**MPA Program Reform**  
**Competitor Concentration Scan**  
**Detailed Listings***

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*Current as of April 8, 2010*
American University

MPA Areas of Concentration

Areas include: public financial management; state and local administration; international management; policy analysis; human resource management; arts management; non-profit management; information systems management; management consulting; and public management.

Students may create special areas of concentration by consulting program faculty and their academic counselor.
George Washington

MPA Areas of Concentration

Budget and Public Finance

Lead Professors: Professor Philip Joyce, Professor Joseph Cordes

Courses in this field explore the theoretical and practical foundations of public budgeting. A concentration in this field will provide insight into the formulation and evaluation of public budgets, as well as the complex choices of economic reasoning in response to resource allocation. The courses in this field provide a background in budget policy and process, characteristics of public revenue and expenditure, and governmental accounting and financial reporting. This field is particularly suited for those who are, or envision becoming, budget analysts or financial management officers in public agencies at any level of government. With the permission of the lead professor, students may supplement these courses with courses in economics, accounting, or other relevant disciplines.

Field Courses:
PAd 248: Financing State and Local Government
PAd 251: Governmental Budgeting
PAd 253: Financial Management in the Public Sector
PAd 254: Public Budget and Tax Policy
PAd 255: Contracting Out and Public-Private Partnerships
PAd 264: Public and Nonprofit Program Evaluation
PPol 204: Economics in Policy Analysis*
Accy 276: Government Accounting and Auditing
Econ 218: Survey of Intermediate Macroeconomics
Econ 222: Benefit-Cost Analysis
PAd 216: Federal Regulation of Society

Federal Policy, Politics and Management

Lead Professor: Professor Lori Brainard

The courses in this field help students acquire expertise in the executive, legislative, and regulatory arenas and work effectively in the business/ government/ public interest advocacy system. For those coming directly from an undergraduate program, this field provides insight into several potential areas for future specialization, employment, and research. For mid-career public officials, this field provides the opportunity to explore more systematically and analytically the governmental functions they observe in practice, with a focus on utilizing those functions more effectively.

Field Courses:
PAd 212: Legislative Management and Congress
PAd 215: Law and the Public Administrator
International Development Management

Lead Professor: Professor Jennifer Brinkerhoff (On sabbatical fall 2007 and spring 2008)

This field of study prepares students for careers in international development management. A concentration in this field provides insight into the practical workings of the international development industry, i.e., who the major players are, how they interact, and how policy is made and implemented; and management approaches and challenges specific to the international development field, including specific development management tools and approaches. Note: In addition to a masters degree, entry into an international development career typically requires overseas professional work experience.

Field Courses:
PAd 217: International Development Administration
PAd 218: International Development NGO Management
PAd 219: International Development Management Processes and Tools

Managing Public Organizations

Lead Professor: Professor Michael Harmon

This field gives primary attention to understanding why organizations function as they do. It is concerned with improving a student's capability to be an effective manager. The field is designed to prepare students to undertake new and more challenging assignments, and to deal constructively with supervisory and managerial problems.

Field Courses:
PAd 224: Leadership in Complex Organizations
PAd 225: Ethics and Public Values
PAd 264: Public and Nonprofit Program Evaluation
PAd 290: Special Topics: Nonprofits in the Policy Process

Managing State and Local Governments

Lead Professor: Professor Dwight Cropp

This field is designed for students interested in pursuing careers in state and local government administration. The field gives primary consideration to understanding the theoretical and practical implications of the political economy of state and local governments; to distinguishing among alternative structure and forms of local government, recognizing advantages and disadvantages; and to gaining an understanding of the problems that local governments face
(particularly in urban areas), the policy options, and the practical management considerations for resolving these problems.

Field Courses:
PAd 242: Administration of State and Local Governments
PAd 248: Financing State and Local Governments
PAd 249: Urban and Regional Public Policy
PAd 253: Financial Management in State, Local, and Nonprofit Organizations
PAd 254: Seminar in Public Budgeting and Tax Policy
Fina 242: Problems in Real Estate Valuation

Nonprofit Management

Lead Professor: Professor Michael J. Worth

This four-course field is designed for students preparing for careers in the management of nonprofit organizations and fund-raising programs. It is appropriate to recent undergraduates as well as mid-career professionals seeking to advance to more senior positions of responsibility. Courses encompass the planning, management, and evaluation of organizations and programs; strategies for the management of fundraising programs, charitable foundations, and venture philanthropy; the role of advocacy organizations; international non-governmental organizations; and, policy issues related to the nonprofit sector and philanthropy in the United States and internationally.

This field requires a three-tiered set of courses for the field as follows.

Group 1 - Required Course:
PAd 231: Governing and Managing Nonprofit Organizations (Note: Course is required but is not a prerequisite to other courses listed.)

Group 2 - At least ONE of the following courses:
PAd 232: Managing Fund Raising and Philanthropy
PAd 233: Nonprofit Enterprise

Group 3 - Any TWO of the following courses:
PAd 218: International NGO Management
PAd 232: Managing Fund Raising and Philanthropy (If not taken as Group 2 requirement above)
PAd 233: Nonprofit Enterprise (If not taken as Group 2 requirement above)
PAd 234: Managing Nonprofit Boards
PAd 264: Public and Nonprofit Program Evaluation

Other TSPPPA nonprofit courses that may be offered on occasion.
Nonprofit Management concentrators are encouraged to explore a course in the Trachtenberg School or in other schools of the University that may relate to the nonprofit sub-sector in which they hope to work (for example: museums, higher education, health care, advocacy organizations) or in a professional discipline related to nonprofit management (for example: marketing, accounting, legislative relations).

**Policy Analysis and Evaluation**

Lead Professor: [Professor Donna Lind Infeld](mailto:donna.lindinfeld@huji.ac.il) *(on sabbatical fall 2007)*

This field focuses upon the processes and products of governmental decision making, with primary attention devoted to developing the ability to analyze and evaluate the ramifications of public policies and the policy-formulation process. This field is designed principally for those who are now employed, or plan to be employed as analysts or evaluators at any level of government – in quasi-public, non-profit, or public interest organizations, or in research or consulting firms.

Field Courses:
- PAd 212: Legislative Management and Congress
- PAd 225: Ethics and Public Values
- PAd 249: Urban and Regional Policy Analysis
- PAd 260: Policy Formulation and Administration
- PAd 264: Public and Nonprofit Program Evaluation
- PPOL 204: Economics in Policy Analysis

**Public-Private Policy and Management**

Lead Professor: [Professor Jed Kee](mailto:jed.kee@huji.ac.il)

Courses in this field explore the historical and current relationships between the public and private sectors, focusing on the interactions between the two sectors in such areas as regulation, contracting out, partnerships, and privatization. Courses also will examine the global dimensions of these relationships, including the role of multi-national institutions such as the World Bank and IMF in developing policy in these areas. In addition, courses will include case studies and discussion to highlight important legal, policy and management considerations, including decision-making and evaluation of public-private arrangements. The field is designed for those interested in the management and policy implications of these relationships.

This field requires a two-tiered set of courses for the field as follows.

Group 1 - Required Course (students must take at least one of the following two):
- PAd 216: Federal Government Regulation of Society
- SMPP 202: Business-Government Relations
Group 2 - Any TWO of the following courses (students can choose from among the following courses; others may be substituted with permission of your advisor):

PPol 208: Public Policy, Governance and the Global Market System
PAd 255: Contracting Out and Public Private Partnerships
PAd/IBus 290: Privatization and Competition as Reform (6-credit summer course)
SMPP 293: American Business History
Concentrations give students educational experiences in a substantive area of interest. The course of study in each concentration area is determined in conjunction with an advisor. Many of our students choose to pursue more than one concentration. The public affairs concentration areas are:

- Comparative and International Affairs
- Economic Development
- Environmental Policy and Natural Resource Management
- Information Systems
- Nonprofit Management
- Policy Analysis
- Public Financial Administration
- Public Management
- Sustainable Development Concentration
- Local Government Management
- Specialized

**Comparative and International Affairs**

The world into which you are going will likely be almost unrecognizable by the time you are at the height of your career. The Comparative and International Affairs concentration in the Master of Public Affairs program can help assure that you are ready to meet that world.

The Comparative and International Affairs concentration opens two distinctive perspectives for the master’s student.

First, the *comparative* dimension of the concentration will allow you to put your own system and experiences into a greater context. Through the process of comparing U.S. public policy with that of other countries, we are better able to see the underlying principles and historical processes, and thus, may have a clearer idea of what we can learn from others and how to go about usefully sharing our experiences with them.

The international dimension of the concentration emphasizes the fact that we do not operate in a vacuum: the public sector is increasingly subject to forces that do not originate in the United States. Certainly, decisions you will make as a professional in the public sector related to trade or emissions, for example, will have an impact far beyond our country’s borders.

Please see [SPEA's Global Initiatives](#) to learn more.

**Curriculum for the Comparative and International Affairs Concentration**
Like all students in the Master of Public Affairs program, students in the Comparative and International Affairs concentration begin building their skills in the 18-hour MPA core. The core courses are:

- Public Management (V502)
- Statistical Analysis for Effective Decision Making (V506)
- Public Management Economics (V517)
- Law and Public Affairs (V540)
- Public Finance and Budgeting (V560)
- Capstone in Public and Environmental Affairs (V600)

The Comparative and International Affairs concentration builds on this foundation with three required courses. The first of these courses — Introduction to Comparative and International Affairs (V578) — surveys the broad range and variety of concerns in political economy, trade, conflict, and the environment.

A second course, Economic Development, Globalization, and Entrepreneurship (V669), examines the forces of globalization and economic integration as they impact local- and regional-scale actors and institutions.

A third course, Comparative Public Management and Administration (V575), illuminates the wider context for public management and administration in the United States through the use of comparative methods and case material.

SPEA also offers a wide range of elective courses to meet individual objectives. This broad range of possibilities enables you to focus your concentration on those aspects that you wish to pursue and to develop career-enhancing capabilities. With the approval of a Comparative and International Affairs advisor, students may select from many elective options, including the following:

- Vector-based Geographic Information Systems (E518)
- Application of Geographic Information Systems (E529)
- Environmental Risk Analysis (E560)
- Data Analysis and Modeling for Public Affairs (V507)
- Public Management Information Systems (V516)
- Database Management Systems (V519)
- Management Science for Public Affairs (V539)
- Benefit-Cost Analysis of Public and Environmental Policies (V541)
- Public Program Evaluation (V562)
- Seminar in Revenue Theory and Administration (V609)
- Seminar in Government Budget and Program Analysis (V610)
- Seminar in Urban Economic Development (V622)
- Environmental Economics and Policy (V625)
- Seminar in Public Capital and Debt Theory (V667)
- International Environmental Policy (E535)
- Intergovernmental Systems Management (V518)
Students may satisfy one of the electives with an overseas study experience. Overseas Study Experiences include individualized experiences that students develop independently or any of the numerous overseas programs currently administered by Indiana University area studies programs and the Office of International Programs in cooperation with SPEA, including programs in Africa, Asia, Europe, the former Soviet Union, and Latin America.

Students may also elect to complete an Individualized Internship for credit. Individualized Internships include internships performed in academic, governmental, or professional organizations overseas. Relevant internships completed at U.S.-based organizations may also qualify, for example, internships in U.S. offices of international organizations or in international affairs offices of state or federal government agencies.

For complete details of the Comparative and International Affairs curriculum, please see the Graduate Bulletin.

**Foreign Language and Area Studies Fellowships**

Each year, the United States Department of Education awards Foreign Language and Area Studies (FLAS) Fellowships to universities to promote the graduate training of students who intend to make their careers in college or university teaching, government service, or other employment where knowledge of foreign cultures is a prerequisite for success. These fellowships are especially attractive to students pursuing the Comparative and International Affairs concentration or one of SPEA’s joint degree programs in area studies. Approximately 800 FLAS Fellowships are distributed nationally, and generally five Indiana University programs—African Studies, East Asian Studies, the Russian and East European Institute, Central Eurasian Studies, and Western European Studies—apply to Washington for institutional FLAS funding. A FLAS application and further information are available at http://www.indiana.edu/~flas.

Special arrangements for fulfillment of course requirements will be made for FLAS fellowship students, in consultation with the student's academic advisor and the Graduate Program Office.

**International Internship-Study-Research Scholarship**

The SPEA Scholarship for International Internship-Study-Research offers awards of up to $2,500 on a competitive basis for master's students seeking support to pursue relevant international
experiential and/or academic opportunities that will enhance their degree programs in the School of Public and Environmental Affairs. Scholarships are funded by SPEA and support student-directed off-campus international activities in areas that do not duplicate opportunities or coursework available through the applicant’s home campus. Upon return to SPEA, the recipient is required to share with the SPEA community his or her experience made possible, in part, by the award. Only current SPEA master’s students are eligible. For further information, please contact the Graduate Program Office.

Dual Concentrations

Dual concentrations with Comparative and International Affairs and other concentrations offered by SPEA—such as Economic Development or Environmental Policy and Natural Resource Management—offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

Economic Development

The Economic Development concentration focuses on the strategic management of places: neighborhoods, villages, cities, rural regions, states, countries, or even groups of countries.

While the geographic and political dimensions may vary, there is a common policy concern: how to manage and develop assets and resources to improve the quality of life and standard of living in a sustainable manner. The context may vary between rural and urban areas, but the policy focus on creating positive and sustainable change is the same.

In this concentration you'll learn the theory and the tools, as well as the practical skills. You'll also learn about economic development policy across a broad range of contexts and settings, taking advantage of case studies and insights provided both locally and globally. In the Economic Development concentration, you'll learn what works and what doesn't, and how the context makes a difference.

In addition, the Economic Development concentration also provides a platform for careers in the private sector, since many companies partner with economic development agencies. Examples of organizations that hire economic development specialists include:

- Indiana Economic Development Council
- Monroe County Economic Development Commission
- State Rural Economic Development Office
- Council of Great Lakes Governors
- Science, Technology and Economic Policy Board of the U.S. National Academy of Sciences
- Organization for Economic Co-operation and Development

Curriculum for the Economic Development Concentration
Like all students in the Master of Public Affairs program, students in the Economic Development concentration begin building their skills in the 18-hour MPA core. The core courses are:

- Public Management (V502)
- Statistical Analysis for Effective Decision Making (V506)
- Public Management Economics (V517)
- Law and Public Affairs (V540)
- Public Finance and Budgeting (V560)
- Capstone in Public and Environmental Affairs (V600)

The concentration includes three required courses which provide the fundamental theories and tools of economic development:

- Data Analysis and Modeling for Public Affairs (V507)
- Seminar in Urban Economic Development (V622)
- Economic Development, Globalization and Entrepreneurship (V669)

SPEA also offers a wide range of elective courses to meet individual objectives. This broad range of possibilities enables you to focus your concentration on those aspects that you wish to pursue and to develop career-enhancing capabilities. For example, while some Economic Development students will pursue a concentration focusing on the strategic management of U.S. cities, other students will focus more on rural regions. With the approval of an Economic Development advisor, students may select from many elective options, including the following:

- Public Management Information Systems (V516)
- Benefit-Cost Analysis of Public and Environmental Policies (V541)
- The Planning Process (V563)
- Urban Management (V564)
- Public Financial Administration (V567)
- Management of Urban Government Services (V568)
- Introduction to Comparative and International Affairs (V578)
- Analytical Methods in Planning and Policy Analysis (V593)
- Seminar in Revenue Theory and Administration (V609)
- Seminar in Government Budget and Program Analysis (V610)
- Seminar in Public Capital and Debt Theory (V667)

For complete details of the Economic Development curriculum, please see the Graduate Bulletin.

Institute for Development Strategies

The Institute for Development Strategies is a valuable resource and focal point for students choosing the Economic Development concentration. The Institute for Development Strategies, sponsored by the School of Public and Environmental Affairs, the Office of Research, and the University Graduate School, is a university-wide research program linking faculty resources from various departments and campuses and integrating them with external projects and research being undertaken elsewhere in this country and in other countries.
The institute is interdisciplinary and focuses on research to promote economic development at the city, regional, national, and international levels. A particular focus of the institute is on the links between globalization, entrepreneurship, and the strategic management of regions to promote economic development. The Institute also serves as the editorial office of one of the leading scholarly journals on entrepreneurship and economic development policies, Small Business Economics: An International Journal.

