an accredited institution.
- An online application form at [http://www.grad.clemson.edu/admission/application.php](http://www.grad.clemson.edu/admission/application.php)
- Select program code 008 (Public Administration is housed in the College of Health Education and Human Services)
  - Unofficial transcripts from all prior institutions
  - A personal statement outlining the purpose for pursing a certificate in PADM.
  - Two letters of recommendation.
  - Certificate students are considered non-degree seeking students and are therefore, ineligible for federal financial aid until they are fully admitted into a degree program.

Once a student earns a certificate, if they choose to apply to the full degree program they may request a GRE waiver due to their successful completion of the Certificate program. For additional information on the Certificate option please contact Carolyn Benson, cbenson@clemson.edu

**Registration and Advisement**

At the beginning of each semester the MPA program holds new student technology workshop training and advising. The date and time will be announced on the MPA website and a follow up email will be sent to all admitted students. All new students are required to attend one of these sessions.

During training/advising new students will be encouraged to formulate a plan of study and individual advising will be offered. MPA faculty and leadership are available on a continuous basis to answer questions and offer guidance. Formal advising can always be scheduled per individual requests.

**Grading**

The grading scale for graduate programs are A, B, C, and F. The lowest passing grade is a C. Persons receiving an F in a course will receive no credit for that course. The only way for a student to earn credit for a failed course is to retake it and earn a grade no lower than a C. The CU Graduate School requires that all students maintain a 3.0 grade point average each semester. Students that fall below this are put on academic probation and must submit a Plan for Success to the Director of the MPA Program and the Graduate School. Students are allowed to be on academic probation for no more than two semesters before they are dismissed from the program. In order to qualify for graduation, students must have at least a 3.0 grade point average overall.

For students that are unable to complete a course in a semester, the faculty member can grant a grade of NP. This is similar to the old Incomplete (I) grade and may be given under extraordinary circumstances. All NP grades can be changed by the Director of the program, in agreement with the faculty member, once the course requirements have been successfully completed.

Student files are regularly evaluated in order to mark progress in meeting program requirements. All students must complete a Graduate School approved course of study plan (form GS2) no later than the semester before they intend to graduate. The GS2, course of study plan, includes both coursework taken and coursework that a student intends to take in future semesters. The GS2 forms have a contractual purpose and must be approved by the MPA committee before submission to the graduate school. Students should complete a GS2 as soon as possible to assist in course planning. The GS2 - Plan of Study form can be found and downloaded at: [http://www.grad.clemson.edu/forms/index.php](http://www.grad.clemson.edu/forms/index.php)
Internship Guidelines

Professional administrative experience, obtained from either an internship or regular employment, is an essential part of a completed Public Administration degree. For students entering the program with no professional public administration or nonprofit experience, an internship will be required by the MPA admissions committee. Students with less than five years of professional experience are required to provide a thorough description of their work experience to date, as well as an analysis of how the experience relates to the MPA course of study. In cases where students have less than five years of experience, an internship may be suggested by the admissions committee but this will be handled on a case by case basis.

Internship Policies: The following is intended to give guidance concerning expectations for successful completion of the Internship course.

Purpose: The primary purpose of the internship is educational rather than service to the agency. Students may make valuable contributions to the employing agency, but the objective of the internship is to expose the student to an experiential learning process in an actual professional public administration or non-profit setting. The agency and Clemson are partners in this educational endeavor, with the agency providing supervision and guidance and the primary objectives geared toward an administrative workload that would prepare the intern to create, implement and analyze policy in a public setting.

Location: Internships may be served in governmental organizations, including executive, legislative and judicial institutions, in approved non-profit organizations, and in private organizations dealing with the public sector. The choice of the specific location of the internship is dependent on the professional and academic interests of the student. The MPA director will assist the student in obtaining an appropriate internship, but the student is expected to play an active role in this process. In cases where the students find their own internships, the MPA director must approve their choice.

Role and Functions: The specific role and function of an intern in an agency should be a matter of mutual agreement between the student and the agency, with the assumption that the student will be performing in a professional administrative capacity. Duties vary from place to place, but the overall scope of the experience is to be project-oriented, where students learn how to write policy, analyze policy, or create procedural manuals and/or classification and compensation plans as several examples. Within the first three weeks of the start of an approved internship, students must submit a brief explanation of the project(s) they will be working on, along with information on their agency, supervisor, and expected outcomes.

Academic Credit: Students working as interns must enroll is P ADM 879 – Public Administration Internship. Successful completion of the internship requirement carries three hours of academic credit. The student’s performance is graded on a Pass/Fail basis. Grades are assigned by the MPA director, taking into consideration the evaluation of the agency supervisor. Students not completing the internship in the semester they register for the course will receive a grade of NP. The grade will be changed to a P after the successful completion of all course requirements.

