



BYU MPA & EMPA

STUDENT HANDBOOK

Values, Finances, Policies, & More

Questions? [Email the
Associate Director](#)



Modern Day Pioneers

We need modern political, economic, and social pioneers and nonconformists who cannot be deterred by material plenty, political ambition, or social diversions.

We need American pioneers with a national and world vision and a national and world identity based on a dedication to the principles of human liberty, social justice, world peace, economic abundance, and the divine rights of man.

George Romney

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Introduction

Brigham Young University's Master of Public Administration (MPA) program offers a unique graduate experience. We are dedicated to a clear vision, mission, and core values that guide everything we do— from our culture and accreditation to admissions, financial aid, and program activities.

This handbook provides a comprehensive overview of all aspects of the program in light of the MPA vision, mission, and values.

Values, Culture, & Learning Outcomes

The MPA values, culture, and learning outcomes foster a learning and social environment that prepares students to achieve the MPA mission—both in their time in the program and their professional development outside of the program.

Values

[View the MPA Mission, Vision, Values.](#)

Culture

The MPA values form the foundation of BYU's MPA culture, fostering an environment of friendship, support, and excellence. These values are crucial in shaping the program's identity and helping students achieve key learning outcomes, both in and out of the classroom.

Learning Outcomes

The following learning outcomes were chosen to develop professionals who are equipped to navigate the complexities of public service with integrity and compassion.

Public Service Values: BYU MPA graduates demonstrate an understanding of, passion for, and commitment to public service values, including reverence for the dignity and worth of all people and dedication to ethical governance.

Quantitative Analysis: BYU MPA graduates are skilled at evaluating programs and policies. They know how to gather data, correctly analyze it, and employ the analysis to recommend policy and programmatic action in public service organizations.

Communication: BYU MPA graduates effectively convey verbal and written information with the polish and professionalism appropriate for the public service context. They listen to and promote understanding among people with diverse viewpoints.

Teamwork & Collaboration: BYU MPA graduates know how to leverage the power of a team. They conduct effective, agenda-based team meetings, and promote mutual accountability with teammates and collaborative partners.

Overall, the synergy between the values, culture, and learning outcomes cultivates an environment in which the MPA mission is realized.

Accreditation

Brigham Young University's Master of Public Administration program has received national acclaim for its design and content. The program is accredited by NASPAA, The Global Standard in Public Service Education.

NASPAA: The Global Standard in Public Service Education

NASPAA is the membership association of graduate programs in public administration, public policy, and public affairs. NASPAA's Commission on Peer Review and Accreditation is the specialized accreditor of these master's degree programs.

NASPAA's twofold mission is to:

1. Ensure excellence in education and training for public service.
2. Promote the ideal of public service.

If interested, you can find out more about the responsibilities of NASPAA [here](#).

Honor Code

The BYU MPA program embraces and upholds the Honor Code, celebrating the alignment between the principles of the MPA values and those of the Honor Code.

[View the Honor Code.](#)

The Romney Institute

Romney Institute of Public Service and Ethics Program Overviews

Students entering the Master and Executive Master in Public Administration programs at Brigham Young University can expect a challenging curriculum focused on managerial skills, teamwork, and professionalism.

The full-time program is a two-year, non-thesis track based in the Marriott School of Business, while the executive program is a three-year, non-thesis track offered at the BYU Salt Lake Center. Graduates of both programs will earn an MPA degree that emphasizes practical management skills over theory. Students will work closely with professors who are knowledgeable in field and dedicated to guiding students toward the completion of their academic goals.

Day Program (MPA)

First Semester: Working in management means working with groups of people, so it is important for the students to practice interpersonal skills and practice the art of teamwork. Consequently, first-year students are assigned to specific groups their first semester and team projects are required by most professors. Core classes are listed in the curriculum section of this handbook and are mandatory.

Before the second semester begins, students decide on their program of study. Students update their personal program of study as needed with approval from the Associate Director.

Employment during the first semester is not allowed.

Second Semester: There are a few key changes in the second semester.

- Students no longer work in team units, although they may work with their original teams if they wish.
- Students are allowed to work while taking classes starting in their second semester. Many second-year students opt to work as research or teaching assistants. Before the end of the first semester, emails will be sent to inform students of available job opportunities.

Students are encouraged to complete an internship in their area of study during the spring/summer between their first and second years. The Career Services Director helps students identify available opportunities. The internship serves two main purposes:

- Help students determine if they like their selected field.
- Provide work experience that can lead directly to future employment.

Second Year: Throughout the second year, students apply for post-graduate jobs utilizing the help of the MPA Career Services Director as needed. Upon completion of the required credit hours, students graduate in April (unless they consult with the Associate Director and delay graduation for a specific purpose).

Upon graduation, it is hoped that students will remain in contact with the program, continually update their contact information, and stay connected with the institute.

MPA Curriculum Overview: MPA courses may change while you are in the program. A current list of classes can be found [here](#).

Executive Program

The executive program organizes students into groups to hone interpersonal skills. EMPA students are assigned a new team each year. Occasional changes are made semester by semester if students change their plans. Teams learn to hold members accountable and can conduct disciplinary processes as approved by the professor.

EMPA Curriculum: EMPA courses may change while you are in the program. A current list of classes can be found [here](#).

Romney Institute Office

The objective of the MPA program is to foster a cohesive community where faculty, staff, students, and alumni are united by the mission and values of the program. Within this framework, faculty and staff act as both collaborators and mentors, offering guidance and support as they work together to embody the core principles and goals of the MPA mission.

[Meet the MPA faculty and staff.](#)

Career Services: MPA Career Services is dedicated to helping students through their internship and career search process by providing resources, guest lectures, career trips, and other networking opportunities.

Alumni Relations: Alumni relations is responsible for coordinating donation efforts for the institute and keeping alumni informed of current events and issues affecting the Romney Institute and its students. Much of this is accomplished through the publishing of the annual report.

Student Life

The MPA program is aware that the graduate experience transcends the confines of homework and classrooms. Consequently, it is committed to creating an atmosphere where meaningful relationships and social experiences can flourish. These social experiences hold particular significance because they occur in a context where MPA values, such as respect, love, integrity, etc., are highly valued.

In this holistic approach to education, students are not only learners but also active participants in shaping their educational journey. They are encouraged to provide feedback, engage with professors beyond the classroom, and establish lasting relationships that extend well beyond graduation. These elements contribute to an enriching graduate experience that goes beyond the traditional definition, encompassing personal growth, professional development, and lifelong connections within the MPA community.

MPA Lounge: The MPA Lounge is an integral part of the MPA experience—students often gather to eat lunch, visit, and do homework. MPAA announcements and activities are also posted in the lounge. The lounge is located in W343 TNRB and is home to a microwave, refrigerator, dishes, thank you notes, feminine hygiene products, and several academic books and textbooks.