The Institute for Development Strategies has a series of Visiting Research Scholars, organizes conferences and seminars, and interacts with a wide spectrum of research partners located throughout the world. Examples of major research projects undertaken by the Institute for Development Strategies were sponsored by:

- The Southern Indiana Business Alliance to evaluate the Naval Surface Warfare Center Crane Division
- The World Bank to analyze the impact of technological diffusion in Mexico
- The National Academy of Sciences to evaluate the impact of the Small Business Innovation Research Program
- The Organization for Economic Co-operation and Development to analyze the links between entrepreneurship and economic development
- The National Research Council to evaluate the prospects of a technology park at the Ames NASA site in California

Dual Concentrations

Dual concentrations with Economic Development and other concentrations offered by SPEA - such as Comparative and International Affairs or Local Government Management - offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

**Environmental Policy and Natural Resource Management**

Developing the skills to better understand and manage environmental problems is the core concern of the Environmental Policy and Natural Resource Management concentration within the Master of Public Affairs program at SPEA.

Environmental Policy and Natural Resource Management is a rigorous course of study that integrates skill-based courses in public policy, management, and environmental affairs with training in the environmental sciences.

The concentration includes coursework in:

- Data analysis and modeling
- Environmental economics and policy
- Environmental resource management and policy
- Environmental law
These courses are complemented by more specialized policy and management coursework such as environmental risk analysis, geographic information systems, benefit-cost analysis, intergovernmental systems management, and other policy analysis and tool-based courses. Additionally, students develop a core area of knowledge in a particular environmental or natural resource-based sub-discipline, such as lake and watershed management, forest ecology, environmental chemistry, hazardous materials, or other environmental or resource-based media.

Careers in Environmental Policy and Natural Resource Management

Graduates with the Environmental Policy and Natural Resource Management concentration assume management positions in the public, private, and nonprofit sectors in local and state agencies, federal government, corporations, consulting firms, international and intergovernmental organizations, and non-governmental and community-based organizations. Here is a sampling of recent placements:

- Associate, ICF Consulting, Fairfax, VA
- Senior Environmental Officer, Agency for International Development, Washington, DC
- Public Utilities Specialist, Bonneville Power Administration, Vancouver, WA
- Project Scientist, TRC Consulting, Chicago, IL
- Energy Policy Analyst, City of Portland, Portland, OR
- Environmental Specialist, Science Applications International Corporation, Reston, VA
- Ecoassociate, Environmental Careers Organizations, Washington, DC
- Assistant Project Manager, International City/County Management Association, Washington, DC
- Urban Program Manager, Virginia Department of Conservation and Recreation, Soil and Water Division, Fredericksburg, VA
- Program Analyst, Booz Allen Hamilton, Washington, DC
- Environmental Policy Analyst, Government Accountability Office, Washington, DC
- Research Fellow, Resources for the Future, Washington, DC
- Wind Energy and Environmental Dispute Resolution Specialist, Resolve, Incorporated, Washington, DC
- Environmental Scientist, Safety Kleen Corporation, Boulder, CO

Curriculum for the Environmental Policy and Natural Resource Management Concentration

Like all students in the Master of Public Affairs program, students in the Environmental Policy and Natural Resource Management concentration begin building their skills in the 18-hour MPA core. The core courses are:

- Public Management (V502)
- Statistical Analysis for Effective Decision Making (V506)
- Public Management Economics (V517)
- Law and Public Affairs (V540)
- Public Finance and Budgeting (V560)
- Capstone in Public and Environmental Affairs (V600)
The concentration includes two required courses which introduce students to the fundamentals of environmental policy and natural resource management:

- Data Analysis and Modeling for Public Affairs (V507)
- Environmental Economics and Policy (V625)
- Natural Resource Management and Policy (V643)
- Environmental Law (V645)

SPEA also offers a wide range of elective courses to meet individual objectives. This broad range of possibilities enables you to focus your concentration on those aspects that you wish to pursue and to develop career-enhancing capabilities. With the approval of a Environmental Policy and Natural Resource Management advisor, students may select from many elective options, including the following:

- Environmental Risk Analysis (E560)
- Government Regulation in Market Economies (V510)
- Public Policy Process (V512)
- Intergovernmental Systems Management (V518)
- Management Science for Public Affairs (V539)
- Benefit-Cost Analysis of Public and Environmental Policies (V541)
- Law, Public Management, and Public Policy (V640)
- Environmental Chemistry (E536)
- Aquatic Chemistry (E539)
- Hazardous Materials (E542)
- Environmental Engineering (E552)
- Fisheries and Wildlife Management (E460)
- Fisheries and Wildlife Management Laboratory (E461)
- Applied Ecology (E527)
- Forest Ecology and Management (E528)
- Ecosystem Structure and Function (BIOL L575)

For complete details of the Environmental Policy and Natural Resource Management curriculum, please see the Graduate Bulletin.

Dual Concentrations

Dual concentrations with Environmental Policy and Natural Resource Management and other concentrations offered by SPEA—such as Nonprofit Management or Comparative and International Affairs—offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

Information Systems
Designed to address the growing gap between the demand for and supply of graduates with information systems skills, the concentration in information systems focuses on the application of information technology to complex problems in organizational and environmental affairs.

The School of Public and Environmental Affairs (SPEA) was one of the country's first schools of public administration to offer an Information Systems concentration in its Master of Public Affairs (MPA) program.

According to U.S. government projections, the deficit between the demand for information systems specialists and the supply is estimated conservatively at 250,000 positions—a figure that is expected to dramatically increase in the new millennium.

The Information Systems concentration prepares students for a variety of positions in both the public and private sectors:

- chief information officers
- systems analysts
- systems designers
- database administrators
- Webmasters
- e-commerce and e-service providers
- end-user support managers
- project managers

Students are encouraged to broaden their educational experiences and gain a competitive edge in the job market by integrating Information Systems with other concentrations in the MPA program in order to strengthen their technical skills in a variety of applied areas.

Curriculum for the Information Systems Concentration

Like all students in the Master of Public Affairs program, students in the Information Systems concentration begin building their skills in the 18-hour MPA core. The core courses are:

- Public Management (V502)
- Statistical Analysis for Effective Decision Making (V506)
- Public Management Economics (V517)
- Law and Public Affairs (V540)
- Public Finance and Budgeting (V560)
- Capstone in Public and Environmental Affairs (V600)

The concentration includes three required courses which provide the fundamental theories and tools of information systems as applied to the public sector:

- Public Management Information Systems (V516)
- Database Management Systems (V519)
- a course in Geographic Information Systems (either E518 or V550)
SPEA also offers a wide range of elective courses to meet individual objectives. This broad range of possibilities enables you to focus your concentration on those aspects that you wish to pursue and to develop career-enhancing capabilities. Within the Information Systems concentration, electives are divided into four broad categories addressing various applications of information technology. Elective options include:

**Group A: Geographic Information Systems**

- Vector-based Geographic Information Systems (E518)
- Applied Remote Sensing of the Environment (E519)
- Application of Geographic Information Systems (E529)
- Topics in Public Affairs (GIS only) (V550)

**Group B: Decision Support and Analysis**

- Topics in Environmental Science: Computing Methods for Environmental Science (E555)
- Environmental Risk Analysis (E560)
- Data Analysis and Modeling for Public Affairs (V507)
- Management Science for Public Affairs (V539)
- Benefit-Cost Analysis of Public and Environmental Policies (V541)

**Group C: Design and Management of Information Systems**

- Strategic Management of Public and Nonprofit Organizations (V602)
- Design of Information Systems (V611)
- Implementation of Information Systems (V613)

**Group D: Networking and Telecommunications**

- Foundations of Business Telecommunications (BUS S515)
- The Information Industry (SLIS L561)
- Computerization in Society (SLIS L564)
- Information Architecture for the Web (SLIS L571)

Graduate courses that address issues in information technology, such as programming and the digital economy, are offered in other campus units such as the Department of Computer Science, the School of Informatics, the Kelley School of Business, and the School of Library and Information Science. Students may choose to take one of these electives with the approval of an Information Systems advisor.

For complete details of the Information Systems curriculum, please see the [Graduate Bulletin](#).

Faculty Expertise
SPEA faculty are involved in meaningful research in numerous aspects of information systems. In addition to their extensive academic credentials, they have significant practical experience as consultants for public and private sector organizations. Some of their areas of expertise are geographic information systems (GIS), database management systems, decision support systems, and collaborative computing.

Technology Resources

One of only a handful of labs in the U.S. capable of multiple-user training, the GIS Laboratory at SPEA features the most advanced technology to manage, analyze, and display spatial data for scientific and policy research. The lab is operated by the Midwestern Regional Center for Global Environmental Change. Also available exclusively to SPEA graduate students is a well-equipped lab in the SPEA building with networked computers, printers, and other hardware. Other general access labs with networked computers loaded with up-to-date software packages are available to students both at SPEA and around the campus. Free e-mail accounts, access to the Web, easy access from home, and discounted prices on popular software applications (Microsoft Office, for instance, may be downloaded for free) are some of the other technology resources available to all IU students.

Dual Concentrations

Dual concentrations with Information Systems and other concentrations offered by SPEA—such as Environmental Policy and Natural Resource Management or Public Financial Administration—offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

Nonprofit Management

Designed for individuals who have or wish to assume leadership positions in nonprofit organizations, the Nonprofit Management concentration serves as an excellent graduate option if you aspire to serve in the nonprofit sector, a government agency that deals extensively with nonprofits, or the philanthropy field.

In the nonprofit concentration, you’ll gain the skills, knowledge, and contacts most relevant for a professional career in the nonprofit sector. The core requirements for the MPA degree provide a strong management and policy base. The concentration addresses the distinctive features and practices of nonprofit organizations and emphasizes management techniques helpful to nonprofit leaders.

The School of Public and Environmental Affairs (SPEA) also offers a 15-credit-hour nonprofit management certificate designed to serve individuals who would like exposure to the nonprofit sector and management issues but who do not wish to pursue a degree. The certificate program is offered in a traditional format as well as an online version.

Outstanding Assets
The MPA in Nonprofit Management offers these outstanding assets:

- A large number of nationally recognized faculty who are involved in closely related research and service areas such as community development, environmental management, international affairs, civic leadership, arts management, arbitration, fundraising, compensation, motivation, liability, city management, and organizational development.
- School of Public and Environmental Affairs (SPEA) faculty who have earned international reputations for their research, teaching, and consultation with world, national, state, and local leaders.
- High-profile players from the public and private sectors who enrich SPEA’s programs through colloquia and appointments as adjunct faculty.
- Affiliation with the Center on Philanthropy. The Center, established in 1987, is the nation's most comprehensive academic resource dedicated to education, research, and public service in philanthropy.
- Ability to pursue a professional certificate through The Fund Raising School, a premier institution offering workshops for fund development practitioners. SPEA's fund development course is accepted by The Fund Raising School as satisfying one of the certificate requirements.
- Through faculty contacts, exposure to a national and international network of both individuals and associations in the nonprofit sector, an ideal source for internship, job contacts, and professional affiliation.
- There's a distinctive opportunity to develop strengths in specialized fields by completing a double concentration in nonprofit management and such other areas as environmental policy and natural resource management, comparative and international affairs, policy analysis, and financial administration.

Curriculum for the Nonprofit Management Concentration

Like all students in the Master of Public Affairs program, students in the Nonprofit Management concentration begin building their skills in the 18-hour MPA core. The core courses are:

- Public Management (V502)
- Statistical Analysis for Effective Decision Making (V506)
- Public Management Economics (V517)
- Law and Public Affairs (V540)
- Public Finance and Budgeting (V560)
- Capstone in Public and Environmental Affairs (V600)

The concentration includes two required courses which introduce students to the fundamentals of nonprofit management:

- The Nonprofit and Voluntary Sector (V521)
- Management in the Nonprofit Sector (V525)

SPEA also offers a wide range of elective courses to meet individual objectives. This broad range of possibilities enables you to focus your concentration on those aspects that you wish to
pursue and to develop career-enhancing capabilities. With the approval of a Nonprofit Management advisor, students may select from many elective options, including the following:

- Human Resource Management in Nonprofit Organizations (V522)
- Civil Society and Public Policy (V523)
- Civil Society in Comparative Perspective (V524)
- Financial Management for Nonprofit Organizations (V526)
- Fund Development for Nonprofits (V558)
- Strategic Management of Public and Nonprofit Organizations (V602)
- Legal Aspects of Philanthropy (EDUC C595)
- Special Topics: History of Philanthropy in the West (offered in Indianapolis) (HIST H509)
- Seminar in U.S. History: History of American Philanthropy (HIST H750)
- Public Relations in Nonprofits (JOUR J531)
- Seminar in the Nonprofit Corporation (LAW L794)
- Ethics of Philanthropy (REL R770)
- International Economic Strategies and Trade Policy (V577)
- Seminar in Urban Economic Development (V622)
- Museum Management (AADM Y525)
- Public Management Information Systems (V516)
- Benefit-Cost Analysis of Public and Environmental Policies (V541)
- Public Program Evaluation (V562)
- Managing Interpersonal Relations (V569)

For complete details of the Nonprofit Management curriculum, please see the Graduate Bulletin.

Faculty Expertise

SPEA faculty are involved in meaningful research in numerous aspects of nonprofit management and publish in the leading scholarly journals. In addition to their academic accomplishments, our faculty bring a rich set of nonprofit management tools based on real-world, hands-on experiences. They frequently serve as consultants to a broad range of nonprofit management activities on the local, state, and national levels.

Dual Concentrations

Dual concentrations with Nonprofit Management and other concentrations offered by SPEA – such as Economic Development or Environmental Policy and Natural Resource Management – offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

Policy Analysis

Policy analysis preparation in the School of Public and Environmental Affairs (SPEA) is problem-focused, action-oriented, and interdisciplinary. Students who choose the Policy
Analysis concentration will acquire a diverse set of skills that can be applied in many fields--such as social welfare policy, environmental policy, regulation, and international policy.

Policy analysts assist the public choice process by providing accurate and actionable research and information designed to address society's complex political, social, and technical problems. The intent of policy analysis is not to produce "correct" solutions for society's problems, but to improve decision-making through effective management of information.

Policy analysts address complex problems by breaking them into components and applying a full range of quantitative and qualitative analytic techniques, including operations research, benefit-cost analysis, and program evaluation. The policy analysis portfolio consists of a working knowledge of the policy process, analytic techniques, policy design, and at least one substantive issue area.

Students learn which methodologies are appropriate for various situations, how to design applied studies, and how to develop action-oriented plans and guidelines. Students trained in policy analysis, therefore, have the ability to change the substantive content of their jobs over the life of their careers.

Careers in Policy Analysis

Policy analysis careers are defined and developed in two basic ways. One choice is to become a producer of policy analysis in the form of special studies and formal research projects designed to collect, analyze, and summarize findings from primary data collection. Individuals who produce policy analysis might pursue careers in:

- Policy and planning offices of public and nonprofit agencies
- Think tanks
- Consulting firms
- University institutes
- Legislative oversight bodies

SPEA policy analysis alumni are now pursuing such careers as:

- Social Science Analyst, National Institute of Justice
- Social Policy Analyst and Budget Information Management Specialist, U.S. Office of Management and Budget
- Analyst, U.S. Department of Energy
- Research and Legal Analysts, U.S. Environmental Protection Agency
- Transportation Policy Analyst, U.S. Government Accountability Office
- Systems Analyst, Exxon
- Senior Policy Analyst, Council of Great Lakes Governors
- Senior Telecommunications Analyst, Indiana Public Utilities Commission
- Senior Associate, Decision Analysis Corporation
- Policy Analyst, U.S. Mint
• Operations Research Analyst, Energy Information Administration

Other policy analysis alumni are consumers of policy analysis and research. A rich assortment of career choices is available in the broad field of applying and communicating policy information as part of the policy process. SPEA graduates are employed in a variety of jobs attached to policy-making institutions and agencies that dispense policy information:

• Deputy Under Secretary, U.S. Department of Agriculture
• Professional Staff, National Security Committee, U.S. House of Representatives
• Professional Staff, Wisconsin Legislature
• Congressional Liaison, Federal Aviation Administration
• Executive Director, Water Infrastructure Financing Authority
• Commercial Officer, Airport Authority of Hong Kong
• Vice President Southeast, National Wildlife Federation
• Director, Ministry of Transportation, South Korea
• Legislative Advocate, California Public Interests
• Section Chief, Ministry of Environment, South Korea

Curriculum for the Policy Analysis Concentration

Like all students in the Master of Public Affairs program, students in the Policy Analysis concentration begin building their skills in the 18-hour MPA core. The core courses are:

• Public Management (V502)
• Statistical Analysis for Effective Decision Making (V506)
• Public Management Economics (V517)
• Law and Public Affairs (V540)
• Public Finance and Budgeting (V560)
• Capstone in Public and Environmental Affairs (V600)

To further develop students’ analytical skills, the concentration includes a required course in advanced quantitative analysis (V507 Data Analysis and Modeling for Public Affairs). Students also select two of the following three skills courses:

• Management Science for Public Affairs (V539)
• Benefit-Cost Analysis of Public and Environmental Policies (V541)
• Public Program Evaluation (V562)

SPEA also offers a wide range of elective policy courses to meet individual objectives. In effect, students design their concentrations bearing in mind their own substantive policy interests and the sorts of career opportunities they hope to capture. With the approval of a Policy Analysis advisor, students may select from many elective options, including the following:

• Government Regulation in Market Economies (V510)
• The Nonprofit and Voluntary Sector (V521)
- Management Science for Public Affairs (V539)
- Benefit-Cost Analysis of Public and Environmental Policies (V541)
- Negotiation and Dispute Resolution for Public Affairs (V547)
- Topics in Public Affairs (V550)
- Public Program Evaluation (V562)
- Environmental Conflict Resolution: Theory and Practice (V565)
- International Economic Strategies and Trade Policy (V577)
- Seminar in Urban Economic Development (V622)
- Environmental Economics and Policy (V625)
- Law, Public Management, and Public Policy (V640)
- Economic Development, Globalization, and Entrepreneurship (V669)

For complete details of the Policy Analysis curriculum, please see the Graduate Bulletin.