Timing and Duration: Most students enroll in the internship during the last two or three semesters of their studies. Generally students have completed their core MPA courses by the time they take their internship. However, if special opportunities arise earlier in a student’s program, the MPA program director will consider an earlier internship enrollment.

Students earn 3 hours of academic credit for the internship course and must therefore meet a 45 contact hour requirement that is expected of all 3 credit hour courses. How students meet this requirement is somewhat flexible. Internships may combine summer work and work during the regular academic year or different combinations of weekend/evening work depending on the agency and agreed upon projects. Students must discuss and get final approval from the MPA program director on the proposed schedule for completing a student’s contact hour requirements. If any student wishes to serve in an internship at his or her current place of employment, special duties and projects must be completed for the required length of time and the student must secure the prior approval of the MPA director.
**Evaluation:** Evaluation is conducted at two points in the internship experience. At the approximate midpoint of the internship a meeting will be held with the intern, the intern’s supervisor and the MPA director to assess the progress of the internship and make any adjustments deemed necessary. This discussion will focus on the quality of the internship position and the duties of the intern. At the completion of the internship, the student is required to submit a written account of the experience explaining how it was related to the academic studies of the student, with particular focus on how the tasks performed related to the administrative concepts covered by the core MPA classes. Length of the written product will vary, depending on the scope of duties performed and the individual requirements of each intern. The final report is graded by the MPA program director and in some cases additional feedback may be sought from the supervising agency.

Intern performance will be assessed in both the agency and the MPA program. Satisfactory performance in the MPA program will be judged by the standards established by the MPA curriculum committee and the MPA program director. Satisfactory performance in the agency will be determined by agency standards. If the student’s performance is satisfactory in the MPA program, but not the agency, the student may be reassigned to a new agency. All decisions regarding reassignment will be made by the MPA director, in coordination with the MPA curriculum committee and the student. If a student’s performance is satisfactory to the agency, but not the MPA program, the student may be given a Fail in the internship course. Such decisions are rare and will be made by the MPA curriculum committee and the MPA director.

**Capstone**

MPA graduate candidates may elect to complete a capstone research project in place of the comprehensive exam as their “final” MPA academic requirement. The capstone project, and related course, may be taken after all of the MPA core courses have been completed and a research topic has been approved by the MPA program director. A capstone course bears 3 credits and is similar to a master’s thesis. It is strongly suggested that students do not take the capstone course their last semester in the program. The capstone process can take longer than students envision and as such they should coordinate with their Capstone committee on what the appropriate timing is for their project. The Capstone committee is composed of a faculty chair and two additional faculty members who guide the student in the research endeavor and supervise the defense process (the MPA program director is one of these members).

The objective of the research project is for students to develop an important research question that lends itself to quantitative or applied qualitative analysis. Students may use secondary data sets to analyze specific research questions or qualitative tools like surveys, interviews or other techniques to examine a particular issue. We strongly support applied projects that are directly related to a student’s current or desired profession. The MPA director must approve the topic and will guide the student in nominating a capstone faculty committee. For examples of capstone projects please contact Carolyn Benson, cbenson@clemson.edu.

When a student’s committee believes they have come to a successful conclusion of the research process, students are required to “defend” their research. A Capstone defense requires the student to present a summary of their final research results to their committee. All defenses must be scheduled in careful coordination with Graduate School deadlines for graduation forms. Generally, defenses must be scheduled approximately 3 weeks before the conclusion of the semester. At the conclusion of the defense, the student may have revisions that require timely attention to meet Graduate School deadlines. The chair of the student’s committee will inform the Graduate School of the capstone results via the GS7 form following completion of all components of the research and defense.
Comprehensive Exam

Instead of the Capstone research project, students may elect to take the MPA comprehensive exam as their “final” MPA academic requirement. Students may elect to take the exam any semester after they have completed all of their MPA core coursework. The exam is administered online approximately 3-4 weeks before the end of every semester. The exam date and times are announced by the MPA program director at the beginning of each semester.

Comprehensive Exam Questions are derived from the following broad course areas:

- Public Policy Process
- Personnel Administration
- Public Finance and Budgeting
- Leadership

A strong comprehensive exam demonstrates knowledge of the relevant literature, themes, and arguments presented throughout a student’s coursework. While information for a particular answer may come from one primary course, it is often relevant for students to draw on material from a wider range of coursework and practical experience. The structure of the response is dictated by the nature of the question. The grader is interested in the student’s ability to analyze the material critically and answer the questions thoughtfully and completely. The student should be careful to integrate appropriate literature and examples and to develop arguments completely.