The lounge is reserved for MPA student use only. For the combination, please come to 760 TNRB. DO NOT give the combination to others.

MPAA: MPAA stands for Master of Public Administration Association. It is comprised of current MPA students. Its purpose is to:

- Represent the students' interests and views to the faculty through the elected officers.
- Provide social, academic, career development experiences and community service opportunities for its members (e.g., opening social, Christmas party, awards banquet, talent show, guest speakers, etc.)
- Foster a cohesive bond between MPA students.

Leaders are selected by the RIPM department. Express an interest if this leadership opportunity appeals to you. Students are appointed as MPAA officers and run the association and host annual events such as the opening social, Nights of Civil Discourse, the MPA Talent Show, the closing social, and other activities.

As a BYU club, the MPAA must abide by club policies found on the [Marriott School website](#). MPAA Dues are \$30 a semester. Students voluntarily participate.

Benefits of Membership

- Obtain social, academic, and career development
- Provide service opportunities
- Build an initial career network
- Obtain representation on departmental issues

Note: MPA/JD students are not eligible for MPAA positions.

Annual Social Events: The students and professors of the MPA program are invited to attend annual social events, such as the following:

- GSS New Graduate Student Dinner in the Fall—First year students only
- MPAA Opening Social in the Fall—All MPA students, families, faculty, and staff
- MSM National Advisory Council (NAC) Banquet—All Marriott School students who register
- MPAA Talent Show—All MPA students, families, faculty, and staff
- Administrator of the Year Graduation and Awards Banquet in the Spring—MPA faculty, staff, and students who register

Student Input: Constructive feedback, which can improve the program for future classes, is sought from students in multiple ways, including the following:

- Students can give input directly to any of the faculty or staff
- Student Ratings are available online and participation is encouraged at the end of each semester
- Exiting students take a survey before graduating that invites feedback

Faculty and Staff: Faculty and staff are indispensable to student life, serving as pillars of support and guidance. Their dedication to student success and well-being is evident through their mentorship, personalized assistance, and genuine care for each individual's academic journey and personal growth. [Learn more about faculty members](#), including their research interests, professional affiliations, and recent publications.

MPA & EMPA POLICIES

MPA policies are designed to support and enhance your educational journey. From academic integrity guidelines to administrative procedures, these policies provide a framework for success while maintaining fairness and transparency.

Preprogram & Supply Requirements

MPA Prerequisites: All admitted students are required to complete both Excel and statistics online courses. Students who have prior Excel experience may forgo the class and take the final exam, but they must pass with an 80% or higher (the test can be taken two times). A knowledge of economics is not required but very helpful. Additionally, training in accounting is highly useful but not necessary.

EMPA Prerequisites: Excel will be used throughout the program. Working knowledge of Excel is required prior to entering the program.

Laptops: Laptops are required. More information can be found during onboarding.

ID Cards: After registering for classes, get your ID at the ID Center in the Salt Lake Center Library or on the Provo Campus in the ID Center in the WSC (specify you need an ID card for the Salt Lake Center if you are an EMPA student).

Program Continuation Requirements

Student Progress Evaluations: As stated in the BYU Graduate Studies Catalog, “Most master’s degree programs are designed to be completed within two years. Matriculation in a program may be terminated at any time for failure to make satisfactory progress toward the degree.” In accordance with these guidelines, the Romney Institute follows Graduate Studies guidelines and provides student evaluations after each semester to determine whether students are progressing towards graduation.

Students must maintain satisfactory academic progress through biannual evaluations (decision made by Romney Institute faculty). This means that the student must maintain a GPA equal to or greater than 3.0 and be actively pursuing degree completion. Periodic reviews result in three different ratings: Satisfactory, Marginal, Unsatisfactory.

A student who receives an “Unsatisfactory” rating during any portion of his/her graduate study may be removed from the program, effective immediately at the end of the semester in review.

A student who receives a “Marginal” report and does not receive a satisfactory report the next semester will be removed from the program, effective immediately at the end of the second semester in review.

Faculty evaluate students after each fall and winter semester. If a student receives anything less than a satisfactory rating, they will be personally contacted.

Yearly Ecclesiastical Endorsement: Continuing BYU students are required to receive an ecclesiastical endorsement from their bishop each academic year. Students who are not members of the Church of Jesus Christ of Latter-day Saints can receive an endorsement from either their local ecclesiastical leader or the BYU Chaplain. The yearly deadline to submit your ecclesiastical endorsement is April 14.

Tuition: All students who register at BYU must pay their full tuition and fees (in U.S. dollars) seven calendar days prior to the first day of class. Failure to pay by this date will result in holds being placed on the student's account that will restrict their ability to add additional classes. Class registrations will be dropped if payment of tuition and fees is not received by midnight of the day following the add deadline. Classes will generally not be dropped if adequate financial aid is pending. Information on payment options can be found through the BYU home page (byu.edu) by searching Tuition and Fees.

Questions regarding fee assessment should be addressed to Enrollment Services (D155 ASB). The university reserves the right to change tuition and fees without notice.

Minimum Registration Requirement: Graduate students are required to register for at least two credit hours during any semester or term in which they use any university facilities or consult with faculty, including the semester they graduate.

Grade Point Average Requirements: Graduate students may be dismissed from their program if their GPA falls below a 3.0. A course grade must be "C-" or better to count toward graduation requirements.

Grade Policies

Incomplete: The "I" (Incomplete) grade is granted on a contractual basis to students who are eligible to finish their work within a set timeframe, due to extenuating circumstances (e.g., serious illness, death in the family) after the twelfth week of the semester or the sixth week of the term. The student must initiate the Incomplete Grade Contract before grades are due. The instructor will specify a deadline for completing the work, which cannot exceed one year. An Incomplete is never given to a failing student. Class attendance in a subsequent semester or re-registration is not permitted to make up the incomplete. In some special instances, such as a lab class, attendance may be required for the portion of the class or lab section missed. Once the work has been completed, the instructor should complete the portion of the Incomplete Grade Contract online.

"T" Grades: "T" indicates that course work is still in progress. This is given only in certain approved courses in which work may extend beyond the semester. A "T" grade is available for a few classes.

Plagiarism: Plagiarism is not consistent with the MPA values and is not tolerated in the MPA program. Please read [BYU's Academic Honesty Policy](#).

Exams: Exams may be offered online, in class, in the testing center, or as a take home test. Exam times, time limits, failed exams, missed exams, retakes, and scoring will vary according to the professor's preference. The policy is usually listed in the syllabus and are subject to change. Exceptions can be discussed with the professor one-on-one. Students who speak English as a second language can request more time on an exam.