Faculty Expertise

SPEA faculty are involved in meaningful research in numerous aspects of public policy and publish in the leading scholarly journals. In addition to their academic accomplishments, our faculty bring a rich set of analytical tools based on real-world, hands-on experiences. They frequently serve as consultants on a broad range of policy issues on the local, state, national, and international levels.

Dual Concentrations

Dual concentrations with Policy Analysis and other concentrations offered by SPEA – such as Comparative and International Affairs or Information Systems – offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

Public Financial Administration

The School of Public and Environmental Affairs (SPEA) is a global leader in public finance education, research, and government service. Students concentrating in Public Financial Administration enjoy the advantages of this leadership position as they embark on their professional careers, whether in the United States or in other countries, in national, state or local government, or in the public or private sectors.

The School offers undergraduate, professional master’s, and doctoral specializations in public financial administration and its faculty participate in government finance training programs for in-career professionals working for both American and foreign governments. The education forms a strong base for development and acceleration of careers in government finance and budgeting, applied program and policy analysis, and management in public, private, and nonprofit organizations throughout the world. The professional distinction of our faculty, the great success of our alumni, and the hands-on nature of our professional degree programs ensure a high demand for our graduates.
SPEA’s faculty are undertaking leading-edge research in a wide range of government finance areas and publishing that research in the best public finance journals. Indeed, the leading journal in the field, Public Budgeting and Finance, is currently edited at Indiana. Current faculty research projects include work with new performance budgeting, property and sales taxation in domestic and international settings, government finance in the states of the former Soviet Union, environmental finance, and the finance of economic development.

School faculty regularly accept government service assignments, foreign and domestic, sometimes on leave from their university assignments and sometimes along with their university activities. These practical experiences, sometimes done with the assistance of advanced public finance students, enrich their work with students and ensure the relevance of what they teach to the world of practice.

Careers in Public Financial Administration

SPEA prides itself in graduating students who can become productive finance and budgeting employees immediately, without a long learning period. That is the result of the applied and experiential nature of our advanced courses. Students learn how government finance is done, not just the theoretical concepts that might be implemented under certain conditions. Our graduates are beginning professionals, not students, by the end of the degree program. That is because our faculty, along with being serious and productive scholars, are in the field, applying their ideas to governmental practices throughout the world. SPEA’s public finance graduates are employed in a wide array of positions. These include the usual Federal suspects (GAO, OMB, CBO, Treasury, agency budget shops), state and local budget agencies (executive and legislative), city management, state revenue departments, international organizations (IMF, World Bank, UNDP, etc.), foreign governments, investment banks, rating agencies, and Big Five accounting firms. Recent placements include:

- Fiscal Analyst, Arizona Legislative Budget Office
- Municipal Bond Analyst, State Farm
- Program Analyst, Government Accountability Office
- Program Examiner, U.S. Office of Management and Budget
- Budget/Tax Analyst, Indiana State Budget Agency
- Director of Policy Research, Indiana Department of Revenue
- Bank Examiner, Central Bank of Haiti
- Heritage Finance Coordinator, The Nature Conservancy
- Director of Tax Review, Indiana State Board of Tax Commissioners
- Government Affairs Specialist, Indianapolis Chamber of Commerce
- Financial and Administration Coordinator, City of Chicago Department of Cultural Affairs

Curriculum for the Public Financial Administration Concentration
Like all students in the Master of Public Affairs program, students concentrating in Public Financial Administration begin building their skills in the 18-hour MPA core. The core courses are:

- Public Management (V502)
- Statistical Analysis for Effective Decision Making (V506)
- Public Management Economics (V517)
- Law and Public Affairs (V540)
- Public Finance and Budgeting (V560)
- Capstone in Public and Environmental Affairs (V600)

The core courses address many of the fundamental tools of public financial administration. However, a public finance practitioner needs much more than this, and the advanced courses offered by SPEA build on that core foundation. Public Financial Administration students take one of two skills courses (either V541 Benefit-Cost Analysis of Public and Environmental Policies or V542 Governmental Financial Accounting and Reporting) and also select three of the following courses:

- Data Analysis and Modeling for Public Affairs (V507)
- Seminar in Revenue Theory and Administration (V609)
- Seminar in Government Budget and Program Analysis (V610)
- Seminar in Public Capital and Debt Theory (V667)

SPEA also offers a wide range of elective courses to meet individual objectives. This broad range of possibilities enables you to focus your concentration on those aspects that you wish to pursue and to develop career-enhancing capabilities. With the approval of a Public Financial Administration advisor, students may select from many elective options, including the following:

- Public Management Information Systems (V516)
- Public Program Evaluation (V562)
- Public Sector Labor Relations (V570)

For complete details of the Public Financial Administration curriculum, please see the Graduate Bulletin.

Dual Concentrations

Our graduates have found that a double concentration with Public Financial Administration affords them improved entry into careers of their choice. Dual concentrations with other concentrations offered by SPEA, for example – Comparative and International Affairs, Policy Analysis, or Environmental Policy and Natural Resource Management – provide unique advantages for those wanting to make a difference in particular areas of public policy. Our faculty work to accommodate these specialized professional interests in the design of their student programs.

Special Fellowship Opportunities for the Public Finance Concentration
In addition to other financial aid opportunities provided by SPEA, public finance students are eligible to be considered for the Eads Fellowship. The Eads Fellowship provides financial assistance and support for graduate students in SPEA who are United States citizens and who are concentrating in public financial administration. Preference will be given to students expressing a high degree of interest in pursuing a career in the public sector. Prospective recipients will satisfy the following criteria:

1. S/he should express an interest in concentrating in public financial administration in the Master of Public Affairs program in the School of Public and Environmental Affairs, Bloomington
2. S/he should express a strong interest in a career in public service
3. S/he should be a citizen of the United States
4. S/he should possess a superior academic record

For further information about the availability of and the criteria for an Eads Fellowship, please contact the Assistant Director of Admissions and Financial Aid, Jen Medlin, at jmedlin@indiana.edu.

Public Management

The Public Management concentration gives students the knowledge, skills, and experiences appropriate for management positions in a variety of public, private, and nonprofit settings. Students will develop skills in strategic thinking, planning, and management, personnel relations, technology, and the design, operation, and evaluation of successful work systems.

Careers

The Public Management concentration prepares students for a variety of careers. The following are a few examples of positions held by our graduates:

- Assistant Administrator, U.S. Federal Aviation Administration
- Dispute Resolution Coordinator, American Bar Association
- Town Manager, Avon, Indiana
- Budget Director, Minneapolis, Minnesota
- Senior Health Policy Analyst, U.S. Government Accountability Office
- Registrar, Oberlin College
- Executive Director of Labor Relations, University of California
- Special Assistant to the Secretary, U.S. Department of the Treasury
- Legislative Services Analyst, State of Maryland
- Director of Public Works, Fort Wayne, Indiana
- Vice President, Goldman Sachs & Co.
- Distance Learning Director, U.S. Customs
- Executive Director, Naval Undersea Warfare Center
- Management Consultant, Booz Allen & Hamilton Inc.

Curriculum for the Public Management Concentration
Like all students in the Master of Public Affairs program, students in the Public Management concentration begin building their skills in the 18-hour MPA core. The core courses are:

- Public Management (V502)
- Statistical Analysis for Effective Decision Making (V506)
- Public Management Economics (V517)
- Law and Public Affairs (V540)
- Public Finance and Budgeting (V560)
- Capstone in Public and Environmental Affairs (V600)

Students build on this core foundation by taking three of the following advanced courses in public management:

- Public Organizations (V504)
- Public Management Information Systems (V516)
- Topics in Public Affairs: Public Program Management and Contracting (V550)
- Topics in Public Affairs: Managing Workforce Diversity in Public Organizations (V550)
- Strategic Management of Public and Nonprofit Organizations (V602)

SPEA also offers a wide range of elective courses to meet individual objectives. This broad range of possibilities enables you to focus your concentration on those aspects that you wish to pursue and to develop career-enhancing capabilities. With the approval of a Public Management advisor, students may select from many elective options, including the following:

- Intergovernmental Systems and Management (V518)
- Negotiation and Dispute Resolution for Public Affairs (V547)
- Public Human Resources Management (V561)
- Public Program Evaluation (V562)
- Public Sector Labor Relations (V570)
- Seminar in Government Budget and Program Analysis (V610)
- Law, Public Management, and Public Policy (V640)
- Seminar in Accountability and Performance (V662)

For complete details of the Public Management curriculum, please see the Graduate Bulletin.

Faculty Expertise

SPEA faculty are involved in meaningful research in numerous aspects of public management and publish in the leading scholarly journals. In addition to their academic accomplishments, our faculty bring a rich set of management tools based on real-world, hands-on experiences. They frequently serve as consultants to a broad range of nonprofit management activities on the local, state, and national levels.

Dual Concentrations
Dual concentrations with Public Management and other concentrations offered by SPEA – such as Information Systems or Public Financial Administration – offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

**Sustainable Development**

The MPA concentration in sustainable development focuses on the balancing of human needs with the protection of the natural and social environments so that these needs can be met in the present and also into the indefinite future. Future generations ought not to be made worse off because of actions taken in the present.

As the Brundtland Commission (formally, the World Commission on Environment and Development, 1987) envisioned the concept, sustainable development is development that “meets the needs of the present generation without compromising the ability of future generations to meet their own needs.” The logical components of a sustainable development strategy encompass environmental, economic, social, and political elements.

Students who complete the concentration are expected to work for governments, private businesses, and special interest organizations that seek to sustain and improve both current and future conditions for life on earth. The concentration seeks to provide them with both skills and perspectives that will serve the development of their own rewarding careers in this field.

**Careers in Sustainable Development**

Careers in this field will be found in all sectors: from public to private and from city, state, national or international perspectives. Some possible career options may include jobs at:

- The US Environmental Protection Agency (EPA), and similar such departments in other countries
- Departments of natural resources in the different states in the US
- City and state departments of sustainability and environmental management
- Private agricultural and resource management firms
- A major non-profit organization such as World Resources International, World Watch, World Wildlife Fund
- A major think tank such as Resources for the Future, Competitive Enterprise Institute, or The Carter Center
- International organizations, such as the World Bank or United Nations (focusing on water, agriculture, resources, food, energy)
- Financial markets focusing on carbon permits and other pollutants.

**Curriculum for Sustainable Development Concentration**

The 18 credit hour concentration includes four components:

**Required Courses (9 hours):**
• Sustainable Development (V596)
• Natural Resource Management and Policy (V643)


Analytical Tools (3 hours):

• Data Analysis and Modeling for Public Affairs (V507)
• Benefit – Cost Analysis (V541)
• Vector-based Geographical Information Systems (E518)
• Application of Geographical Information Systems (E529)
• Public Management Information Systems (V516)
• Database Management Systems (V519)
• Public Program Evaluation (V562)

The Natural Environment (3 hours):

• Applied Ecology (E527)
• Introduction to Applied Ecology (E532)
• Hazardous Materials (E542)
• Fish and Wildlife (E460)
• Forest Ecology (E528)
• Environmental Risk Analysis (E560)

Specialization Options (3 hours):

• International Environmental Policy (E535)
• Environmental Management in the Tropics (V574)
• Introduction to Comparative and International Affairs (V578)
• Environmental Law (V645)
• Global Health Issues and Management (V592)
• Environmental Economics (V625)
• Approaches to Development (V576)
• Environmental Management (E543)

Or other relevant course identified by the student and the academic advisor, according to the specific career plans of the student.

Faculty Expertise

SPEA faculty are involved in meaningful research in numerous aspects of public policy analysis, economic development, environmental science, and natural resource management and publishes in the leading scholarly journals. In addition to their academic accomplishments, our faculty bring a rich set of policy and management tools based on real-world, hands-on experiences. They
frequently serve as consultants to a broad range of environmental activities on the local, state, and national levels.

Dual Concentrations

Dual concentrations with Sustainable Development and other concentrations offered by SPEA—such as Economic Development, Policy Analysis, and Public Financial Management—offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

**Local Government Management**

In both American and international society, some of the greatest challenges to quality of life remain posed in the world's urban areas. A concentration in Local Government Management prepares tomorrow's leaders to address those challenges.

The needs in these population centers require a creativity and vitality in approach and action that are distinguished by strategic effectiveness, integrity, and the highest level of professionalism.

Because careers in the public sector often require the mastery of a complex set of management, leadership, analytical, and quantitative skills, the curriculum for the Local Government Management concentration emphasizes a wide set of proficiencies recognized as necessary for success in local government management:

- Management and delivery of urban services: basic knowledge of delivery systems and performance criteria to measure effectiveness
- Policy issues and analyses: helping elected officials, community leaders, and citizens develop a policy agenda to achieve common community goals
- Management skills: budget and program analysis, human resource management, modern technology utilization, community and strategic planning, environmental issues, and community development
- Effective communication: internal and external communication methods and techniques, means of developing public support, and methods of inclusion of all segments of the urban publics
- Nonprofit management: management in the nonprofit sector, discussion of the third sector, and intergovernmental systems management
- Values and ethics: need for urban professionals and elected officials to possess and demonstrate integrity in all personal, professional, and organizational activities

Careers in Local Government Management

The MPA degree with the Local Government Management concentration offers flexible career opportunities at the federal, state, and local levels as well as in nonprofit organizations. The following examples include positions achieved by recent graduates:
• Village Manager, Wilmette, IL
• Assistant to City Manager, Laramie, WY
• Planner, Department of Metropolitan Development, Indianapolis, IN
• Director, Urban League, Kokomo, IN
• Planner, City Planning Department, San Francisco, CA
• Management Analyst, Charlottesville, VA
• Management Analyst, Lexington, MA
• Neighborhood Coordinator, Indianapolis, IN
• City Manager, Ames, IA
• Director of Public Works, Indianapolis, IN
• Assistant to the City Manager, Austin, TX

Curriculum for the Local Government Management Concentration

Like all students in the Master of Public Affairs program, students in the Local Government Management concentration begin building their skills in the 18-hour MPA core. The core courses are:

• Public Management (V502)
• Statistical Analysis for Effective Decision Making (V506)
• Public Management Economics (V517)
• Law and Public Affairs (V540)
• Public Finance and Budgeting (V560)
• Capstone in Public and Environmental Affairs (V600)

The concentration includes five required courses which introduce students to the fundamentals of local government management:

• Public Management Information Systems (V516)
• Government Financial Accounting and Reporting (V542)
• Public Human Resource Management (V561)
• Management of Urban Government Services (V568)
• Seminar in Urban Management (V623)

Additionally, all Local Government Management students enroll in a Professional Development Seminar (V550) during their second year of study. In conjunction with this seminar, students attend the annual conference of the International City/County Management Association.

SPEA also offers a wide range of elective courses to meet individual objectives. This broad range of possibilities enables you to focus your concentration on those aspects that you wish to pursue and to develop career-enhancing capabilities. With the approval of a Local Government Management advisor, students may select from many elective options in the following subject areas:

• Planning
• Personnel/Labor Relations
- Operations Management
- Analysis and Information Systems
- Government Finance
- Administrative Law

For complete details of the Local Government Management curriculum, please see the Graduate Bulletin.

Faculty Expertise

SPEA faculty are involved in meaningful research in numerous aspects of public affairs and publish in the leading scholarly journals. In addition to their academic accomplishments, our faculty bring a rich set of management tools based on real-world, hands-on experiences. They frequently serve as consultants to a broad range of public, private, and nonprofit sector activities on the local, state, and national levels.

Dual Concentrations

Dual concentrations with Local Government Management and other concentrations offered by SPEA – such as Economic Development or Public Financial Administration – offer unique advantages for those wanting to make a difference in particular areas of public affairs. Our faculty work to accommodate these specialized professional interests in the design of student programs.