Sample questions will be sent to all students taking the exam 6-8 weeks before the exam. All exam questions have two graders consisting of different faculty and the director of the program. Comprehensive exams will be graded on a High Pass, Pass, Marginal Pass or Fail basis. To pass the exam, students must receive a Pass or High Pass on all questions. If a student receives anything less than a grade of Pass or High Pass, the student is required to take an oral exam with the director of the MPA program or an appropriate faculty member as soon as can reasonably be scheduled or retake the exam no less than 30 days after their results are posted.

If a student receives a Marginal Pass on any question, the student is required to follow up with an oral exam for that question. If a student Fails one section of the exam, and receives a Pass or High Pass on all other sections, the student is required to take an oral exam on that section of the exam. Students that receive two or more failed grades on the exam are required to retake the entire written exam. This exam can be rescheduled no less than 30 days after the student receives their exam results. In cases where a student demonstrates acceptable knowledge in some areas but inadequate knowledge in others, a student may be required to only retake a portion of the written exam. This decision is made by the MPA program director and other related faculty.

The oral examination is designed to explore areas of deficiency in the written exam. The oral exam offers the student an opportunity to demonstrate a command of their knowledge from identified weaknesses in their written response (s). All questions will focus on written responses that received at least one grade of marginal or fail and any related material. Before the oral examination, the MPA Director will review with the student areas of deficiency as indicated by faculty evaluations of the written responses.

A student who has passed the oral examination has passed the entire comprehensive exam. A student who fails the oral examination will have to retake the entire written examination. The student may retake the exam no less than 30 days after their oral examination results are discussed. In cases where a student demonstrates acceptable knowledge in some areas but inadequate knowledge in others, a student may be required to only retake a portion of the written exam. This decision is made by the MPA program director and other related faculty.

In the extremely rare case where a student fails the written exam a second time, the student is declared ineligible to receive the Master of Public Administration degree at Clemson University. In cases of
extreme grade disparity, an additional faculty member may be asked to grade questions for additional clarification.

The chair of the advisory committee will inform the Graduate School of the exam results via the GS7M form within three weeks following completion of all components of the examination.

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**Graduate School Policies**

**Grade Appeal**

Grades are not appealable, although students may file an official grievance under certain circumstances. See: Grievances. GS-g-A 2011 - Academic Grievance Filing – bottom of web page [http://www.grad.clemson.edu/forms/forms_current.php](http://www.grad.clemson.edu/forms/forms_current.php)

**Grade point ratio (grade point average)**

In calculating a student's grade point ratio or grade point average, the total number of grade points accumulated by the student is divided by the total number of credit hours attempted at Clemson during the semester, session, or other period for which the grade point ratio is calculated. For each credit hour, the student receives grade points as follows: A-4, B-3, C-2, D-0, F-0, I-0, P-0, W-0. Audited courses do not carry credit and are not noted on the student's academic record.

**Grading system**

Most graduate courses are graded on an A-B-C-F scale. Thesis and dissertation research, and a small number of unstructured courses approved by the Graduate Curriculum Committee are non-graded courses, and may be taken at the graduate level on a pass/fail (P/F) basis. Courses graded P/F are not included in the academic average; however, the grade P or F is placed on the student's permanent academic record. Graduate students may not request graded courses to be converted to the pass/fail option. Only credit hours for which a grade of pass (P) is achieved apply toward the number of credit hours required for the degree. A minimum grade of C in all courses must be earned for all courses to apply toward a degree. The Graduate School requires that all students maintain a 3.0 GPA to remain in a program and to graduate.

Students who receive a grade of Incomplete (I) or Not Pass (NP) while enrolled in Graduate School remain ineligible for graduation, including earning a master's degree en route to a doctorate degree, until the incomplete work has been made up and a letter grade or Pass grade has been submitted to the Registrar's Office.

**Dismissal**

Policy: A graduate student may be dismissed from the Graduate School at any time for failure to maintain an adequate academic status or to maintain satisfactory progress. Adequate academic status is a 3.0 cumulative grade point average in all coursework attempted since admission to the Graduate School, including undergraduate coursework taken as required prerequisites or corequisites. Satisfactory progress includes work on research, theses, dissertations, qualifying or comprehensive examinations and/or required projects. Notification of dismissal is sent to the student by the Graduate School.

Procedure for department: At the end of each semester, program coordinators are contacted to document the desired action to be taken on students with grade point averages below 3.0 - either those who failed to remedy a previous probation or those newly added to the list of students on probation. Program coordinators are asked to identify the Graduate School the level of probation (PB-1; PB-2; or PB-3) to be assigned to each student. A student recommended for dismissal by the program coordinator will receive a
letter of dismissal signed by the dean of the Graduate School, the only individual authorized to dismiss a student. Note that a student may appeal a dismissal if he/she believes the dismissal to be unfair or improper.

**Dismissal, Appeal**

Policy: It is the policy of the Graduate School to respond to all students who request review of the decisions of the faculty of the academic programs to dismiss students currently enrolled if they feel the dismissal decision was made unfairly or improperly. Appeals are heard by the Graduate Admissions and Continuing Enrollment Appeals Committee.