Classroom Policies

Technology: The Marriott School has implemented the following policy: each professor will establish the times when using laptops in class to take notes or work on class projects is allowed. Using laptops in class at times other than those established by your professor or for uses other than those instructed by your professor is considered inappropriate.

Class Conduct: Students are expected to attend class, be on time, and submit assignments punctually. They must adhere to Brigham Young University's Honor Code, including avoiding plagiarism. Students should work collaboratively, treat peers with respect, and create a positive learning environment. Only screen use relevant to classroom learning is permissible.

Students with Children: Consideration for peers is expected. There should be no babies or children in the classrooms. This leads to disruptions in the learning of others.

A Single Parent Scholarship is available for all daytime and EMPA students who qualify. Please talk to the Associate Director for more information.

Language Proficiency: Although English language fluency is prerequisite and expected, professors are willing to be flexible with students for whom English is a second language. International students who are not native English speakers are encouraged to sit near the front of class and work with professors individually if they would like extra time on exams.

Grievance Process: Students with any type of grievance should first talk with the professor, then the Associate Director and Director, followed by Marriott School Dean if necessary.

EEO Statement on Discrimination and Sexual Harassment: Brigham Young University's full EEO policies can be found online. Search [Nondiscrimination and Equal Opportunity Policy](#).

The Romney Institute fully supports these policies and expects students to be familiar with the definitions of discrimination and sexual harassment as found on this website. Appropriate and respectable behavior is expected from all students, faculty, and staff.

MPA Program of Study Policies

Non-MPA Classes: If you wish to apply a course offered by another graduate program at BYU toward your MPA Degree, talk to the Associate Director. State the reason for your request and include the syllabus for the course.

Non-degree Credit: Credit taken after the baccalaureate degree has been received, but before the semester of formal admission to a graduate program, is defined as non-degree credit. Only with department approval can any such credit be considered as part of a graduate degree program.

Senior Credit: In certain cases, students pursuing a master's degree may apply credits earned during their senior year at BYU toward the degree. However, these credits cannot count toward both a baccalaureate and a graduate degree.

Transfer Credit: Credit taken at other accredited universities in the United States or Canada may, with departmental approval, count toward a graduate degree at BYU if the following conditions are met:

- The course is clearly graduate level.
- The grade is B or better (pass/fail courses are not transferable).
- Home study, correspondence, and extension courses are not transferable.
- The credit was not used for any previous degree.
- The credit was taken within five years of the time of graduation from the MPA Program.
- The subjects covered are appropriate for an MPA Degree and approval is given by the MPA department.

Application for transfer credit for courses taken at other institutions must be received during the first semester of the program, together with an official transcript and a detailed description of the course(s).

Non-degree, senior, and transfer credit, singly or combined, cannot total more than 12 credit hours.

Waiving/Substituting Classes: Petitions for waiving or substituting classes required for the MPA degree must meet the following conditions:

- There must be a legitimate reason for such a request, such as extensive background in the area or topic covered in class.
- A request must be received by the Associate Director.
- The student must still complete 58 hours of approved course work in the program. Waivers and substitutions do not reduce the total requirements of 58 hours.

Directed Readings Research (MPA 691R, 692R, and 693R): These classes are designed to permit study in topics and areas not covered by available courses at BYU. Below are the policies and pre-requisites to adding Directed Readings Research classes:

- A maximum of 3 credit hours may be counted toward the 58-hour graduation requirement. (Regular classes that are taught under these numbers do not count toward the 3 credit hour limit.)
- The student must have at least a 3.0 GPA and written approval from the faculty member who will supervise the student and the Director or Associate Director of the MPA program.

To register, students should complete the following before the end of the registration period:

- Obtain preliminary approval from the Associate Director.
- Meet with a faculty member to fill out the contract together. Student and faculty member sign the contract.
- For 693R, the student must obtain a letter from the employer with employer's signature. This letter is to be presented to the faculty member before the contract is finalized.
- Email contract to the Associate Director.
- Add the class.

Time to Degree Completion: Students have up to five years to complete the degree from the time they start.

Graduation Policies

Final Semester Registration: Before applying for graduation, a graduate student should have completed all course work on his or her approved program of study or be currently registered for the remaining requirements.

During the final semester, a graduate student must either register or pay an equivalent registration fee to the Office of Graduate Studies for at least two semester hours of credit. Audit and independent study credits do not count.

For more information on Graduate Study policies, read the current Graduate Catalog and Policies found on the [Graduate Studies website](#).

Graduation Application: Application for Graduation is due three to six months prior to the graduation date. Students receive an email reminder to register for graduation.

Please note that all students must have a current Ecclesiastical Endorsement at the time of graduation.

Walking Options: Students are invited to participate in the April graduation ceremony the year that they finish all their classes, with the exception of December graduates. They are invited to walk the following April. (Example: If you finished your classes in December 2025, you would walk in April 2026.)

Facilities

Our facilities are tailored to meet students' diverse needs throughout their journey—from comfortable study areas to well-equipped classrooms.

MPA Facilities

MPA Lounge: See Student Life section.

Lockers: Lockers on the third floor of TNRB are available to graduate students. Locker assignments are communicated the week before school begins. For locker questions check with the Student Services office, 760 TNRB.

If you would like a locker in the Harold B. Lee Library, they are available for a small fee each semester. For more information, go to room 194 in the Brewster Building or contact the Keys and Lockers office by phone at (801)422-5521.

Tanner Building (TNRB)

Building Hours:

Monday through Saturday: 6 A.M. to 11 P.M.

Sunday: 6 A.M. to 9 P.M.

Only enter through doors with a card reader. Stairwells and elevators are locked after-hours above the 4th floor. You can always go down, but not up when the elevator is locked.

Blue Line Deli: The Blue Line Deli is a popular dining spot for MPA students. Learn more [here](#).

Copy Center (550 TNRB, 422-4197)

Hours: Monday - Friday 7 A.M. to 6 P.M (Tuesday closed 10:45 A.M. to 12:15 P.M. for BYU Devotionals and Forums)

Study Rooms: Study rooms are available and can be reserved by visiting the Marriott School website [TNRB Room Scheduler.](#)

Building Security: Please be sure that all doors are shut tight and locked when you leave after-hours. Please especially check that the glass exit doors are SHUT TIGHT behind you when you leave. Leaving them unlocked has been a major security problem.

Students After-Hours & Sunday Access: All students must be cleared by their department or program office in order to stay in the TNRB after-hours. You must carry your BYU ID card after-hours. Security will check BYU IDs and ask those not authorized to stay late to leave. Friends and spouses will be asked to leave if they are not on the list. The Tanner Building is ONLY to be used for church meetings on Sunday, and nearly every room is used. Studying in the building on Sunday is not appropriate.