**Specialized**

A student whose educational and professional goals are not satisfied by pre-established concentrations may design, in concert with one or more faculty advisors, a specialized concentration that better suits his/her needs.

A Specialized Concentration form which specifies the courses to comprise the Specialized Concentration must be signed by the student, the student's advisor and the Graduate Program Director. This form is available in the SPEA Records Office, Room 253. To ensure approval of a specialized Concentration, it is advisable to return completed Specialized Concentration forms to the Records Office prior to enrolling in relevant courses.

Although no specific guidelines exist for the courses to be included, students are encouraged to take SPEA classes whenever possible. JD/MPA and JD/MSES concentrations require a minimum of twelve credit hours. All other Specialized Concentrations involve a minimum of eighteen credit hours.

Although students must name Specialized Concentrations, these names will not appear on IU transcripts. Instead, after "Major" the word "Specialized" will appear.

Examples of clusters of courses that may qualify as Specialized Concentrations are presented below:
Sample MPA Specialized Concentration
E542 Hazardous Materials
V566 Executive Leadership
V550 Topics in Public Affairs
E547 Applied Earth Science
V512 Public Policy Process
V645 Environmental Law

Sample MPA/MSES Specialized Concentration
V541 Benefit Cost Analysis of Public and Environmental Policies
V625 Environmental Economics and Policy
V643 Natural Resource Management and Policy
E455 Limnology
E537 Environmental Chemistry Laboratory
BUS K520 Introduction to Operations Research
BUS K610 Topics Mathematical Programming

Sample JD/MSES Specialized Concentration
E520 Environmental Toxicology
E515 Fundamentals of Air Pollution
E528 Forest Ecology and Management
E560 Environmental Risk Analysis

Sample MSES Specialized Concentration
E515 Fundamentals of Air Pollution
E520 Environmental Toxicology
E579 Readings in Environmental Science
E560 Environmental Risk Analysis
E555 Topics in Environmental Science
E549 Environmental Planning

Sample JD/MPA Specialized Concentration
V645 Environmental Law
V625 Environmental Economics and Policy
E510 Hazardous Materials Regulation
V564 Urban Management
MPA Concentrations

Elective Courses (18 semester hours)

A number of elective courses are offered. A student may choose either to specialize in a single specific area of study or to complete a generalist degree. Areas of specialization include but are not limited to the following:

Higher Education Administration
Local Government Administration
Nonprofit Management
Public Budgeting and Finance Administration
Public Management - Organization Theory
Public Personnel Administration
Public Policy Analysis
Health Policy and Administration

To achieve a concentration in an area of specialization, an MPA student must take four courses in that area. To complete a generalist degree, students must choose a minimum of two courses from within at least two of the specified areas of specialization. All elective courses must be approved by the Graduate Coordinator for Public Administration.

For illustrative purposes, we include the following list of fields and courses from which MPA students may choose in completing their degree requirements. The list is not intended to be exhaustive, but only illustrative of the options available to public administration students. For a complete listing of UGA courses by semester, check the Registrar's Web site.

**Local Government Administration**
PADP 7500 Local Government Management
PADP 7520 Urban Policy
PADP 7540 Productivity Improvement in Local Government
PADP 8430 Public Financial Management
PADP 7840 Budget Practicum
PADP 8520 Administration of Local Government: Growth and Development Policy
PADP 8540 Administration of Local Government: Human Vitality and Quality of Life
PADP 8560 Special Topics in Urban Administration
PADP 8840 Metropolitan Fiscal Problems
POLS 8160 Urban Politics
GEOG 6630 Advanced Urban Geography
GEOG 6660 Urban and Regional Development
GEOG 8630 Seminar in Urban Geography
GEOG 6370 Introduction to Geographic Information Systems

**Public Budgeting and Finance**
PADP 7840    Budget Practicum
PADP 8430    Public Financial Management
PADP 8830    Seminar in Public Budgeting
PADP 8840    Metropolitan Fiscal Problems
PADP 8850    Quantitative Analysis for Public Decision-Making
FINA 8000    Financial Management
ACCT 7990    Financial Accounting

**Public Management - Organizational Theory**
PADP 8420    Leadership in Public Service
PADP 8960    Organizational Development and Change
MGMT 9010    Management Research Methodology
MGMT 9020    Concepts of Organizations
MGMT 9500    Strategic Management Research
MGMT 9820    Seminar in Organizational Behavior

**Public Personnel Administration**
PADP 7900    Managing Volunteers in the Public and Nonprofit Sectors
PADP 8420    Leadership in Public Service
PADP 8720    Seminar in Selected Problems in Public Personnel Administration
MGMT 7010    Developing Leadership Skills
MGMT 9810    Seminar in Human Resource Management
PSYC 6140    Introduction to Industrial-Organizational Psychology

**Public Policy**
PADP 7520    Urban Policy
PADP 8670    Policy Analysis I
PADP 8680    Policy Analysis II
PADP 8620    Policy Process
PADP 8630    Policy Implementation
PADP 8640    Program Evaluation
PADP 8850    Quantitative Analysis for Public Decision-Making
SOWK 6011    Social Welfare Policy and the Social Work Profession
SOWK 7106    Evaluation of Community and Institutional Practices
SOWK 7206    Evaluation of Family-Centered Social Work Intervention
SOWK 7411    Advanced Policy Analysis
SOWK 8166    Qualitative Methods in Social Work

**Higher Education Administration**
PADP 7130    Information Management in the Public Sector
PADP 8420    Leadership in Public Service
PADP 8640    Program Evaluation
PADP 8670    Policy Analysis I
PADP 8680    Policy Analysis II
EDHI 8300    The Law and Higher Education
EDHI 8400    Finance of Higher Education
EDHI 9050  Organization and Governance in Higher Education
EDHI 8200  Institutional Research
EDHI 8600  Assessment in Higher Education
EDHI 9500  Policy Studies in Higher Education

Health Policy and Administration
HADM 7600  Introduction to Health Policy and Management
HADM 7700  Public Health and Healthcare Ethics
HPRB 7070  Program Planning in Health Promotion and Disease Prevention
HPRB 7470  Program Evaluation in Health Promotion and Health Education
HPRB 7270  Resource Development and Implementation in Health Promotion
HPRB 6610  Health Communication
HPRB 7170  Aging and Health
EHSC 7060  Fundamentals of Environmental Health Science
MPA Concentrations

Students are required to select one of the following six concentrations in the MPA program. Students are to take three courses in the selected concentration plus one additional course in consultation with their advisor. These concentrations allow students to focus their area of study in key areas of public administration and management, while taking advantage of the strengths of the PA Faculty and the MPA Program.

Public Management
Financial Management
Information and Performance Management
Survey Methods
Local Government Administration
Nonprofit Management

MPA students are required to take three courses in the selected concentration plus one additional course of the student's choosing selected in consultation with the student's advisor. These concentrations allow students to focus their area of study in key areas of public administration and management, while taking advantage of the strengths of the PA Faculty and the MPA Program.

Students may create their own concentrations with permission from the MPA Committee. Students must submit their proposed concentration with justification to the MPA Committee for approval. Interested students should contact the PA Program for more information.

Public Management
(Each course is 4 credit hours.)

- PA 521: Strategic Management: Planning and Measurement
- PA 522: Ethics and Accountability
- PA 523: Intergovernmental Management
- PA 524: Leadership in Public Sector Organizations
- PA 526: Public Decision Analysis
- PA 529: Change and Reform in Public Organizations
- PA 532: Labor Management Relations in the Public Sector
- PA 533: Managing Workplace Diversity

Financial Management - Provides specialized expertise in topics related to the financial function of public and nonprofit organizations that go beyond budgeting such as capital and financial
planning, accounting, state and local finance, debt management, risk management, cash management, procurement, and internal controls. Students who specialize in financial management will be prepared for careers in the fields of budgeting, economic development, financial analysis, policy analysis, bond rating, treasury, auditing, and many others.
(Each course is 4 credit hours.)

PA 521: Strategic Management: Planning and Measurement
PA 523: Intergovernmental Management
PA 550: Financial Management of Government
PA 551: Governmental Accounting
PA 552: Capital Budgeting and Infrastructure
PA 553: State and Local Public Finance
UPP 533: Development Finance Analysis

Information and Performance Management - Introduces technology issues in public management, including e-government, database management, and the use of technology in public and nonprofit organizations. UIC is one of a handful of PA programs to offer such a specialization, despite the increasingly information-driven environment of public and nonprofit administration.
(Each course is 4 credit hours.)

PA 460: Data Management
PA 461: Management of Information Technology in Government
PA 463: The Internet and Public Administration
POLS/PA 567: Information Management in Public Sector Organizations

Survey Methods - Provides a unique opportunity to learn survey research methodology and to engage in data collection that can inform organizational decisions and performance measurement. This is one of the few survey research specializations in the country associated with a graduate program in Public Administration.
(Each course is 4 credit hours.)

CHSC 447: Survey Planning and Design (required)
CHSC 577: Survey Questionnaire Design
BSTT 440: Sampling and Estimation Methods
PA 578: Surveys, Public Opinion, and Public Policy (required for PhD)
PA 579: Practicum in Survey Research (2 - 6 variable credit hours)

(Each course below is 2 credit hours. These courses will either meet for 1.5 hours per
week or will only meet for 8 weeks.)
PA 580: [Survey Non-Response](#)
PA 581: [Cross-Cultural Survey Measurement](#)
PA 582: [Survey Data Collection Methods](#)
PA 583: [Cognitive Processing of Survey Information](#)
PA 584: [Internet Surveys](#)
PA 585: [Survey Research Ethics](#)
PA 586: [History of Survey Research](#)
PA 587: [Seminar in Special Issues in Survey Methodology](#)
PA 588: [Survey Data Reduction and Analysis](#)

Local Government Administration - Takes advantage of local government and urban expertise within the program and across the university. Introduces students to special considerations in local government management, including metropolitan, intergovernmental, fiscal, and economic development issues.
(Each course is 4 credit hours.)

- PA 537: Local Government Management (recommended)
- PA 523: [Intergovernmental Management](#)
- PA 538: Nonprofit Management
- PA 550: [Financial Management of Government](#)
- UPP 530: Economic Development I
- POLS 551: Urban Politics
- POLS 553: Urban Public Policy

Nonprofit Management - Provides specialized expertise in the nonprofit sector including theory, history, management, and fundraising and financial management in nonprofit organizations. Students examine the relationships between nonprofit organizations and government such as the civic base of the nonprofit sector, intergovernmental and inter-sectoral relations, advocacy, lobbying, and nonprofit budgeting for government contracts and grants.
(Each course is 4 credit hours.)

- PA 441: Nonprofit History & Theory
- PA 538: Nonprofit Management
MPA Courses (Local Government Concentration)

Core Requirements: *(All students must take these core courses)*

Choose one of the following 5 classes, PUAD 824, 825, 826, 827 or 828. If more than one is taken, it would be counted as an elective.

**PUAD 824: Public Policy and Administration (3).** An exploration of the ways in which public policy is made in the United States, focusing on the role of the administrator at each stage of the policy process: formulation, implementation, and evaluation. Various theories of policy-making with application to specific areas of public policy will be examined.

**PUAD 825: Public Policy and Urban Administration (3).** An exploration of policy development, implementation, and evaluation in the local government context. Various theories of the policy process and their application to municipal government are examined.

**PUAD 826: Public Policy and Administration of State Government (3).** An examination of political and administrative aspects of state government focusing on legislative and executive branches of government.

**PUAD 827: Health Care Policy and Administration (3).** Seminar designed to explore the development of public health policy in the United States. Particular attention will be given to (1) the development of public institutions and policy goals; (2) current policy problems such as expenditure-cost controls, prospective reimbursement, utilization review, access, and public and private investment planning; and (3) administrative problems in the current health care system.

**PUAD 828: Nonprofit Management and Policy (3).** This course focuses on the economic, social, and legal foundations of the nonprofit sector. Nonprofits are examined in the context of a three-sector economy, with emphasis on the ways in which nonprofits compensate for market failures and government failures. The course examines government-nonprofit relations in the modern welfare and offers an in-depth examination of the health, education, and welfare functions as performed by nonprofits. This course also provides exposure to selected topics in nonprofit management such as grant writing, board relations, advocacy, fundraising and volunteer management.

**PUAD 831: Public Administration Practicum (1).** Exposes students to day-to-day operational facets of public management through workshops, speakers, and exercises. Students attend 18 contact hours in order to earn this credit hour.
**PUAD 834: Human Resource Management (3)**. Explores the way public sector organizations procure, allocate, and develop labor and how the employee-employer relationship is established and maintained. Also emphasizes the relationship between civil service personnel systems and larger political systems.

**PUAD 835: Financing Public Services**. This course examines the management of public investments and theories of taxation and non-tax revenues. Basic microeconomic theory is introduced.

**PUAD 836: Introduction to Quantitative Methods (3)**. Introduces quantitative approaches to examine public management and public policy decisions. Concepts of research design, probability, and inferential statistics are covered. Classwork typically involves computer work in spreadsheet and statistical analysis programs.

**PUAD 837: Resource Allocation and Control**. Discusses the methods and political context of policy analysis and the role of budgets in policy making and implementation. Examines public budgeting processes and budgetary decision making.

**PUAD 841: The Role, Context, and Ethics of Public Administration in American Society (3)**. Provides students with an overview of the social context of public administration with an emphasis on political issues, political history, and ethics.

**PUAD 842: Law and Public Management (3)**. Course investigates major concepts that make up the legal environment of public administration. The accepted uses and procedures of the field, relationships among courts, agencies, the legislature, and basic legal research are examined.

**PUAD 845: Organizational Analysis (3)**. Explores knowledge of organization theory and administrative behavior to understand and diagnose organizational problems and dynamics in the public sector. Emphasis is placed on organization-environment relationships.

**Electives:**

**PUAD 830: Administrative Ethics (3)**. A survey of ethical issues faced by public administrators. Special attention will be given to ethical problems arising within hierarchical organizations and to the ethical implications of particular public policies.

**PUAD 839: Topics in Public Administration (3)**. Study of selected topics in public administration. Each course addresses a separate topic. In recent semesters courses have been offered in performance auditing, leadership, and employment law.
PUAD 840: Theory of Public Administration (3). Survey of the development of ideas about public administration among public officials and research investigators. Emphasis on basic concepts, research reports, and theoretical treatises on the nature of public administration.

PUAD 849: Law, Courts and Public Policy (3). The course explores the role of judges and courts, as normal parts of the policy process and considers the roles, options, and constraints on judges and courts as they perform their duties. The course explores the implications for public policy of judicial involvement at various stages of the policy process and in different types of policy.

PUAD 851: Infrastructure Management (3). This course focuses on municipal infra-structure issues and relationships between generalist managers and technically-trained staff.

PUAD 852: Comparative Public Policy and Administration (3). This seminar examines the application of theories in public administration, public management, and public policy in international and comparative contexts. Particular attention is given to how governments and publics are connected by way of intergovernmental strategies, governance, and differing political and administrative arrangements.

PUAD 853: Policy Analysis and Evaluation (3). This course will examine the fundamental research techniques associated with analyzing alternative solutions to policy problems, as well as evaluating the effectiveness of public programs. Such techniques include cost-benefit, risk-benefit and cost-effectiveness analysis, and quasi-experimental and experimental designs.

PUAD 854: Innovation and Organizational Change (3). This course will examine theories of innovation and organizational change as applied to public organizations. Particular emphasis will be placed on the concepts of innovation in bureaucratic organizations, on the process of successful change in organizations, and on leadership and employees' roles.

PUAD 855: Financial Management for Public and Not-for-Profit Organizations (3) Financial management focuses on the use of financial information for decision making and evaluation. This course will rely on fundamental accounting concepts as they relate to the basic financial statements of government and not-for-profit organizations. Time will also be spent on financial management practices (e.g. cash management, debt management, etc.) and financial condition analysis. Material presented in this course expands on the foundational material covered in PUAD 837. Prerequisites: PUAD 837 or permission from the instructor.

PUAD 856: Management and Information Technology (3). An introduction to the concepts of information policy and management of technology within governmental organizations. The course covers the effects of technology on government and society as well as information policy (privacy, security and access) and their importance to democracy. The course also includes a leadership perspective on planning, funding, and implementation of technology systems in governmental organizations as well as the role of Chief Information Officer.