Procedure for student:
1. An appeal of continuing enrollment (dismissal) must be submitted in writing by the graduate student within 30 days of the date of the official letter received from the Graduate School indicating dismissal.
2. The student should submit the written statement requesting the appeal on Form GS-Appeal and provide evidence that the dismissal decision was unfairly or improperly rendered. Any documentation for the committee to consider should be attached to this form. GSAPPEAL - Appeal of Dismissal or Denied Admission – near top of web page - [http://www.grad.clemson.edu/forms/forms_current.php](http://www.grad.clemson.edu/forms/forms_current.php)
3. Within three days of receipt, the Graduate School will make available to the committee the student's appeal request, the student's Enrolled Services' file, the recommendation for dismissal and any relevant documents provided by the student. The Graduate School will also provide the graduate program coordinator with a copy of the student's appeal request within the same time frame.
4. The Graduate School will identify the earliest hearing date, will schedule the meeting, reserve the room and notify all parties of the time and location of the hearing.
5. The Graduate School dean's designee will attend the hearings to provide procedural guidance but will have no vote in the decision of the committee.
6. The student will be called in first by the chair of the committee to present his/her case. Following conclusion of the student's presentation, he/she will be excused.
7. The faculty representing the graduate program will be called in next by the chair of the committee to present the rationale of the program for recommending dismissal. The faculty may bring to the meeting any relevant documents to share with the members of the committee. These documents will be retained with the case in accordance with the University's regulations on retention.
8. The committee will make a decision on the case, which will be communicated immediately to the student and the program coordinator. This communication will be in the form of an e-mail notification. A letter, under the signature of the Graduate School, will also be mailed to each party.
9. Appeals of the decisions of the committee may be made by the student to the dean of the Graduate School within 10 days of the decision of the committee.
10. Within 15 days, the graduate dean will render a final decision for the University on appeals and will communicate the same to each party and to the members of the committee.

**Academic Integrity, Graduate philosophy**

An academic environment of integrity is one in which students, faculty and staff interact with each other from a position of mutual trustworthiness. As a member of the consortium of institutions comprising the International Center for Academic Integrity, Clemson University has committed itself to preparing a community of scholars dedicated to integrity in teaching, research, scholarship, mentorship and the acquisition and display of professional values of trust, honesty, fairness, responsibility and respect. It is an expectation that Clemson graduate students avail themselves of the many opportunities and resources both on and off campus to learn how to engage in professional practice with integrity. The Graduate School and the community of scholars engaged in graduate-level education will vigorously and expeditiously respond to charges of violations of academic integrity.

In order to promote an academic environment of integrity, all students, faculty and staff must commit to fostering honesty in academic work. Each individual has an important role in ensuring that Clemson's policy on academic integrity is respected and used most effectively as a mechanism for teaching versus a mechanism for punishment. The Graduate School encourages all faculty and students to take a proactive role in eradicating ignorance of violations of academic integrity.
• Faculty must be clear on syllabi and in verbal instructions to students on the academic expectations for completing assignments.
• Graduate programs must engage students in discussions about disciplinary-specific issues and professional practice relative to academic integrity, and may include expectations, procedures and consequences aligned with professional licensing or certification requirements beyond those listed here.
• Faculty might inform students of national cases of academic dishonesty by other faculty and graduate students so as to heighten students' awareness of the necessary seriousness of making a commitment to honesty in their work and implications of not doing so.
• Students must be proactive in asking for clarification on procedures for completing assigned work.

**Academic integrity, Graduate policy and procedures**

**Policy:**

Violations of the principles outlined in the graduate philosophy on academic integrity will be pursued to the fullest extent according to the procedures outlined below. Violations of academic integrity include violations in coursework, research, independent projects, practica, internships, comprehensive and qualifying exams, theses and dissertations and other publications or works submitted as requirements for receipt of a degree. Non-degree seeking students may also be charged with violations of academic integrity.

This policy broadly defines and provides examples of violations of academic integrity, categorizes the seriousness of violations into four levels and establishes guidelines for discerning appropriate sanctions for each. As there is no way to identify within the policy all of the possible violations of academic integrity, the policy and ensuing procedures are intended as a general guide for faculty in all colleges to enable consistent, reasonable and fair judgments of graduate student actions incongruous with the fundamental values and general philosophy described above. It further describes the steps to be followed by faculty bringing charges against graduate students for violations of academic integrity.

The authority to resolve cases of violations of academic integrity by enrolled graduate students is vested in the Graduate Academic Integrity Committee.

For more information about Academic Integrity policies and procedures and for Graduate School requirements, forms, and policies, please visit the Clemson University Graduate School website.

http://www.grad.clemson.edu/forms/index.php