Library: The library is an incredible resource for all BYU students. There are a variety of helpful resources that can be found on the [library website.](#)

Bookstore: MPA students can purchase textbooks and other school materials at the BYU Bookstore. The bookstore provides an online ordering option in which students purchase their books online, employees collect all of the books, and students pick up the books before the beginning of the semester. This is generally recommended as there tend to be long lines at the beginning of the semester. Learn more [here.](#)

Parking: Parking at BYU for Graduate Students is \$60 a semester. Be sure to renew your registration every semester or you will be fined (\$60). Register your vehicle online at MyBYU under Miscellaneous and Parking Registration. Graduate student can park in lots labeled G or Y. Most MPA students park in the graduate parking lot northwest of the Tanner Building. Find more locations [here](#).

EMPA Facilities

Salt Lake Center Building: The BYU Salt Lake Center is located on the 1st, 3rd, and 4th floors of the Triad Center. The EMPA classroom is located on the 4th floor in room 411. A micro market with food for purchase and microwaves is available on the 4th floor in room 400C.

Library and Computer Lab: The library and computer lab contain a variety of helpful resources and services including: a black and white printer and color printer/copier/scanner, laptop and phone chargers available for checkout for 6 hours, Lost and Found for the Center, ID card printing, building access support, tech support, etc. Learn more [here](#).

Group Study Room Scheduling: There are nine rooms available for student use for consultation, meetings, study, group projects, etc. Schedule group study rooms [here](#).

Security/Emergencies: Security for the Triad Center is provided by security officers for The Church of Jesus Christ of Latter-day Saints. Please report any crimes, fires, injuries, and suspicious or unsafe situations to the Security Office immediately. Emergency phone number: 801-240-2771. Non-emergency number: 801-240-2661.

Important Contact Information:

Salt Lake Center General Information 801-933-9400

Salt Lake Center Library & Computer Lab 801-933-9421

Evening Administrator (Jon Ward). 801-933-9438

Bookstore: EMPA students can purchase textbooks and other school materials at the BYU Bookstore. The bookstore provides an online ordering option in which students purchase their books online, employees collect all of the books, and students pick up the books before the beginning of the semester. This is generally recommended as there tend to be long lines at the beginning of the semester. Learn more [here](#).

Testing Center: The testing area includes a separate entrance and exit for the students. There is a private testing room for those who need a distraction free room. Scores display on a large screen monitor outside of the testing room, listed by the student's BYU ID number. Learn more about the testing center [here](#).

Parking/Transportation: Parking at the BYU Salt Lake Center is free. The BYU ID card includes the parking code which allows access to the student parking terrace. Parking is accessed from 400 West in between North and South Temple streets. The above ground student parking terrace student entrance is marked "Students."

Please do not park in any other parking stalls because these are the only stalls assigned to BYU SLC. The top level of the student parking terrace has a pedestrian bridge with stairs (not an ADA entrance) that accesses the 3rd floor of the Salt Lake Center. Public transportation is also free with a BYU ID. Learn more about parking and public transportation [here](#).

Resources

The MPA program offers a variety of resources to enrich students' academic experience. From speed reading classes to specialized tools, these optional resources are available for students who wish to enhance their learning experience and prepare more fully for their professional future.

MPA & EMPA BYU Resources

Speed Reading Classes: The Writing Center offers two one-hour speed reading mini-classes to all students who wish to attend. For more information about the classes, visit this [website](#).

Email Alias Manager: Email Alias Manager allows users to create an email address @byu.edu, or @byu.net that will forward all messages to another email address or mailbox. For instructions on setting up an email alias login to MyBYU and find E-mail Alias Manager under the Communication tab.

EMPA Only Resources

Writing, Math, and Statistics Labs: The conference room (319) in the library has been designated as the Writing, Math, Statistics, and Physical Science lab. The SLC contract with various individuals to tutor and assist students in each of these areas. Hours and contact information is posted at the lab and throughout the building. Students are encouraged to seek out and use this service as needed. This service is only available for EMPA students.

Professional Organizations

Professional organizations are an outstanding networking resource. It's strongly recommended that MPA and EMPA students join a professional organization that corresponds with their professional goals.

American Society for Public Administration: Established in 1939, the American Society for Public Administration (ASPA) is the largest professional association in public administration, boasting over 12,000 members. ASPA offers networking opportunities, cutting-edge publications, national and regional conferences, local chapter activities, employment prospects, and discounted subscriptions. Student membership is \$50 annually. Visit the [ASPA website](#) for more information or to apply.

International City/County Management Association (ICMA): Founded in 1914, the International City/County Management Association (ICMA) represents over 8,000 appointed administrators worldwide. ICMA's mission is to enhance local government through professional management.

Membership costs \$25 annually, with an application available on the ICMA website. Conferences, held yearly in fall, provide opportunities for interaction between RIPM students and global city managers. Additionally, the Utah Chapter of ICMA hosts a spring conference. For further details visit [ICMA's website](#).

BYU City Management Alumni and Friends: In association with ICMA, a group of alumni, LDS members, or other friends of BYU working in city management, was formed.

Internships & Job Placement

Internships are key to the MPA experience. They offer practical application of theoretical knowledge, valuable skills, and industry insights. Through internships, students explore career paths, build networks, and contribute to organizations in a way that reflects MPA values and the MPA mission.

Career Opportunities

MPA Career Services: The Career Services Director assists students in finding career alternatives that are the best possible match between a student's aptitude, training, and specific career objectives.

The Career Services Director is available to schedule appointments with students, provide general placement assistance such as resume and cover letter help, and develop job-seeking strategies. Students meet with the Career Services Director to explore their career placement needs. Students are informed about current job opportunities and campus visits from recruiters seeking MPA graduates. Workshops, presentations and activities designed to develop job-seeking skills are announced regularly throughout the school year.

The Career Director sends job and internship opportunities via student emails. The established placement network puts students in contact with public sector employers and MPA alumni and friends. A strong network of MPA alumni support students in their career placement pursuits.

Marriott School Career Services: Career Services serves as the liaison between recruiting organizations and the Marriott School of Management's graduate students and faculty. Career Services is committed to helping graduates begin a rewarding career and assisting local and national companies hire outstanding graduates. The director and professional staff are available throughout the year to facilitate both on- and off-campus recruitment efforts. The Career Placement Services office is located on the fourth floor of the Tanner building.

Steven & Georgia White Business Career Center:

410 TNRB

Provo, Utah 84602

Phone: (801) 422-5800

E-mail: msbee@byu.edu

BYU Career Placement Services: The mission of BYU Career Placement Services is to assist BYU students and alumni in their pursuit of career goals, lifelong leadership, and service worldwide. To accomplish this mission, a variety of services are offered to students, alumni, and employers.