PUAD 893: Directed Readings (1-3). Designed to meet the needs of advanced students whose study in public administration cannot be met with current course work.
PUAD 894: Professional Development Seminar I (3). Open only to City & County Leadership-Option students during their internship year, this intensive seminar is designed around issues interns confront in their working relationships. Emphasis is placed on the transition of the student from an academic environment to a professional work relationship. Class sessions deal with issues like employee socialization, power and trust, and administrative change. Fall (ICMA conference)

PUAD 895: Professional Development Seminar II (3). Continuation of PUAD 894. Winter and Spring (Lawrence campus)

PUAD 896: Field Project Report (1-6). A major independent research project in lieu of a thesis for the M.P.A. degree. Prerequisite: Completion of all other course requirements for the degree.
MPP & MPM Specializations

The Maryland School of Public Policy provides students with specializations in environmental policy; international security and economic policy; social policy; and management, finance and leadership. These program areas cover relevant issues that are being confronted in today's society, and, as such, students are better prepared to tackle the responsibilities and challenges that await them in the professional world of policymaking.

**Environmental Policy**

**Federal Acquisition**

**International Development Policy**

**International Security and Economic Policy**

**Management and Leadership**

**Public Sector Financial Management**

**Social Policy**

**Environmental Policy**

Students participating in the environmental policy specialization of the MPP and MPM-Policy Track programs investigate the science, philosophical, legal, economic, and political dimensions of environmental issues. The program's interdisciplinary focus prepares students to work effectively with people from diverse academic, cultural, and occupational backgrounds to address the world's complex environmental challenges. Students first develop the core skills necessary for creating and implementing public policies. Then, building on these fundamentals, they focus on ecological economics, growth management, international development or other areas related to environment investment or policymaking.

**Environmental Policy Alumnus Jobs**

- Environmental Protection Specialist; Office of Policy, Economics, and Innovation; U.S. Environmental Protection Agency
- Environmental Planner, EIA Associates
- Project Manager, Environmental Council of the States
- Program Analyst, U.S. National Oceanic & Atmospheric Administration
- International Trade Specialist, U.S. International Trade Administration
- Director, Environmental Finance Center
- Volunteer, Peace Corps
- Management Analyst, U.S. Department of Veteran Affairs
- Lobbyist, Environmental Defense Fund
- Transportation Planner, Parsons Brinckerhoff
- International Program Manager, Center for Clean Air Policy
- Manager, China Operations, ENSR Environmental International
- Policy Advisor, National Oceanic & Atmospheric Administration
- Executive Director, Blue Ridge Center for Environmental Stewardship
- Deputy Director, Office of Smart Growth, Maryland Department of Planning
- Brazil Development Manager, Conservation International

Environmental Policy Specialization Curriculum

In addition to meeting the overall requirements of their degree program, students electing to specialize in environmental policy take the following courses:

Public Policy and the Environment (PUAF 740) focuses on how national environmental policy is formed and implemented, with an emphasis on the interplay of environmental science, politics and economics. In examining selected environmental policy issues, the course studies the roles of the Congress, the courts, agency administrators, and public interest groups.

Global Environmental Problems (PUAF 741) assesses human influences on the global environment. Topics include human population growth, climate change, ozone depletion, acid rain, and biological diversity. Emphasizes how scientists approach environmental problems, and how policy makers use scientific analyses.

Human Health and Environmental Policy (PUAF 745) reviews human and other species' physiological systems and their toxicological functions; considers bodily defenses and classic, emerging, and ambiguous risks; all in ecological context. Applies to scientific controversy methods of policy formation, such as risk, social-cost, outcomes, and decision analysis, all in political-economic context.

At least one environmental policy elective. Popular environmental electives include:

**Growth Management** (PUAF 698A)

**Dynamic Modeling** (PUAF 746)

**Ecological Economics** (PUAF 743)

**Environmental Ethics** (PUAF 742)

**Environment & Development** (PUAF 744)

**Energy Policy** (PUAF 699Z)
Chesapeake Bay (PUAF 698B)

International Environmental Agreements (PUAF 698L)

Water Resources (PUAF 698X)

Wildlife Conservation (PUAF 698W)

Globalization, Trade & Environment (PUAF 699Y)

MPP Students Only: Either Environmental Policy Workshop (PUAF 660) or Environmental Policy Project Course (PUAF 790). In either course, students analyze and recommend responses to a current environmental policy issue, emphasizing problem definition, organization of information, and presentation of results. In the Policy Workshop, students work as a team with the instructor as the leader, while in the Policy Project students work independently on a topic of their choosing.

**Typical MPP Environmental Policy Academic Plan**

<table>
<thead>
<tr>
<th>Fall Semester I</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Core:</strong> PUAF 610 &quot;Quantitative Aspects of Public Policy&quot; OR PUAF 611 &quot;Quantitative Analysis of Policy Issues&quot;</td>
<td><strong>Core:</strong> PUAF 641 &quot;Macroeconomics and Policy Analysis&quot; OR PUAF 670 &quot;Finance&quot;</td>
</tr>
<tr>
<td><strong>Core:</strong> PUAF 620 &quot;Political Analysis&quot;</td>
<td><strong>Core:</strong> PUAF 711 &quot;Public Management &amp; Leadership&quot;</td>
</tr>
<tr>
<td><strong>Core:</strong> PUAF 640 &quot;Microeconomics and Policy Analysis&quot; OR (with permission of PUAF 640 instructor) PUAF 698X &quot;Microeconomic Applications of Public Policy&quot;</td>
<td><strong>ENV:</strong> PUAF 740 &quot;Public Policy &amp; Environment&quot;</td>
</tr>
<tr>
<td><strong>Core:</strong> PUAF 650 &quot;Moral Dimensions of Public Policy&quot; OR PUAF 698X &quot;Proseminar in Politics, Philosophy and Public Policy&quot;</td>
<td><strong>ENV:</strong> PUAF 741 &quot;Global Environmental Problems&quot;</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Fall Semester II</th>
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<tbody>
<tr>
<td><strong>ENV:</strong> PUAF 745 &quot;Human Health and Environmental Policy&quot;</td>
<td><strong>ENV:</strong> PUAF 660 &quot;Policy Workshop&quot; or PUAF 790 &quot;Project Course&quot;</td>
</tr>
<tr>
<td><strong>ENV:</strong> Environmental Policy elective Two general electives</td>
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**Primary Environmental Policy Faculty**

<table>
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<td></td>
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<tr>
<td>Name</td>
<td>Title</td>
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<tr>
<td>--------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Daly, Herman</td>
<td>Professor</td>
</tr>
<tr>
<td>Fetter, Steve</td>
<td>Dean and Professor</td>
</tr>
<tr>
<td>Hilde, Thomas</td>
<td>Visiting Assistant Professor</td>
</tr>
<tr>
<td>Hultman, Nathan</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Metzenbaum, Shelley</td>
<td>Senior Fellow &amp; Director, Environmental Compliance Consortium</td>
</tr>
<tr>
<td>Nelson, Robert</td>
<td>Professor</td>
</tr>
<tr>
<td>Ruth, Matthias</td>
<td>Professor &amp; Director, Environmental Policy Program &amp; Co-Director, Master of Engineering &amp; Public Policy program</td>
</tr>
<tr>
<td>Sagoff, Mark</td>
<td>Senior Research Scholar</td>
</tr>
<tr>
<td>Sprinkle, Robert</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Winegrad, Gerald</td>
<td>Adjunct Lecturer</td>
</tr>
</tbody>
</table>

**Centers Conducting Environmental Policy Research**

- Center for Integrative Environmental Research (CIER)
- National Center for Smart Growth Research and Education
- Institute for Philosophy and Public Policy (IPPP)
- Center for Information and Research on Civic Learning and Engagement (CIRCLE)
Environmental Policy Specialization Director

For more information on the environmental policy specialization, contact:

William Powers, Executive Dean
301-405-6336
wpowers@umd.edu

Federal Acquisition

The University of Maryland School of Public Policy is pleased to announce a new program for students considering careers in the federal government. The Master of Public Policy with a specialization in Acquisition Management has been designed for students who seek rewarding careers in what is becoming one of the fastest-growing fields of public service. The School invites you to consider a degree that provides education from one of the top-ranked schools in the country, real-life work experience while studying, and excellent job prospects upon graduation.

Today, the demand for excellence in the management of public resources has never been stronger. The federal government faces unprecedented pressure to deliver high levels of service to the public at low cost. New leaders are needed who can deliver better acquisition outcomes - in such diverse areas as military operations, homeland security, the provision of health care, response to natural disasters, and other areas - while protecting taxpayer dollars. Acquisition spending by the federal government has gone up by 163% in recent years, but the workforce has not kept pace. In fact, over half of the federal acquisition workforce is scheduled to retire over the next ten years - and so thousands of new acquisition management employees are now beginning to be hired.

The Master of Public Policy with a specialization in Acquisition Management consists of 16 courses (48 credits) in which core subjects in such areas as leadership, finance, ethics, and policy analysis are taught alongside program management, organizational behavior, federal government contracting, and human resources. Outside the classroom, students will have the opportunity to gain valuable professional experience through internships at federal agencies. Tuition assistance is also available to qualified applicants.

Federal Acquisition Specialization Curriculum

In addition to meeting the overall requirements of their degree program, students electing to specialize in federal acquisition take the following courses:

Federal Government Contracting teaches all aspects of federal government contracting, subcontracting and related challenges, from the development of solicitation to final close-out. Students will develop professional skills for making sound business decisions and for advising other acquisition team members to successfully meet client needs. In addition, specific attention
is paid to the performance-based acquisition processes. The material is covered in-depth from a buyer's viewpoint and is current with all federal laws and regulations, including the Federal Acquisition Regulation (FAR).

**Managing Projects** focuses on the issue that contract award is only the beginning of a successful project or program. The true success of the overall acquisition process is measured by how well a solution is deployed and how the overall mission of an organization is accomplished. Performance-based management represents a significant departure from how Government agencies currently manage contract performance. Traditionally, agencies have focused on process management as the means for overseeing their contractors. The transition from a compliance-based contract award to performance-based management requires additional skills and disciplined processes and procedures. The Managing Projects course focuses on success. It addresses the many differences between performance-based management and traditional compliance-based management.

**Organizational Behavior and Human Resources** focuses on understanding and managing the behavior of individuals and groups in the context of the federal acquisition workforce. These individuals are the human resources through which acquisitions are planned, solicited, evaluated, awarded, and managed. It will provide valuable insight into critical interpersonal skills, working in teams, and team dynamics. Students will develop and understanding of the importance of organizational behavior.

**Pricing and Financial Management** will provide a comprehensive, practical approach to establishing and evaluating prices for government contracts. Tools and techniques for evaluating cost/prices will be covered to ensure Attendees understand how to determine whether proposed costs/prices are fair and reasonable, as well as realistic.

**Elective Courses**

Students will have access to the School's extensive array of elective courses in Environmental Policy, International Security and Economic Policy, International Development, Social Policy, Public Sector Financial Management, and Management and Leadership. See each **Specialization** for more course information.

**Typical Federal Acquisition Academic Plan**

*Master of Public Policy with a Specialization in Federal Acquisition*

**Sample Course Schedule (**48 credits**)

<table>
<thead>
<tr>
<th>Fall Semester I</th>
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<td>Public Policy and Management Elective 1</td>
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<td><strong>Fall Semester II</strong></td>
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</table>
Master of Public Management with a Specialization in Federal Acquisition

Sample Course Schedule (**36 credits)**

**Fall Semester I**
- Quantitative Aspects of Public Policy
- Political Analysis
- Moral Dimensions of Public Policy
- Public Management and Leadership

**Spring Semester I**
- Finance
- Microeconomics and Policy Analysis
- Acquisition Specialization Course 1
- Acquisition Specialization Course 2

**Fall Semester II**
- Public Policy and Management Elective 2
- Acquisition Specialization Course 3

**Spring Semester II**
- Acquisition Specialization Course 4
- Project Course (Capstone) in Federal Acquisition

**Plus two non-credit acquisition workshops and a possibility for internships.**

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**Primary Federal Acquisition Program Faculty and Scholars**

<table>
<thead>
<tr>
<th>Name</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apfel, Kenneth</td>
<td>Public management, federal budgeting, entitlement programs, public finance</td>
</tr>
<tr>
<td>Barclay, Juanda</td>
<td>Acquisition function, government procurement</td>
</tr>
<tr>
<td>Gansler, Jacques</td>
<td>National security, globalization, supply-chain management, government acquisition, advanced technology, public-private partnerships, competition, defense industry, DOD management</td>
</tr>
</tbody>
</table>

Professor of the Practice; Director, MFL

Senior Instructor for the ASTI™
Kettl, Donald F.
Dean, School of Public Policy; Fellow, National Academy; Nonresident Senior Fellow, Brookings Institution
Government management and organization, federalism, budgeting, and U.S. politics

Neustadt, William (Bill) A.
Senior Instructor for the ASTI™
Acquisition management, pre- and post-award contracting, and energy management

Rogin, Ronne
Senior Instructor for the ASTI™
Federal procurement experience specializing in information technology, performance-based acquisition

Schick, Allen
Distinguished University Professor
Federal budgeting, the Congress, public administration

Sullivan, Michael (Mike)
Senior Instructor for the ASTI™
Acquisition; business; program management; project execution; organizational dynamics and restructuring

Wengrowski, Bruno S.
Instructor for the ASTI™
Government contracting, defense acquisition, contract management

Federal Acquisition Program Manager
Taryn Faulkner
Assistant Director of Admissions
faulkner@umd.edu

International Development Policy
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**Typical Federal Acquisition Academic Plan**

*Master of Public Policy with a Specialization in Federal Acquisition*

Sample Course Schedule (*48 credits*)

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<tr>
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<td>Public Policy and Management Elective 5</td>
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*Plus two non-credit acquisition workshops and a possibility for internships.*

*Master of Public Management with a Specialization in Federal Acquisition*

Sample Course Schedule (**36 credits**)

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<tr>
<td><strong>Fall Semester II</strong></td>
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Acquisition Specialization Course 3
Project Course (Capstone) in Federal Acquisition

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<td>National security, globalization, supply-chain management, government acquisition, advanced technology, public-private partnerships, competition, defense industry, DOD management</td>
</tr>
<tr>
<td></td>
<td>Professor, Director &amp; Roger C. Lipitz Chair in CPPPE</td>
</tr>
<tr>
<td><strong>Kettl, Donald F.</strong></td>
<td>Government management and organization, federalism, budgeting, and U.S. politics</td>
</tr>
<tr>
<td></td>
<td>Dean, School of Public Policy; Fellow, National Academy; Nonresident Senior Fellow, Brookings Institution</td>
</tr>
<tr>
<td><strong>Neustadt, William (Bill) A.</strong></td>
<td>Acquisition management, pre- and post-award contracting, and energy management</td>
</tr>
<tr>
<td></td>
<td>Senior Instructor for the ASTI™</td>
</tr>
<tr>
<td><strong>Rogin, Ronne</strong></td>
<td>Federal procurement experience specializing in information technology, performance-based acquisition</td>
</tr>
<tr>
<td></td>
<td>Senior Instructor for the ASTI™</td>
</tr>
<tr>
<td><strong>Schick, Allen</strong></td>
<td>Federal budgeting, the Congress, public administration</td>
</tr>
<tr>
<td></td>
<td>Distinguished University Professor</td>
</tr>
</tbody>
</table>
The process commonly known as globalization is setting the context and posing the principal problems expected to drive public policy for the foreseeable future. Interactions across political jurisdictions and the many divisions of human identity are becoming more consequential. The scale and character of threat is being altered as well as the scope of opportunity. The International Security and Economic Policy specialization is designed to prepare students for careers in this emerging environment. The curriculum examines the problems of managing an economic development process that is generating highly productive growth and technical innovation in its leading sectors but is not as yet producing equitable distribution. It also examines the security implications of endemic conflict and increased access to destructive technology in this situation against the background of legacy international security arrangements. The program requirements expose students to the main issues of economic and security policy with the expectation that globalization is forcing integration of these historically separated specializations.
• Legislative Direction and Deputy Chief of Staff, Office of Congressman Gary L. Ackerman
• Special Assistant to Under-Secretary of Political Affairs, U.S. Department of State
• Children and Youth Ministries Director, Urban Promises Ministries, Inc.
• Analyst, British-American Security Information Council
• Delegate, U.S. Mission to the U.N.

**ISEP Specialization Curriculum**

In addition to meeting the overall requirements of their degree program, students electing to specialize in international security and economic policy take the following courses:

The American Foreign Policy-Making Process (PUAF 780) Surveys U.S. institutions and processes for making foreign policy, both security and economic. Explores decision-making theories and their relevance to Washington practice.

International Security Policy (PUAF 720) Reviews the organizing concepts, substantive content and institutional arrangements of contemporary international security policy. Assesses the balance of interests from a variety of national perspectives and some of the major unresolved issues.