These services include on-campus recruiting, information sessions, listings of full-time and internship opportunities, career fairs, workshops, a career library, and more. Advisors are also available for one-on-one assistance regarding resumes, cover letters, interviewing techniques, search methods, etc. Learn more [here](#).

Internships

Each spring/summer (May through August) after the first year, students have an opportunity to do a paid or unpaid full-time internship.

The students begin the internship after having had instruction in subjects such as economics, accounting, budgeting and finance, public institutions, statistics, etc. Thus, the students are able to undertake major studies and projects for numerous public and nonprofit agencies.

For example, students have been involved in establishing inventory systems, alternative revenue sources, position and salary compensation studies, municipal and state liability issues, manpower studies, government modernization, economic development, housing analysis, community development block grant studies, municipal services surveys, and budget forecasting.

In addition to completing these projects, student interns are often expected to prepare analyses and frequently make presentations to city councils and community advisory commissions. Many local governments and nonprofit organizations along the Wasatch Front retain the students on a part-time basis during the second year of the program.

Locations: Listed below are some of the internship locations where MPA students have been placed during the last few years. This is not a comprehensive list.

- A Child's Hope Foundation
- A New Leaf
- A Safe Haven Foundation
- Abt Associates
- American Red Cross
- Arizona Governor's Office
- Arizona office of the Auditor General
- AYNi Education International
- Ballinglen Arts Foundation
- BDO FMA
- Better City
- Bike Utah
- Bingham Snow & Caldwell

- Ashoka
- California State Department of Finance
- Cause for Hope
- Center City Development Office
- Charleston Area Medical Center Healthcare System
- CHOICE Humanitarian
- City of American Fork
- City of Draper
- City of Ellisville
- City of Kenmore
- City of Laguna Hills
- City of Lehi
- City of Mesa
- City of Nephi
- City of Orem
- City of Pleasant Grove
- City of Provo
- City of Rancho Cordova, CA
- City of Salt Lake
- City of San Antonio
- City of Sandy
- City of Spanish Fork
- City of Vineyard
- City of West Valley
- Clearfield City
- Deloitte & Touche LLP
- Department of Workforce Services
- Eagle Mountain City
- eBay Inc.
- ECO Partnerships
- Especially For Youth Programs
- Excel Eye Center
- Fairbourne Consulting
- Fairview Health Services
- Family Promise of Ogden
- Government Finance Officers Association
- Government of Samoa
- Governor's Office of Economic Development
- Governor's Regulatory Review Council (AZ DOA)
- Grantwell
- Habitat for Humanity International
- Hale Centre Theatre
- HealthExact
- HealthInsight
- Heber Valley
- HELP International
- Highland City
- Hinderliter, de Llamas & Associates
- Honeywell International Inc.
- Humanitarian Experience for Youth
- Impact Partners
- IndustryPro
- Intermountain Healthcare
- International Center for Law & Religion Studies
- Judicial Watch

- Kids On The Move
- Lannyland International LLC
- Latinos In Action
- Learning for Life, Inc.
- Leavitt Institute
- Leavitt Partners, LLC
- Legal Aid of Nassau County
- Legal Aid Society of Hawaii
- Lehi City
- Lindon City
- Local Initiatives Support Corporation
- Madagascar Cooperative Foundation
- Make-A-Wish
- Mayor's Office of Sao Paulo City
- Mckeen Group
- Mercer
- MetLife Insurance K.K.
- Midvale City
- Millennium Challenge Corporation
- National Parks Service
- Nile
- Nomi Health
- Now I Can Foundation
- Office of Inspector General
- Office of Legislative Auditor General
- Office of the Legislative Auditor General
- Omadi, Inc
- One Refugee
- Operation Underground Railroad
- Orphanage Support Services (OSSO)
- Ouelessebougou Alliance
- Poudre Valley Health System
- Provo City Council
- Provo City Power
- Provo Parks and Recreation Department
- Qualtrics LLC
- Regional Transportation Commission of Southern Nevada
- Room to Read
- S.A. Lifeline Foundation
- Salt Lake County
- Salt Lake County District Attorney's Office
- Sandia National Laboratories
- Silicon Slopes
- Skylight Consulting Inc.
- Smithsonian Institution
- Sorenson Impact Center
- South Jordan City
- Spanish Fork Community Network
- Sunshine Heroes Foundation
- The Boeing Company
- The Borgen Project

- The Church of Jesus Christ of Latter-day Saints
- The Color Run/Bigsley Event House
- Township of Bridgewater
- Twin Falls County Prosecuting
- Type of Wood Charities
- U.S. Department of the Interior
- U.S. House of Representatives
- Unicity International
- United States
- United States Army
- United States Bureau of Reclamation
- United States Department of Defense
- United States Department of State
- United States Government Accountability Office
- United Way
- University of Utah
- US Citizenship and Immigration Services
- US Department of Commerce
- Utah
- Utah Attorney General's Office
- Utah Board of Pardons and Parole
- Utah Commission on Criminal and Juvenile Justice
- Utah County
- Utah County Government
- Utah County Health Department
- Utah Cultural Celebration Center
- Utah Department of Corrections
- Utah Division of Housing and Community Development (Olene Walker Housing Loan Fund)
- Utah Down Syndrome Foundation
- Utah Global Diplomacy
- Utah Governor's Office of Economic Development
- Utah House of Representatives
- Utah Independent Redistricting Commission
- Utah Jazz
- Utah State Legislature
- Utah Valley Specialty Hospital
- Utah Valley University
- Utah-Qinghai EcoPartnership
- Virgin Valley Water District

- Village Book Builders
- Walmart Inc.
- Waterford.org
- Wayside Youth & Family Support Network
- WCF Insurance
- Weber-Morgan Health Department
- West Point City
- West Valley City
- Workers compensation Fund
- World Health Organization Kobe Centre
- Worldwide Organization for Women
- Y2 Analytics
- Younique

Post Graduate Internships and Fellowships: Please see Career Services for information on the following post-graduate internships. Please be aware that the listed deadline is approximate.