International Economic Policy (PUAF 781) Examines current issues and institutions affecting international economic relations. Topics include theories of the international economy, trade and GATT, international monetary policy and exchange rates, international development, investment and finance, selected regional issues, and broader macroeconomic interdependence and policy coordination.

At least one ISEP elective. Popular ISEP electives include:

**U.S. Trade Policy** (PUAF 700)

**Intelligence Policy & Organization** (PUAF 698N)

**Intelligence Policy & Politics** (PUAF 698C)

**Ethics, Development & Foreign Aid** (PUAF 698O)

**The State & Development** (PUAF 699J)

**Disease, Disasters & Development** (PUAF 699D)

**Global Inequality and its Implications** (PUAF 699I)

**Democracy & Democratization** (PUAF 698Q)
Civil Conflict & Terrorism (PUAF 699K)

MPP Students Only: ISEP Project Course (PUAF 790) Students analyze and recommend responses to a current policy issue of their choice. Emphasizes problem definition, organization of information, and presentation of results.

**Typical MPP Student ISEP Academic Plan**

<table>
<thead>
<tr>
<th>Fall Semester I</th>
<th>Spring Semester I</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core:</strong> PUAF 610 &quot;Quantitative Aspects of Public Policy OR 611 &quot;Quantitative Analysis of Policy Issues &quot;</td>
<td><strong>Core:</strong> PUAF 641 &quot;Macroeconomics and Policy Analysis &quot;</td>
</tr>
<tr>
<td><strong>Core:</strong> PUAF 620 &quot;Political Analysis &quot;</td>
<td><strong>Core:</strong> PUAF 711 &quot;Public Management &amp; Leadership&quot;</td>
</tr>
<tr>
<td><strong>Core:</strong> PUAF 640 &quot;Microeconomics and Policy Analysis &quot; OR (with permission of Professor Ruth) PUAF 698 &quot;Microeconomic Applications of Public Policy&quot;</td>
<td><strong>ISEP:</strong> PUAF 720 &quot;International Security Policy&quot; or ISEP Elective</td>
</tr>
<tr>
<td><strong>Core:</strong> PUAF 650 &quot;Moral Dimensions of Public Policy &quot; OR PUAF 698x &quot;Proseminar in Politics, Philosophy and Public Policy&quot;</td>
<td><strong>ISEP:</strong> PUAF 780 &quot;American Foreign Policy-Making Process&quot;</td>
</tr>
<tr>
<td><strong>ISEP:</strong> PUAF 781 &quot;International Economic Policy&quot;</td>
<td><strong>ISEP:</strong> PUAF 790 &quot;Project Course&quot;</td>
</tr>
<tr>
<td><strong>ISEP:</strong> PUAF 720 or ISEP Elective Two electives</td>
<td>Three electives</td>
</tr>
</tbody>
</table>

**Primary ISEP Faculty**

<table>
<thead>
<tr>
<th>Name</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crocker, David</td>
<td>Ethics, development, foreign aid; democratization, and human rights</td>
</tr>
<tr>
<td>Senior Research Scholar, IPPP</td>
<td></td>
</tr>
<tr>
<td>Destler, I. M. (Mac)</td>
<td>US foreign policymaking, trade and trade politics, US-Japan relations, public opinion, the presidency and the Congress</td>
</tr>
<tr>
<td>Professor &amp; Director, ISEP Program &amp; Senior Fellow, CISSM</td>
<td>Nuclear arms control and nonproliferation, nuclear energy and radiation, climate change and energy supply</td>
</tr>
<tr>
<td>Fetter, Steve</td>
<td>Global security, arms control and verification, nuclear policy, space activities, international relations theory</td>
</tr>
<tr>
<td>Dean and Professor</td>
<td></td>
</tr>
<tr>
<td>Gallagher, Nancy</td>
<td></td>
</tr>
<tr>
<td>Senior Research Scholar &amp; Research Director, CISSM</td>
<td></td>
</tr>
</tbody>
</table>
Gansler, Jacques  
*University V.P. for Research & Professor & Director and Roger C. Lipitz Chair, CPPPE*

National security, globalization, supply-chain management, government acquisition, advanced technology, public-private partnerships, competition, defense industry, DOD management

Developing economies, poverty and inequality, market transitions, social welfare policies, novel measures of well being and happiness, economics

Graham, Carol  
*Professor*

Developing economies, poverty and inequality, market transitions, social welfare policies, novel measures of well being and happiness, economics

Kelleher, Catherine  
*Senior Lecturer (former Professor)*

American foreign policy, national security, arms control

Lahneman, William  
*Senior Research Scholar & Associate Director for Programs, CISSM*

American foreign policy, intelligence, and homeland security

Levine, Daniel  
*Assistant Professor, MSPP Assistant Research Scholar, IPPP*

Political and moral philosophy, philosophy of law, international law, peacekeeping, civil conflict

Nolte, William  
*Senior Research Professor*

Intelligence, homeland security

Reinhart, Carmen  
*Professor*

Currency and banking crises, financial liberalization and capital flows, volatile international capital movements

Schelling, Thomas  
*Distinguished Professor (not currently teaching in ISEP)*

Foreign affairs, national security, nuclear strategy and arms control

Schick, Allen  
*Professor*

Government institutions in developing countries, federal budgeting, public finance

Sprinkle, Robert H.  
*Associate Professor*

Health policy, diseases and disasters in developing countries, environmental policy

Steinbruner, John  
*Professor & Director, CISSM*

International security policy and associated institutional arrangements; US defense policy and associated bilateral relationships

Turner, Stansfield  
*Visiting Professor (not currently teaching in ISEP)*

Terrorism, democracy, intelligence analysis, international security, strategies of war

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**Centers Conducting International Security & Economic Policy Research**

Center for International & Security Studies at Maryland (CISSM)
ISEP Specialization Director

For more information on the ISEP specialization, contact:

Professor John Steinbruner
301-405-6357
jsteinbr@umd.edu

Management and Leadership

The M&L specialization prepares future leaders and the individuals who will assume major management responsibilities at the local, state and/or federal level. Leadership and management are needed now more than ever. The public demand for excellence in the management of public resources has never been stronger. Virtually every level of government faces unprecedented pressure for improved accountability while striving to provide high levels of service at low cost. This growing challenge requires a keen understanding of complex financial mechanisms, management and leadership theories and practices, and the ability of government to work with the private and nonprofit sectors.

Management & Leadership Alumnus Jobs

- Senior Consultant, Booz Allen Hamilton
- Senior Budget Analyst, City of Pittsburgh, Office of Management and Budget
- Asst Director, National Policy Programs, Rural Policy Research Institute
- Asst Director of Operations, State of Maryland, Dept of Health and Mental Hygiene
- Policy Analyst, State of Maryland, Office of Legislative Services
- Deputy Director, Communications, Office of the Comptroller, State of Maryland
- State Representative, Office of Juvenile Justice & Delinquency Prevention, U.S. Department of Justice
- Analyst, U.S. Government Accountability Office
- Budget and Management Analyst, U.S. Office of Management and Budget
- Senior Associate, Under-Secretariat of Treasury, Turkey
- Asset Manager, Urban Housing Solutions, Inc.

Management & Leadership Specialization Curriculum

In addition to meeting the overall requirements of their degree program, students electing to specialize in management & leadership take the following courses:
Either Leadership (PUAF 692) OR Leading & Motivating People (PUAF 699L). PUAF 692 provides a multi-sector (public, private and not-for-profit), multi-disciplinary, and comparative overview of leadership, and employs lectures, case analyses, readings, films and structured exercises; at every turn, theory is tied to practice -- to the exploration and development of those skills, tactics, and strategies most commonly associated with effective leadership and management. PUAF 699L explores the theories, models, and research findings concerned with human motivation and behavior most relevant to the task of influencing people so that they are able to achieve positive and timely results. It includes an introduction to leadership theory, cognitive development and human motivation theories, and positive, depth, and other psychological approaches. It then applies such knowledge to the development of self-mastery and interpersonal skills, the building of healthy and effective teams and organizations; and to the direction of successful change efforts.

Issues in Information Policy & Technology (PUAF 698P) introduces students both to the thicket of issues surrounding the public availability of information and the use of information technology to make government more efficient, accessible, and effective.

Either Managing Differences: Resolving Conflict & Negotiating Agreements (PUAF 752) or Advanced Negotiations (PUAF 753). PUAF 752 enhances students' negotiation and leadership skills for managing differences; uses a group relation perspective on the behavior of groups and individuals in groups to understand negotiation dynamics; studies the nature of conflict, how to handle two and multi-party conflicts, and the impact of mediators on negotiations; and blends skill-building exercises, theory discussions, and dialogue. PUAF 753 deepens the student's negotiation and leadership skills for managing differences between individuals and groups; covers conflict, escalation, dealing with intractable conflicts, sustaining agreements in inter-group conflicts, and the effects of trauma on; studies identity-based conflicts using the ARIA (Antagonism, Resonance, Invention, Action) model; and blends skill building exercises and theory discussions.

At least one finance elective from the following options:

**Finance Systems & Control** (PUAF 699E)

**Analysis of Fiscal Conditions** (PUAF 712)

**State and Local Budgeting** (PUAF 716)

**Federal Budgeting** (PUAF 717)

**MPP Students Only: MF&L Project Course** (PUAF 790) Students analyze and recommend responses to a current management issue for a real-life client. Emphasizes problem definition, organization of information, and presentation of results.

Typical MPP Student Management & Leadership Academic Plan

<table>
<thead>
<tr>
<th>Fall Semester I</th>
<th>Spring Semester I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
Core: PUAF 610 "Quantitative Aspects of Public Policy" OR 611 "Quantitative Analysis of Policy Issues"

Core: PUAF 620 "Political Analysis"

Core: PUAF 640 "Microeconomics and Policy Analysis" OR (with permission of Professor Ruth) PUAF 698x "Microeconomic Applications of Public Policy"

Core: PUAF 650 "Moral Dimensions of Public Policy" OR PUAF 698x "Proseminar in Politics, Philosophy and Public Policy"

Core: PUAF 670 "Finance"

Core: PUAF 711 "Public Management & Leadership"

M&L: PUAF 692 "Leadership Principles and Practices"

M&L: PUAF 692 or PUAF 698x "Leadership Principles and Practices"

Fall Semester II

M&L: PUAF 752 "Managing Differences: Resolving Conflict and Negotiating Agreements."

M&L: PUAF 712 or PUAF 716 (or elective if taking PUAF 715 or 717 in Spring semester I)

Two general electives

Spring Semester II

M&L: PUAF 790 "Project Course"

Two general electives

Primary Management & Leadership Faculty

Name
Apfel, Kenneth
Professor of the Practice
Director, MFL

Brown, Judy
Senior Scholar, CPPPE

Brown, Marita
Senior Scholar

Falk, David
Senior Scholar

Field, Charles
Senior Research Scholar

Finn, Karen
Lecturer

Fosler, R. Scott
Visiting Professor & Roger C. Lipitz Senior Fellow

Gabriel, Kenneth

Expertise
Public management, federal budgeting, entitlement programs, public finance

Leadership, change, public/private partnerships

State and local government finance, budgeting and fiscal policy
Public policy process, real estate and housing finance, development and policy, state and local government fiscal policy
Negotiation and conflict resolution, housing
Performance results, accountability & management
Governance, public management and leadership, public-private partnership, nonprofit organization, intergovernmental relations
Venture creation, strategic management,
Senior Research Scholar, Adjunct Professor & Program Manager, CPPPE

**Gansler, Jacques**
Professor, Director & Roger C. Lipitz Chair in CPPPE

Supply chain modernization, nanotechnology and advanced materials, National security, globalization, supply-chain management, government acquisition, advanced technology, public-private partnerships, competition, defense industry, DOD management

**Gordon, Tracy**
Assistant Professor

Public finance, state and local finance

**Lucyshyn, William**
Senior Research Scholar & Director of Research, CPPPE

Information assurance, market based government supply chain

**Manning, Tracey**
Senior Fellow

Transformational leadership development, leadership education

**McGinnis, Pat**
President, Council for Excellence in Government

Federal government management

**McGoff, Chris**
Adjunct Lecturer

Information policy & technology

**Rogers, Jacqueline**
Senior Research Scholar

Housing and community development, state and local government budgeting and finance, military family housing privatization

**Short, Charles L.**
Adjunct Lecturer

Managing social services

**Zhang, Mengzhong**
Senior Lecturer

Public sector management; comparative management

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**Centers Conducting Management & Leadership Research**

Center for Public Policy & Private Enterprise (CPPPE)

Institute for Philosophy & Public Policy (IPPP)

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**Management & Leadership Specialization Director**

For more information on the Management & Leadership specialization, contact:

Professor Kenneth Apfel
301-314-2485
kapfel@umd.edu
**Public Sector Financial Management**

The PSFM specialization prepares future leaders and the individuals who will assume major management responsibilities at the local, state and/or federal level. Leadership and management are needed now more than ever. The public demand for excellence in the management of public resources has never been stronger. Virtually every level of government faces unprecedented pressure for improved accountability while striving to provide high levels of service at low cost. This growing challenge requires a keen understanding of complex financial mechanisms, management and leadership theories and practices, and the ability of government to work with the private and nonprofit sectors.

**Public Sector Financial Management Alumnus Jobs**

- Senior Consultant, Booz Allen Hamilton
- Senior Budget Analyst, City of Pittsburgh, Office of Management and Budget
- Asst Director, National Policy Programs, Rural Policy Research Institute
- Asst Director of Operations, State of Maryland, Dept of Health and Mental Hygiene
- Policy Analyst, State of Maryland, Office of Legislative Services
- Deputy Director, Communications, Office of the Comptroller, State of Maryland
- State Representative, Office of Juvenile Justice & Delinquency Prevention, U.S. Department of Justice
- Analyst, U.S. Government Accountability Office
- Budget and Management Analyst, U.S. Office of Management and Budget
- Senior Associate, Under-Secretariat of Treasury, Turkey
- Asset Manager, Urban Housing Solutions, Inc.

**PSFM Specialization Curriculum**

In addition to meeting the overall requirements of their degree program, students electing to specialize in public sector financial management take at least three of the following courses:

- Financial Systems & Control (PUAF 699E) discusses how to create financial systems that permit leaders to ensure that resources are being allocated as planned.
- Analysis of Fiscal Conditions (PUAF 712) introduces students to information and methods used to analyze the financial condition of state and local governments. Offers a framework for analysis of government revenues, expenditures, debt, pensions, and internal resources.
- State and Local Government Budgeting (PUAF 716) looks at how capital and operating budgets are developed, legislatively reviewed, adopted, administered and evaluated. Emphasizes how community dynamics, demography, fiscal conditions and politics shape budgets and state and local revenue forecasting; and the implications of governmental
reinvention for budgeting. Relies on original source materials and budget documents from state and local governments.

- Federal Budgeting: Policy and Process (PUAF 717) examines budgeting as a political and administrative instrument of the government. Considers the development of budgeting; the multiple uses of the budget, including the budget's role in fiscal policy and resource allocation; the roles and relationships of the major participants; and current issues such as the effects of resource scarcity on budgeting behavior. Emphasizes the federal level, but state and local practices are also considered.

Plus at least one of the following courses:

- Leadership (PUAF 692) provides a multi-sector (public, private and not-for-profit), multi-disciplinary, and comparative overview of leadership, and employs lectures, case analyses, readings, films and structured exercises; at every turn, theory is tied to practice -- to the exploration and development of those skills, tactics, and strategies most commonly associated with effective leadership and management.
- Leading & Motivating People (PUAF 699L) explores the theories, models, and research findings concerned with human motivation and behavior most relevant to the task of influencing people so that they are able to achieve positive and timely results. It includes an introduction to leadership theory, cognitive development and human motivation theories, and positive, depth, and other psychological approaches. It then applies such knowledge to the development of self-mastery and interpersonal skills, the building of healthy and effective teams and organizations; and to the direction of successful change efforts.
- Issues in Information Policy & Technology (PUAF 698P) introduces students both to the thicket of issues surrounding the public availability of information and the use of information technology to make government more efficient, accessible, and effective.
- Managing Differences: Resolving Conflict & Negotiating Agreements (PUAF 752) enhances students' negotiation and leadership skills for managing differences; uses a group relation perspective on the behavior of groups and individuals in groups to understand negotiation dynamics; studies the nature of conflict, how to handle two and multi-party conflicts, and the impact of mediators on negotiations; and blends skill-building exercises, theory discussions, and dialogue.
- Advanced Negotiations (PUAF 753) deepens the student's negotiation and leadership skills for managing differences between individuals and groups; covers conflict, escalation, dealing with intractable conflicts, sustaining agreements in inter-group conflicts, and the effects of trauma on; studies identity-based conflicts using the ARIA (Antagonism, Resonance, Invention, Action) model; and blends skill building exercises and theory discussions.

Finally MPP Students are also required to take MF&L Project Course (PUAF 790) Students analyze and recommend responses to a current management issue for a real-life client. Emphasizes problem definition, organization of information, and presentation of results.
Typical MPP Student Public Sector Financial Management Academic Plan

Fall Semester I
Core: PUAF 610 "Quantitative Aspects of Public Policy" OR 611 "Quantitative Analysis of Policy Issues"
Core: PUAF 620 "Political Analysis"
Core: PUAF 640 "Microeconomics and Policy Analysis" OR (with permission of Professor Ruth) PUAF 698x "Microeconomic Applications of Public Policy"
Core: PUAF 650 "Moral Dimensions of Public Policy" OR PUAF 698x "Proseminar in Politics, Philosophy and Public Policy"

Fall Semester II
PSFM: PUAF 712 "Analysis of Fiscal Conditions"
PSFM: PUAF 716 "State/Local Government Budgeting" (or elective if taking PUAF 717 in Spring Semester I)
PSFM: PUAF 752 "Managing Differences: Resolving Conflict and Negotiating Agreements (or elective if taking PUAF 692 Two electives or 698x "Information Policy" in Spring Semester II)
One elective

Spring Semester I
Core: PUAF 670 "Finance"
Core: PUAF 711 "Public Management & Leadership"
PSFM: PUAF 699E "Financial Systems & Control"
PSFM: PUAF 717 "Federal Budgeting: Policy and Process" (or elective if taking PUAF 716 in Fall semester II)

Spring Semester II
PSFM: PUAF 790 "Project Course"
PSFM: PUAF 692 "Leadership: Principles and Practices or PUAF 698x "Information Policy" (or elective if took PUAF 752 in Fall semester II)

Primary Public Sector Financial Management Faculty

Name                  Expertise
Apfel, Kenneth        Public management, federal budgeting, entitlement programs, public finance
Brown, Judy           Leadership, change, public/private partnerships
Brown, Marita         State and local government finance, budgeting and fiscal policy
Falk, David           Public policy process, real estate and housing finance, development and policy,
Field, Charles  
Senior Research Scholar  
Negotiation and conflict resolution, housing

Finn, Karen  
Lecturer  
Performance results, accountability & management

Fosler, R. Scott  
Visiting Professor & Roger C. Lipitz Senior Fellow  
Governance, public management and leadership, public-private partnership, nonprofit organization, intergovernmental relations

Gabriel, Kenneth  
Senior Research Scholar, Adjunct Professor & Program Manager, CPPPE  
Venture creation, strategic management, supply chain modernization, nanotechnology and advanced materials

Gansler, Jacques  
Professor, Director & Roger C. Lipitz Chair in CPPPE  
National security, globalization, supply chain management, government acquisition, advanced technology, public-private partnerships, competition, defense industry, DOD management

Gordon, Tracy  
Assistant Professor  
Public finance, state and local finance

Lucyshyn, William  
Senior Research Scholar & Director of Research, CPPPE  
Information assurance, market based government supply chain

Manning, Tracey  
Senior Fellow, Burns Academy of Leadership  
Transformational leadership development, leadership education

McGinnis, Pat  
President, Council for Excellence in Government  
Federal government management

McGoff, Chris  
Adjunct Lecturer  
Information policy & technology

Pearson, Carol  
Professor of the Practice & Director, Burns Academy of Leadership  
Leadership and organizational development and assessment; authentic branding; mental models affecting policy formation

Rogers, Jacqueline  
Senior Research Scholar  
Housing and community development, state and local government budgeting and finance, military family housing privatization

Shapiro, Peter A.  
Senior Fellow, Burns Academy of Leadership  
Leadership studies

Short, Charles L.  
Adjunct Lecturer  
Managing social services

Sorenson, Georgia  
Founding Director, Burns Academy of Leadership  
Leadership studies
Zhang, Mengzhong  
Senior Lecturer  
Public sector management; comparative management

Centers Conducting Public Sector Financial Management Research

James MacGregor Burns Academy of Leadership
Center for Public Policy & Private Enterprise (CPPPE)
Institutute for Philosophy & Public Policy (IPPP)

PSFM Specialization Director

For more information on the Management & Leadership specialization, contact:

Professor Kenneth Apfel  
301-314-2485  
kapfel@umd.edu

Social Policy

The Social Policy specialization acquaints students with the relevant history and institutions of social policy, develops their quantitative skills for program evaluation and the analysis of large data sets, and helps them grapple with the moral issues raised by inequality. Three required courses (Quantitative Analysis of Policy Issues and Foundations of Social Policy, Project Course) anchor flexible master's degree programs for pre-career and mid-career students who may select courses in health, education, poverty, criminal justice, housing, and social services management. A resident faculty with nationally-renowned expertise in various fields is complemented by a broader menu of relevant course offerings across other units of the College Park campus.

Social Policy Alumnus Jobs

- Assistant Director, U.S. Government Accountability Office
- Program Examiner, Office of Management and Budget
- Manager, Performance Assurance, Public Company Accounting Oversight Board
- Vice-President, IBM
- Chief Government Affairs Officer, Investment Corporation Institute
- Policy Analyst, New York Governor's Office of Regulatory Reform
In addition to meeting the overall requirements of their degree program, students electing to specialize in social policy take the following courses:

Foundations of Social Policy (PUAF 734) gives an overview of government's role in social policy and the development of federal and state policies with respect to welfare, aging, education and housing. Analyzes current federal institutions and legislation in these policy areas and the demographic history of the U.S. and its influence on social policy. Develops skills in analytic writing and presentation of descriptive data.

Quantitative Analysis of Policy Issues (PUAF 611) provides a grounding in a variety of statistical methods used in the analysis of social policy and programs, including techniques for survey data, in both cross-sectional and panel form; multiple regression for both continuous response and binary data; demographic models and analytic techniques; project evaluation and survey data collection methods; and instrumental variable estimation, time series analysis and simultaneous equations techniques.

Introduction to Policy Analysis and Evaluation (PUAF 798E) [For students entering Fall 2009 or later] provides an overview of the process of policy analysis. It covers the major stages of policy analysis: specifying the policy or programmatic problem, collecting and assessing data, identifying possible courses of action, designing programs, determining a suitable methodology to evaluate a program, performing a benefit-cost analysis, and developing a performance management system.

At least one social policy electives. Popular social policy electives include:

**Strategies of Equality** (PUAF 737)

**Poverty Policy & Evaluation** (PUAF 698x)

**Managing Social Services** (PUAF 698V)

**Health Policy** (PUAF 735)
Comparative Health Policy (PUAF 698K)

Housing Policy (PUAF 770)

Urban Policy (PUAF 698D)

Crime Control (PUAF 698F)

Education Reform (PUAF 698I)

MPP Students Only: Social Policy Project Course (PUAF 790) Students analyze and recommend responses to a current social policy issue of their choosing, emphasizing problem definition, organization of information, and presentation of results.

Typical MPP Social Policy Academic Plan

<table>
<thead>
<tr>
<th>Fall Semester I</th>
<th>Spring Semester I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core: PUAF 610 &quot;Quantitative Aspects of Public Policy&quot; OR 611 &quot;Quantitative Analysis of Policy Issues&quot;</td>
<td>Core: PUAF 641 &quot;Macroeconomics and Policy Analysis &quot; OR PUAF 670 &quot;Finance&quot;</td>
</tr>
<tr>
<td>Core: PUAF 620 &quot;Political Analysis &quot;</td>
<td>Core: PUAF 711 &quot;Public Management &amp; Leadership&quot;</td>
</tr>
<tr>
<td>Core: PUAF 640 &quot;Microeconomics and Policy Analysis &quot; OR (with permission of Professor Ruth) PUAF 698x&quot;Microeconomic Applications of Public Policy&quot;</td>
<td>SOC: PUAF 611 &quot;Quantitative Analysis of Policy Issues &quot; (or elective if took PUAF 611 in Fall Semester I as core)</td>
</tr>
<tr>
<td>Core: PUAF 650 &quot;Moral Dimensions of Public Policy &quot; OR PUAF 698x &quot;Proseminar in Politics, Philosophy and Public Policy&quot;</td>
<td>SOC: PUAF 734 &quot;Foundations of Social Policy&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall Semester II</th>
<th>Spring Semester II</th>
</tr>
</thead>
</table>
| SOC: PUAF798E "Introduction to Policy Analysis and Evaluation" | SOC: PUAF 790 "Project Course"
| SOC: SOC elective Two general electives | Three general electives |

Primary Social Policy Faculty

<table>
<thead>
<tr>
<th>Name</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apfel, Kenneth</td>
<td>Public management, federal budgeting, entitlement programs, public finance</td>
</tr>
<tr>
<td>Besharov, Douglas</td>
<td>Poverty, welfare reform, child abuse/child welfare, family policy</td>
</tr>
<tr>
<td>Crocker, David</td>
<td>Ethics, development, foreign aid; democratization, and human rights</td>
</tr>
<tr>
<td>Feinstein, Fred</td>
<td>Labor issues</td>
</tr>
</tbody>
</table>
Senior Research Scholar, Executive Programs

**Foreman, Christopher**  
Professor & Director of Social Policy Program

**Graham, Carol**  
Professor & Director, Ph.D. Program  
Director, IDEV Program

**Gordon, Tracy**  
Assistant Professor

**Hjalmarsson, Randi**  
Assistant Professor

**Levine, Daniel**  
Assistant Professor

**Levine, Peter**  
Deputy Director, CIRCLE  
Research Scholar, IPPP

**Li, Xiarong**  
Research Scholar, IPPP

**Lopez, Mark**  
Director of Research, CIRCLE

**Meyers, Edward**  
Adjunct Lecturer

**Reuter, Peter**  
Professor

**Sunderman, Gail**  
Lecturer

Political institutions; the politics of health, safety, and the environment;  
African Americans and public policy;  
Environmental justice; government reform  
Developing economies, poverty and inequality, market transitions, social welfare policies, measures of well being and happiness, economics  
Public finance, state and local government finance, urban policies  
Microeconomic analysis, economics of crime, juvenile crime, labor economics  
Philosophy, moral dimensions of policy problems, policy disasters  
Youth civic engagement (voting, volunteering, attention to news), the internet and public life, moral theory  
Civil rights, reproductive rights, international affairs (Asia), development  
Civic engagement of youth, youth voting, bilingual education, economics of education, applied econometrics  
Urban policy  
Economics of crime, illegal drug markets, criminal justice, regulation of vices  
Education policy

**Centers Conducting Social Policy Research**

National Center for Smart Growth Research and Education  
Institute for Philosophy and Public Policy (IPPP)  
Center for Information and Research on Civic Learning and Engagement (CIRCLE)  
UMD Health Collaboration

**Social Policy Specialization Director**

For more information on the social policy specialization, contact:

Professor Christopher Foreman  
301-405-0442  
cforeman@umd.edu
University of Southern California

MPA Area Clusters

SPPD offers electives in many key areas of public administration. Students may use electives to gain depth in an area of study or take individual classes from several areas. For those interested in a particular area of study, electives may be taken from:

- one of the identified area clusters within the MPA program
- other related SPPD offerings
- those offered by other USC graduate degree programs

Courses in these area clusters are offered regularly and may be taken by any MPA student. As most courses carry four units, students usually take three courses from an area cluster.

» Civil Infrastructure
   » Community and Economic Development
   » Environmental Management and Land-Use Policy
   » Financial Management
   » Health Administration
   » Human Resources Management
   » Information Technology Management
   » Intergovernmental Management
   » International Policy and Management
   » Local Government
   » Nonprofit Management
   » Planning
   » Political Management
   » Public Policy
   » Other Area Clusters

Civil Infrastructure

Civil Infrastructure

Civil infrastructure systems such as transportation, water, waste disposal, power, and communications are the enablers of modern society. The management and administration of these complex, interdependent systems require a broad, diverse knowledge base that draws from many disciplines. Students may emphasize infrastructure finance, project permitting and approval, infrastructure management, and transportation policy and planning. Courses in this cluster include:

Infrastructure Finance

- CE 552 Managing and Financing Public Engineering Works (3)
- ISE 561 Economic Analysis of Engineering Projects (3)
• PPD 626 Public/Private and Mixed Enterprises Planning (2-4)
• PPD 647 Finance of the Public Sector (4)
• PPD 652 Financial Administration in Local Government (4)

Project Permitting and Approval

• ENST 520 Environmental Law and Policy (4)
• RED 551 The Approval Process (4)
• PPD 671 Decision-Making in Regulatory Agencies (4)
• PPD 690 Alternative Dispute Resolution (4)
• PPD 691 Methods for Assessment and Protection of Environmental Quality (3)
• PPD 692 Transportation and the Environment (4)
• PPD 693 Communicating Public Policy (4)

Infrastructure Management

• CE 589 Port Engineering: Planning and Operations (3)
• SAE 541 Systems Engineering Theory and Practice (3)
• PPD 587 Risk Analysis (4)
• PPD 636 Infrastructure and Modern Society (2)
• PPD 633 Urban Transportation Planning and Management (4)
• PPD 673 Strategic Planning in the Public Sector (4)

Transportation Policy and Planning

• PPD 634 Institutional and Policy Issues in Transportation (4)
• PPD 692 Transportation and the Environment (4)
• PPD 635 Principles of Transportation Systems Analysis (4)
• PPD 633 Urban Transportation Planning and Management (4)
• PPD 694 Coastal Policy & Planning (4)

Community and Economic Development

Economic development is the basis for community development. At its core are job creation and the development of specific sites for providing employment, housing and community services.

Courses in this cluster include:

• Planning and Economic Development Finance (PPD 625)
• Urban Demography and Growth (PPD 617)
• Urban Development (PPD 622)
• Local Economic Development (PPD 624)
• Public/Private and Mixed Enterprises Planning (PPD 626)
• Finance of Real Estate Development (RED 542)
• Affordable Housing (RED 598)
**Environmental Management and Land-Use Policy**

Environmental management is an essential function of governments at all levels. A large number of courses are available both within SPPD and in other USC graduate programs that examine various dimensions of environmental management.

Students interested in this cluster may take any of the following courses:

- Environmental Impacts (PPD 621)
- Alternative Dispute Resolution (PPD 690)
- Transportation and the Environment (PPD 692)
- Smart Growth and Urban Sprawl: Policy Debates and Planning Solutions (PPD 619)
- Sustainable Cities: Problems and Policies (PLUS 611)
- Introduction to Environmental Studies (Environmental Studies)
- Seminar in Environmental Policy (Political Science)
- Environmental Law and Policy (Environmental Studies)

**Financial Management**

Financial managers in the public sector deal with critically important challenges such as: how to deliver services at lower costs; financing of capital projects; increasing sources of revenue; forecasting and preparing for the unexpected; and investing for the future. Courses in this cluster include:

- Financial Accounting in the Public and Nonprofit Sectors (PPD 516x)
- Finance of the Public Sector (PPD 647)
- Concepts and Practices of Public Budgeting (PPD 648)
- Intergovernmental Management: Local Perspective (PPD 661)
- Finance of Real Estate Development (RED 542)
- Planning and Economic Development Finance (PPD 625)
Health Administration
Health administration includes the management of hospitals, managed care systems, physicians groups, ambulatory care systems and government healthcare facilities. It also includes healthcare planning, delivery, quality assurance, evaluation and financing.

Courses in this cluster include:

- Problems and Issues in the Health Field (PPD 509)
- Health Information Systems (PPD 511)
- Management of Managed Care Organizations (PPD 600)
- Strategic and Operational Planning for Health Services (PPD 602)
- Legal Issues in Health Care Delivery (PPD 513)
- Economic Concepts Applied to Health (PPD 514)

Contact Information
Dr. LaVonna Lewis, Teaching Associate Professor
llewis@usc.edu

Human Resources Management
Employees are an organization's most valuable resource. Effective and productive human resource management is essential to any viable organization. At USC, students are introduced to major theories of organization dynamics and job satisfaction as well as personnel practices including job analysis, compensation and performance evaluation.

Courses offered in the human resources management area cluster include:

- Concepts and Practices in Public Personnel Administration (PPD 649)
- Organization Development in Public Administration (PPD 650)
- Alternative Dispute Resolution (PPD 690)
- Development of Effective Groups and Organizations (PPD 680)
- Training in the Public Sector (PPD 653)

Contact Information
Dr. Peter Robertson, Associate Professor
robertso@usc.edu

Information Technology Management
Recent revolutions in information technology have transformed the ways public organizations conduct business. Public managers are increasingly required to deal with organizational and managerial issues arising from the use of new information technology. In addition to SPPD courses, there are several information technology courses available from the USC Annenberg School for Communication, the Marshall School of Business and the School of Engineering.