Program	City	Sector	Approx. Deadline
Presidential Management Fellowship Program	Various Locations	Federal	Oct 15
Congressional Hispanic Caucus Institute, Public Policy Fellowship	Washington DC	Federal	Dec 15
Phoenix Management Intern Program	Phoenix, AZ	Local	Jan 24
City of Long Beach Management Assistant Program	Long Beach, CA	Local	Jan 31
Cookingham-Noll Management Fellowship	Kansas City, MO	Local	Feb 5
San Francisco Fellows Program	San Francisco, CA	Local	Jan 19
UN Fellowships	Various Locations	Non-profit	

Employment of Recent Graduates

MPA graduates have landed the following positions within 3 months of graduation:

- Academic Advisor
- Academic and Professional Development Manager
- Adjunct Faculty - Management Communication
- Assistant Coach
- Assistant Director of Access and Multicultural Engagement
- Assistant Director of Operations
- Assistant Project Manager
- Assistant to the City Manager
- Auditor
- Background Verification Specialist
- Budget Analyst
- Budget and Financial Policy Analyst
- Budget and Policy Analyst
- Business Analyst
- BYU Student Affairs
- Chief Impact Officer
- Community Development Grants Specialist
- Compliance Specialist
- Consultant
- Corporate Trainer
- CSR Donor Relations Manager
- Customer Success Manager
- Data Analyst
- Defensive Analyst
- Deputy City Clerk/Assistant to the City Manager
- Development Manager
- Development officer
- Development Operations & Data Specialist
- Digital Marketing Analyst
- Director of AmeriCorps STEM program
- Director of Reusable restaurant takeout containers program
- Director of Special Projects
- District Manager
- Donor Liaison
- Donor Relations Coordinator
- Economic Development Administrator

- Economic Development Analyst
- Education Case Manager
- Education Manager
- Emerging Market Consultant
- Entry-Level Analyst
- ERC Advisor
- Executive Director
- Executive Secretary/Deputy Recorder
- Family Search Coordinator
- Finance Associate
- Finance/Management Analyst
- Financial Aid Communications Specialist
- Financial Analyst
- Foreign Service Officer
- Fundraising and Grants Administrator
- Global Grant Advisor
- HR Coordinator/ SWA Assistant
- HR PProject Manager
- Human Resource & Client Relations Manager
- Impact Manager
- Implementation Coordinator
- Legislative Performance Auditor
- Legislative Research Assistant
- Librarian I
- Management & Budget Analyst 1
- Management Analyst
- Management and Program Analyst
- Merchandising and Promotions Coordinator
- Program Manager
- Municipal Council Policy Analyst
- Non profit Fundraiser and Social Media Specialist
- Non profit management specialist
- Nonprofit Capacity-Building Fellow
- Operations New Analyst
- Partner Success and Experience Account Coordinator
- Patient Safety Manager
- Performance Auditor
- Philanthropy Coordinator
- Place Making Coordinator
- Policy Analyst
- Policy and Budget Analyst
- Presidential Management Fellow

- Principal Policy Analyst
- Program Analyst
- Program Coordinator
- Program Specialist
- Project Controller
- Project Controls Specialist
- Project manager
- Project Manager - Population Health
- Public Finance Analyst
- Public Information Officer/Management Analyst
- Research Analyst
- Research Assistant
- Research Associate
- Revenue Operations Specialist
- Risk Analyst
- Royalty Analyst
- Self-reliance Manager
- Senior Associate, MEL Strategy
- Senior Financial Consultant
- Special Projects Manager
- Staff Auditor
- State Affairs Associate
- Student-Athlete Experience Coordinator
- Supervisor of Car and Title Registration
- Supportive Housing Specialist
- Tax and Finance Analyst
- Tax Commission Technician
- Technology Consultant
- Title 1 Director, and Educator
- Youth Program Fellow

Organizations & Activities

Professional Organizations:

[American Society for Public Administration](#): The American Society for Public Administration (ASPA), established in 1939, is the largest and most prominent, professional association in the field of public administration. With a diverse membership of practitioners, teachers and students, ASPA has emerged as the focal point for intellectual and professional interaction, serving as the principal arena for linking thought and practice in the field of public administration.

ASPA is the professional home for more than 12,000 professionals. ASPA has people who have been members for more than 50 years and offers a special membership rate for students. ASPA is the place to be for professional growth in the field of public administration. ASPA offers the ability to:

- network with more than 12,000 public service professionals
- receive cutting-edge publications
- attend informative national and regional conferences
- participate in local chapter activities
- meet others in your area of expertise
- take advantage of employment opportunities
- improve the image of the public service
- save on subscriptions to great journals and magazines
- benefit directly from opportunities available only to ASPA members

Student membership is \$50 per year. For an application or more information concerning ASPA, please visit the ASPA website.

[International City/County Management Association](#)

(ICMA): Founded in 1914, the International City/County Management Association (ICMA) is the professional and educational association for more than 8,000 appointed administrators and assistant administrators serving cities, counties, other local governments, and regional entities around the world. ICMA's mission is to strengthen the quality of local government through professional management.

ICMA Membership is \$25 per year. An application can be found on the ICMA website.

Conferences are held yearly, usually during the fall. A group of RIPM students and faculty/staff attend each year. This gives students the opportunity to interact and attend conference sessions with professional city managers from across the world. The Utah Chapter of International City/County Management Association holds conferences in the spring and fall.

The BYU MPA program houses the BYU student chapter of ICMA, which includes regular meetings and support. For more information, contact the local government professor.

BYU City Management Alumni and Friends: In association with ICMA, a group of alumni, LDS members, or other friends of BYU working in city management, was formed. The purpose of the organization is (1) to promote ongoing communication, support and professionalism among BYU alumni and friends in city management, and (2) to develop a network for students and professionals in public management to facilitate training, internships, and career placement.

This group meets every fall during the ICMA conference. BYU students attending the ICMA conference will have opportunities to meet and network with this group. For more information, contact the MPA Alumni Director

Government Finance Officers Association (GFOA): GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Approximately 16,500 GFOA members are dedicated to the sound management of government financial resources. The code of ethics for the GFOA can be viewed at <http://www.gfoa.org/>

National Conference of State Legislators: The National Conference of State Legislatures was founded in 1975 with the conviction that legislative service is one of democracy's worthiest pursuits. NCSL is a bipartisan organization that serves the legislators and staffs of the nation's 50 states, its commonwealths and territories.

NCSL provides research, technical assistance and opportunities for policymakers to exchange ideas on the most pressing state issues. NCSL is an effective and respected advocate for the interests of state governments before Congress and federal agencies. The NCSL code of ethics can be found at <http://www.ncsl.org/ethics/>

Utah Non-profits Association: UNA is about building happy, healthy, resilient communities—communities that provide shelter, solace, joy, inspiration, nourishment for bodies and souls, and healing for our air, water, and land.

They accomplish this by unifying, elevating, and strengthening Utah's nonprofits. Their work includes advocating for these critical organizations and equipping them with the information, training, resources, and benefits that they need to advance their missions.

Utah's nonprofit community is comprised of more than 10,000 nonprofits that employ over 124K people, earn more than \$19 billion in revenue each year, and have assets of \$38 billion.

Finances

The Romney Institute acknowledges the financial strain that graduate school can pose for many students and understands the potential impact on both their academic and social experiences. To alleviate this burden, various forms of financial aid and opportunities are available through the Romney Institute, the Marriott School of Business, and other resources. These initiatives aim to reduce students' financial stress and ensure that they can fully engage in the BYU MPA experience.

MPA Student Scholarships

First year BYU MPA students are automatically considered for Marriott School and Romney Institute scholarships. The MPA program uses a survey to further identify financial need and the embodiment of BYU MPA's vision, mission, and values. Unfortunately, additional scholarship funding through the MPA Program is NOT available. Marriott School graduate students do not qualify for most BYU University scholarships.

Second Year BYU MPA students must apply for scholarships. The BYU Marriott School of Business scholarship application (which includes Romney Institute scholarships) typically opens in December and closes in February. The application can be found online [here](#). Students who do not apply for a scholarship will not be considered for one. Notifications and reminders will be sent to apply. Questions may be directed to the BYU Marriott Scholarship Committee msb_scholarships@byu.edu.

MPA/JD Students: A scholarship is available for the two semesters the student is enrolled in the MPA program full-time. A JD/MPA student is also eligible for scholarships for two other semesters when the student is enrolled in both MPA and JD classes. MPA/JD students will receive half of the scholarship amount their GPA qualifies for during those two non-full time semesters.

National Scholarships, Fellowships, & Programs

In addition to Department Scholarships, the Office of National Scholarships, Fellowships, and Programs is a great resource for finding additional funding opportunities and application strategies. The office provides feedback and submission support to students seeking awards such as a Rhodes, Boren National Security, Fulbright, or Carnegie scholarship, among many others.

Once, an MPA student received both a Fulbright and a Boren Fellowship to study social entrepreneurship and the Thai language for one year in Bangkok. We encourage all students to seek out additional aid through this office. Learn more [here](#).

EMPA Scholarships

Scholarship opportunities are available for EMPA students, based on financial needs. Information on how to apply is sent to all admitted students.

Due to limited funding, BYU employees do not qualify for scholarship assistance.

Financial Assistance for Career Placement

Financial assistance is available to assist with placement in several ways, including the following:

Attending Conferences: Students are encouraged to attend conferences to network and gain experience. The department will pay half (1/2) of travel and lodging expenses up to \$500 for one conference during a student's MPA career. Please arrange all travel through the department office (760 TNRB). The Romney Institute retains the right to decide whether the conference the student would like to attend meets Romney Institute objectives and therefore merits funding consideration. Requests to attend conferences are not automatic and will be reviewed individually prior to the conference. All BYU student travel policies must be followed.

Possible Conferences Include:

<i>Sector</i>	<i>Conference</i>
Local Government Management	ICMA
Financial Management & Analysis	GFOA or NCSL
Not-for-Profit Management (U.S. or International Dev.)	ARNOVA, UNA

The following expenses for students participating in approved conferences or events will be covered by the Romney Institute (half up to \$500):

- Travel (air or ground travel at the lowest price fare)
- Lodging (double or triple occupancy at economical hotels)
- Taxi/shuttles, airport parking and other ground transportation.
- Students are required to pay for meals and conference registration fee.

Following their return, the student is required to write a short report about their experience at the conference and submit it to the Program Manager.

Internships: For students who accept an unpaid internship, the department may help with travel costs and/or a living stipend. If a student is paid for an internship, that internship will not also count for credit.

Career Trips: The Romney Institute may use its financial resources to send students to meet with targeted employers once during a student's MPA career. The institute will pay up to \$400 per student. When the department subsidizes student travel for placement purposes, the student is required to write a brief report of the experience and submit it to the Director of Career Services following their return.

Explanatory Note

The Romney Institute retains all rights and privileges in the disbursement of funds. This document does not constitute a legal contract that is binding between the institute and matriculated students. Rather, it is a guide for department administrators to be used for the purpose of benefiting the maximum number of students while fulfilling the institute's mission and goals. Therefore, these guidelines may be revised at any time according to the demands and needs of the institute and the students as determined by the Romney Institute.

The Romney Institute tracks what is spent on each student. When students ask for additional money, they must submit the request by email. The department reviews the request to see what money has already been spent and makes the decisions on an individual basis.

BYU Financial Sponsorship Policy (From the BYU Handbook)

Some business organizations are willing to give financial support to certain kinds of student activities (Merrill Lynch sponsorship of a business lecture, Nike Shoes sponsorship of a cross-country meet, etc.).

University organizations or departments may only use companies as sponsors which sell or promote items that conform to university standards. Those wishing to develop such sponsorships must have the activity approved through regular administrative channels and then coordinate fund-raising solicitation through college channels.

Tax Status of Department Reimbursement Funds

Department monies used to fund student career trips are considered non-qualified scholarships. Career trips are not eligible for education credits or tax deductions and the department monies you receive for trips should be included as income on your personal income tax return. However, you will not be receiving a 1099 from the university at the end of the year for this money.

Loans

MPA Student Loans: Several loan programs are available to students in need of financial help for academic purposes. There are three major types of loan programs available to students attending BYU: Graduate School of Management Loans, other BYU short-term and long-term loans, and Utah Higher Education Loans (a federally insured student loan).

Applications and further details can be obtained online or by direct consultation with the Financial Aid Office (located in A-41 ASB, ext. 4104). Login to myBYU "My Financial Center" and select "Communication" tab then "Message Center" to leave a request for more information.

EMPA Student Loans: Scholarship opportunities are available for EMPA students, based on financial needs. Information on how to apply is sent to all admitted students.

Graduate Assistantships

Second-year students often accept opportunities as graduate assistants. Assistantships vary according to professor's needs, but generally require approximately ten hours per week.

Students will be notified of the application procedures and deadlines in the latter part of winter semester their first year. Students list teachers and positions in order of preference and how the student believes the position will help them reach their career goals. These preferences are considered by the administration.

Students who work as graduate assistants will be required to do FERPA training to ensure that all employed students are aware of confidentiality policies and practices.

Student Awards

As is evident from previous sections, the Romney Institute offers students numerous avenues for growth and exploration. While all students have extraordinary journeys, the Romney Institute acknowledges the exceptional efforts of certain individuals.

Value Awards: The MPA program seeks to acknowledge the efforts of students who embody MPA values. An award corresponding to each value is awarded to a student who exemplifies this value at the Administrator of the Year Banquet. The students are selected by their peers in a survey.

Stewart L. Grow Award: The recipient of this award is selected by the faculty of the Romney Institute of Public Management. It is given annually to a second year student who exemplifies the characteristics of Stewart L. Grow, Ph.D., founder of the MPA Program at Brigham Young University.

Professor Grow was known as a competent and caring person, a friend of students, a loyal colleague, and an example for all to emulate. He was devoted to public service and management excellence in government.

An annual award is presented in his name and memory to the student who best demonstrates the traits of excellence so prevalent in Stewart Grow's life.

Karl N. Snow Award for Academic Excellence: This award is presented annually to the graduating student in the MPA program who has achieved the highest academic record.

Professor Snow was one of the early leaders in establishing the Master of Public Administration program at Brigham Young University and was a founding member of the National Association of Schools of Public Affairs & Administration. Professor Snow is known for his encouragement of students in the pursuit of scholarly excellence.

Academic Awards (MPA and EMPA): Academic awards are given to students showing academic excellence. Based on GPA through the 3rd semester, the top 10% of the graduating class receive academic awards.

Lennis M. Knighton Award (EMPA): The recipient of this award is the EMPA student with the highest GPA in the graduating class, based on program GPA through the semester prior to graduation and with the input of faculty. The award is named after Lennis M. Knighton, former professor and program director of the institute. Professor Knighton was the former auditor for the Utah State legislature. He was well known for his work in developing performance auditing practices for state and local governments. This award is presented at the annual EMPA Graduation Banquet.

Good Works Award: This award is presented to two graduates who best exemplify the good works and selfless service Catherine Cooper is known for, with input from the graduating class and faculty.

Administrator of the Year and Awards Banquet: These awards are distributed at an end of the semester banquet that also honors an administrator of the year. This event will be advertised and announced by their respective planners when the time for the event has been finalized.

Student Progress Determination

RIPSE Determination of Student Progress

The RIPSE faculty evaluates student progress through a holistic assessment of academic, professional, and community engagement standards. This policy defines satisfactory, marginal, and unsatisfactory progress and outlines the process for evaluation, remediation, and, when necessary, dismissal.

Satisfactory Progress

A student is in satisfactory standing when they meet all the following criteria:

- *Respectful Communication:* Demonstrates consistent, respectful, and professional communication with professors, MPA administrators, staff, and peers, both in person and in writing.
- *Coursework Completion:* Completes coursework on the timetable outlined in their Program of Study, submitting assignments and assessments by stated deadlines or in accordance with any accommodations, if applicable.
- *Program Participation:* Participates regularly in scheduled classes, meetings, and events
- *Citizenship:* Exemplifies professional citizenship in alignment with the BYU MPA and BYU Marriott School Vision, Mission, and Values.
- *Academic Performance:* Maintains a grade of B or higher in all coursework.
- *Graduation Planning:* Meets with the Associate Director once a semester to discuss program of study.

Marginal Progress

A student may be rated as “marginal” if one or more of the following are observed:

- *Disrespectful Conduct*: Disrespectful behavior in class or in verbal or written communications (e.g., email, social media)
- *Gossip and Backbiting*: Participates in or facilitates gossip, slander, or backbiting about any program stakeholders (e.g., professors, peers, program directors, or program managers)
- *Disparaging Language*: Uses language—written or spoken—that is derogatory toward peers, faculty, or staff based on perceived faults or differences.
- *Coursework Issues*: Demonstrates inconsistent progress across multiple classes in coursework or repeatedly turns in assignments late without appropriate communication and not in accordance with any accommodations.
- *Academic Performance*: Receives a GPA between 3.2 and 3.0 in any semester
- *Poor Communication*: Failure to communicate in a timely or professional manner, including chronic failure to respond to faculty/staff within expected timeframes.
- *Other Concerns*: Any faculty-documented concern that negatively and substantially affects student professionalism, integrity, the well-being of the community, or the reputation of the Romney Institute, BYU Marriott, or BYU.

Unsatisfactory Progress

A student may receive an “unsatisfactory” rating when one or more of the following are observed:

- *Escalation of Marginal Issues*: Any marginal behavior that increases in frequency, severity, or impact, or that is not resolved following intervention.
- *Unreliability*: Consistently fails to follow through on commitments or arrives unprepared for assignments or meetings.
- *Unresolved Issues*: Fails to fulfill remediation plans or other directives issued during previous evaluations.
- *Academic Performance*: Receives a GPA below 3.0 in any given semester.
- *Ethics and Professional Conduct Violations*: Exhibits serious breaches of ethical, professional, or community standards, including but not limited to:
 - Academic dishonesty: Harassment, discrimination, or abuse
 - Public or private conduct that compromises the integrity or reputation of the program, faculty, or students
 - Violations of the BYU Honor Code or Marriott School core values

Evaluation and Remediation Process

All RIPSE faculty and program managers are invited to student evaluation meetings. The Program Director presents a comprehensive review of each student about each student’s progress. Current instructors and supervisors of that students are also invited to share their assessment of each student’s performance.

- *Voting*: After careful evaluation, each faculty member votes on whether a student’s performance is satisfactory, marginal, or unsatisfactory.

- *Communication of Results:* Students receive written letters of their evaluation, signed by the program directors. The program directors will then meet with the student in person to provide feedback resulting from these reviews. The written communication supersedes verbal explanations.
- *Remediation Plan:* Students rated as Marginal or Unsatisfactory will be given a written remediation plan outlining:
 - Specific actions required to return to remedy their status
 - Timelines and deadlines for completion of said remediation
 - Points of contact for support and guidance
 - Consequences of failing to meet the plan's requirements

Consequences and Dismissal Policy

- *Marginal Standing:* Students who receive a Marginal rating must receive a satisfactory rating for the following semester. If not, they will be dismissed.
- *Unsatisfactory Standing:* Students with two consecutive Unsatisfactory evaluations will be dismissed from the program.
- *Immediate Dismissal:* In cases of egregious behavior (e.g., Honor Code violations, harassment, or threats to safety), students may be dismissed without the remediation process, subject to a review by program leadership and university procedures.

Definitions and Thresholds

- *Regular Participation:* Attending at least 85% of scheduled classes, meetings, and required events per semester or according to accommodations.

- *Timely Coursework Submission*: Submitting all assignments, projects, and exams by specified deadlines or in accordance with accommodations.
- *Timely Communication*: Professional response time: within 24 hours (weekdays), 72 hours (weekends), unless specified otherwise.
- *Timely Course Attendance*: Arriving to class on-time. Chronic tardiness indicates lack of engagement.
- *Respectful Behavior*: Behavior aligned with program values, including avoiding:
 - Interrupting or talking over others (professors, administrators, peers) during discussions
 - Using derogatory, offensive, or judgmental language
 - Making personal attacks or unfounded accusations
 - Publicly disparaging the college, program, faculty, staff, or peers without first trying to resolve concerns amicably
- *Professional Citizenship*: Conduct that contributes positively to the program community, demonstrates respect for diversity and inclusion, and upholds the standards of BYU, the MPA Program, and the Marriott School.
- *Insufficient Progress*: Failing to complete at least 75% of assigned coursework on time or in accordance with accommodations or showing a lack of improvement in areas previously identified as needing development.