Courses offered in this cluster include:
• Information Technology Management (PPD 654)
• Urban Demography and Growth (PPD 617)
• Geographic Information Systems for Policy, Planning, and Development (PPD 631)
• Health Information Systems (PPD 511)

Contact Information
Dr. Shui Yan Tang, Professor
stang@usc.edu

Intergovernmental Management
Successful managers must have an understanding of the formal and informal relationships among all levels of government. Students choosing this specialization serve in internships in at least two levels of government (local, state, or federal) and may take courses in either Los Angeles or at the USC State Capital Center.

To complete this specialization, students must complete three courses from the following:

• Intergovernmental Management: Local Perspective (PPD 661)
• Intergovernmental Management: State Perspective (PPD 662)
• Alternative Dispute Resolution (PPD 690)
• Business and Public Policy (PPD 688)
• The Voluntary Nonprofit Sector and Public Policy (PPD 689)

Contact Information
Dr. Juliet Musso, Associate Professor and Director, Graduate Programs in Public Policy and Management
musso@usc.edu

International Policy and Management
USC has more students from foreign countries than any other U.S. university and a large number of faculty members with foreign connections. The university’s location on the West Coast makes it the major center for U.S. interactions with Latin American and Pacific Rim countries. The USC MPA program has more than 40 years of experience in offering courses in international policy and management.

Besides taking the relevant courses in other USC units such as the Department of Political Science and the School of International Relations, MPA students concentrating in international policy and management may take any of the following courses:

• Comparative Public Administration (PPD 676)
• International Development Administration (PPD 677)
• Financial Administration in Developing Countries (PPD 679)
• Comparative International Development (PPD 526)
• International Planning and Development Laboratory Workshop (PPD 532L)
• National Urban Policy in Developing Countries (PLUS 632)
• International Urban Development (PLUS 640)
International Development Opportunities (RED 583)

Contact Information
Dr. Shui Yan Tang, Professor
stang@usc.edu

Local Government
Faced with resource constraints and increased demands from citizens, managers in local governments must function as entrepreneurs, and work to develop innovative, cost-effective ways to deliver public services. Over the past 65 years, USC has trained thousands of city managers, county managers, department heads and other local government officials who have taken leadership roles in this increasingly entrepreneurial environment.

Courses in the local government area cluster include:

- Intergovernmental Management: Local Perspective (PPD 661)
- Local Government Administration (PPD 651)
- Finance of the Public Sector (PPD 647)
- Entrepreneurship in the Public Sector (PPD 668)
- Financial Accounting in the Public and Nonprofit Sectors (PPD 516x)

Contact Information
Dr. Juliet Musso, Associate Professor
musso@usc.edu

Nonprofit Management
Nonprofit organizations are providing services that were once the exclusive domain of government and are playing an ever-larger role in the public decision-making process. Students may participate in research activities and policy forums organized by SPPD’s Center on Philanthropy and Public Policy. Courses in this cluster include:

- Nonprofit Management and Leadership (PPD 675)
- The Voluntary Nonprofit Sector and Public Policy (PPD 689)
- Financial Accounting in the Public and Nonprofit Sectors (PPD 516x)
- Entrepreneurship in the Public Sector (PPD 668)
- Planning in the Voluntary Nonprofit Sector (PPD 629)

Contact Information
Dr. Richard Sundeen, Professor
rsundeen@usc.edu

Planning
Planning professionals define, analyze and solve urban problems on many different scales. The planning process engages businesses, communities, citizen groups and elected officials to define, organize and better understand our physical, natural and social environments. Planning aids public administrators in making better decisions about problems related to:
Those interested in pursuing an in-depth study of planning may consider USC's dual degree of Master of Public Administration/Master of Planning. Those interested in the MPA program alone may consider the following planning courses as electives:

- Planning Theory (PPD 524)
- Comparative International Development (PPD 526)
- The Social Context of Planning (PPD 527)
- Institutional and Policy Issues in Transportation (PPD 634)

**Contact Information**
Dr. David Sloane, Professor and Director, Undergraduate Programs
dsloane@usc.edu

**Political Management**
The higher individuals rise in public sector management, the closer to the political process they become. As responsibilities include working at the intersection of elected, appointed, and career officials, cutting edge skills in the areas of political research, leadership, and advocacy become extremely useful. Three courses designed to develop your political management skills are offered at the USC State Capital Center in the intensive course format.

Courses in this cluster include:

- Political Management: Theory and Applied Techniques (PPD 656)
- Political Leadership in Public Organizations (PPD 657)
- Advocacy in Public Administration (PPD 658)

**Contact Information**
Dr. Chester A. Newland, Professor
newland@usc.edu

**Public Policy**
Public policy incorporates policy formulation, analysis, evaluation and management as well as an understanding of the policy process in order to analyze and implement public policy.

Courses in this cluster include:

- Introduction to Policy Analysis (PPD 554)
- Policy Implementation and Evaluation (PPD 559)
• Methods for Policy Analysis (PPD 560)

**Contact Information**  
Dr. Juliet Musso, Associate Professor and Director,  
Graduate Programs in Public Policy and Management  
[mailto:musso@usc.edu](mailto:musso@usc.edu)

**Other Area Clusters**

In addition, MPA students may also choose electives from other SPPD clusters or from other USC programs.

The SPPD clusters include:

• Real Estate Development  
• Urban Form and Design  
• Transportation

**Contact Information**  
Dr. Shui Yan Tang, Professor  
[mailto:stang@usc.edu](mailto:stang@usc.edu)
MPAff Focus Fields

Students who wish advanced training in any of the La Follette School's Focus Fields will find La Follette School faculty are nationally recognized experts in these specialties who can guide them in their course selection and recommend career options.

The faculty at the La Follette School typically have appointments that are shared with other departments such as Political Science or Economics, and these faculty are well placed to advise students regarding advanced study in their specialized fields.

A benefit of the La Follette School's small size is that students can craft an academic program that best suits their intellectual and career interests. Students work closely with their faculty advisors, the associate director and the student services coordinator to devise their individual programs and acquire a more specialized expertise. The field specialties listed below provide a rich set of options for students.

*Domestic Focus Fields*

- **Policy Analysis**
- **Public/Nonprofit Management and Administration**
- **Public Finance and Budgeting**
- **City Management and Urban Policy**
- **Health Policy and Management**
- **Energy and Environmental Policy**
- **Social and Poverty Policy**
- **Education Policy**

**Policy Analysis**

Preparation for a career in public affairs requires a sound grounding in policy analysis. All La Follette students receive instruction in the basic tools of policy analysis through the core courses in microeconomics and statistics. **Master of Public Affairs** students learn to apply these skills through **Introduction to Policy Analysis** and the final semester's **Workshop in Public Affairs, Domestic Issues**, which involves team projects for local, state and federal clients.
Students wishing to do policy analysis as a focus field are expected to take three La Follette electives: **Quantitative Methods for Public Policy**, **Cost-Benefit Analysis** and **Public Program Evaluation**. Other electives depend on whether the student is interested in developing general policy analysis skills (e.g., taking additional statistics courses) or analysis skills in a particular policy area (e.g., in educational policy). MPA students may include as electives international public affairs courses that will enable greater understanding of international policy analysis.

*Field coordinator: David Weimer*

*La Follette School Faculty in this Field*

- Maria Cancian
- Thomas DeLeire
- Robert Haveman
- Carolyn Heinrich
- Pamela Herd
- Karen Holden
- Melanie Manion
- Donald Moynihan
- Gregory Nemet
- Andrew Reschovsky
- Geoffrey Wallace
- David Weimer
- John Witte
- Barbara Wolfe

*Electives from Other Departments*

Students may take courses from other departments depending on their interests. Students should consult their advisors if they are unsure whether a course is appropriate for their focus field. These elective courses include:

- URPL 751 Introduction to Financial Planning
- ECON 741 Theory of Public Finance and Fiscal Policy
- ECON 665 International Trade Policy
- PS 818 Maximum Likelihood Estimation
- ENVIR ST 671 Energy Economics
- ENVIR ST 575 Assessment of Environmental Impact
- ED POLICY 755 Methods of Qualitative Research
ED POLICY 872 Educational Policy Research Design and Implementation

SLIS 855 International Cyberlaw and Policy

SW 920 Child, Youth, Family Policy and Services

Core Courses

PA 818 Quantitative Tools for Public Policy Analysis
PA 869 Workshop in Public Affairs, Domestic Issues
PA 873 Introduction to Policy Analysis
PA 874 The Policymaking Process
PA 878 Public Management
PA 880 Microeconomic Policy Analysis
PA 799 Professional Development Workshop

Recommended Public Affairs Electives

PA 871 Public Program Evaluation
PA 881 Cost-Benefit Analysis
PA 827 Internship

Public Affairs Electives for this Focus Field

PA 548 Economics of Health Care
PA 809 Energy Analysis and Policy Seminar
PA 819 Quantitative Methods for Public Policy
PA 882 Social Welfare Policy and Management
PA 883 Politics of Poverty, Inequality and Social Policy
PA 890 Federal Budget and Tax Policy and Administration
PA 891 State and Local Government Finance
PA 885 Advanced Public Management

La Follette School Courses

Employment in Public Policy Analysis

La Follette School alumni work at all levels of government and in the private sector:

State and Local Government

- Dane County, Wisconsin, Human Services Department
- Minnesota Department of Finance
- Waukesha County, Wisconsin, Budget Office
Whether working in international affairs, any level of domestic government or with the non-profit or private sector, a graduate of a public affairs school must have a strong grounding in management and administration. All graduates will work in organizations and will face managerial challenges. For example, understanding whether a policy will be effective requires an understanding of implementation. Understanding how to foster better development in poorer countries requires learning the keys to competent bureaucracy and the role of non-governmental organizations. Simply being a leader in the workplace requires an ability to understand how organizations work and how to motivate people. In short, management is a core skill for anyone who hopes to be an effective public servant.

Students can choose three or more courses from La Follette management courses and courses from other departments to create the public management and administration focus field. The La Follette School offers a rich range of courses to choose from. All students are required to take Public Management. In addition, students may select from the following public management electives: Public Budgeting, Non-Profit Leadership, Advanced Public Management, Performance Management, Public Personnel Administration, and Social Welfare Policy and Management. Finally, students also take Workshop in Public Affairs, Domestic Issues in which they employ their management and analytic skills by working in small groups with external clients.
Field coordinator: Donald Moynihan

La Follette School faculty in this field

- Dennis Dresang
- Carolyn Heinrich
- Donald Moynihan
- Susan Webb Yackee

Electives from Other Departments

Students may take courses from other departments depending on their interests. Students should consult their advisors if they are unsure whether a course is appropriate for their focus field. These elective courses include:

- BUS 773 Seminar, Arts Administration
- BUS 610 Compensation Practices
- BUS 705 Human Resource Development
- BUS 365 Government Accounting
- FIN 700 Introduction to Financial Management
- FIN 725 Corporate Finance Theory and Practice
- JOURN 829 Political Communication
- JOURN 910 Strategic Mass Communication
- POLI SCI 815 Urban Government and Politics
- SOC 632 Sociology of Organizations
- SOC 631 Social Psychology of Organizations
- LAW 858 Collective Bargaining
- LAW 765 Employment Law
- LAW 744 Administrative Law
- LAW 745 Labor Relations Law
- LAW 932 Problems in Administrative Law: Regulatory Reform
LAW seminars in public corporations and contracting

URPL 751 Introduction to Financial Planning

URPL 752 Capital Budgeting

URPL 734 Regional Economic Development

Core Courses

PA 818 Quantitative Tools for Public Policy Analysis
PA 869 Workshop in Public Affairs, Domestic Issues
PA 873 Introduction to Policy Analysis
PA 874 The Policymaking Process
PA 878 Public Management
PA 880 Microeconomic Policy Analysis
PA 799 Professional Development Workshop

Public Affairs Electives for this Focus Field

PA 871 Program Evaluation
PA 875 Public Personnel Administration
PA 882 Social Welfare Policy and Management
PA 885 Advanced Public Management
PA 887 Non-Profit Leadership
PA 891 State and Local Government Finance
PA 892 Public Budgeting
PA 895 Performance Management

Human Resources Electives

PA 875 Public Personnel Administration
PA 885 Advanced Public Management
BUS 705 Human Resource Development
LAW 745 Labor Relations Law
LAW 765 Employment Law
LAW 858 Collective Bargaining

Budget and Financial Electives

PA 890 Federal Budget and Tax Policy and Administration
PA 891 State and Local Government Finance
PA 892 Public Budgeting
URPL 752 Capital Budgeting
URPL 734 Regional Economic Development
BUS 365 Government Accounting  
FIN 700 Introduction to Financial Management

**Nonprofit Electives**

PA 882 Social Welfare Policy and Management  
PA 885 Advanced Public Management  
PA 887 Non-Profit Leadership  
PA 895 Performance Management

**Organization Theory Electives**

PA 885 Advanced Public Management  
PA 887 Non-Profit Leadership  
SOC 631 Social Psychology of Organizations  
SOC 632 Sociology of Organizations

**La Follette School Courses**

**Employment and Internships**

Management skills are always a plus in any organizational context and are part of the package employers expect from a graduate of a public affairs program. Such skills are needed by public and nonprofit organizations, international organizations, as well as by private companies that contract with government. For example, La Follette School alumni have held the following positions:

- spokesperson, White House's Office of Management and Budget.
- budget and policy analyst, Bureau of Management and Budget for the Water Division, Wisconsin Department of Natural Resources
- budget analyst, University of Wisconsin System and the Wisconsin departments of Commerce and Revenue
- staff person for legislative committees in St. Paul, Minnesota
- intern, office of a U.S. senator, Washington, D.C.
- senior administrative manager, Orange County, California
- presidential management fellow, U.S. Department of Homeland Security
- project coordinator, American Red Cross
- management analyst, Minnesota Department of Human Services
- grants manager, City of San Francisco
- consultant, Global Public Sector, Grant Thornton LLP
- project development officer, U.S. Agency for International Development
Public Finance and Budgeting

The progressive income tax, unemployment compensation, and the Social Security System all had their roots in the work of University of Wisconsin faculty. This commitment to the development and analysis of public finance policies continues today at the La Follette School.

La Follette School faculty are conducting research on a wide range of topics related to public finance and budgeting. These include federal tax policy, Social Security reform, enhancing public sector efficiency, tax and expenditure equity, public program evaluation, intergovernmental fiscal relations, and education finance.

Students who choose to concentrate in public finance and budgeting devise a course plan that consists of La Follette School electives and related courses from other graduate departments. These courses are offered in several departments of the university, including Economics, Agricultural and Applied Economics, Urban and Regional Planning, Consumer Science, Political Science, and the Business School.

Field coordinator: Andrew Reschovsky and Donald Moynihan

La Follette School faculty in this field

- Robert Haveman
- Karen Holden
- Melanie Manion
- Donald Moynihan
- Andrew Reschovsky
- David Weimer
- John Witte
- Barbara Wolfe
- Susan Webb Yackee

Electives from Other Departments

Students may take courses from other departments depending on their interests. Students should consult their advisors if they are unsure whether a course is appropriate for their focus field. These elective courses include:

BUS 365 Government Accounting

FIN 700 Introduction to Financial Management

ECON 441 Analytical Public Finance

ECON 449 Government and Natural Resources

ECON 741 Theory of Public Finance (Ph.D. level course)
ECON 742 Theory of Fiscal Policy (Ph.D. level course)
ELPA 830 Financing Elementary and Secondary Education
ELPA 960 Seminar in Education Finance
EPS 780 Topic Seminar: Economics of Education
LAW 742 Federal Income Taxation
URPL 734 Regional Economic Development
URPL 751 Introduction to Financial Planning
URPL 752 Capital Improvement Programming and Capital Budgeting
URPL 876 - Federalism and Intergovernmental Policy in the United States

Core Courses
PA 818 Quantitative Tools for Public Policy Analysis
PA 869 Workshop in Public Affairs, Domestic Issues
PA 873 Introduction to Policy Analysis
PA 874 The Policymaking Process
PA 878 Public Management
PA 880 Microeconomic Policy Analysis
PA 799 Professional Development Workshop

Public Affairs Electives for this Focus Field
PA 890 Federal Budget and Tax Policy and Administration
PA 891 State and Local Government Finance
PA 892 Public Budgeting
PA 895 Performance Management

La Follette School Courses

Employment and Internships

- budget examiner and then bureau chief of budget services, New York State Department of Environmental Conservation
- budget and policy analyst, Bureau of Management and Budget for the Water Division, Wisconsin Department of Natural Resources
- budget analyst, University of Wisconsin System, and the Wisconsin departments of Commerce and Revenue
City Management and Urban Policy

The effective governance of communities requires meeting a variety of policy and management challenges and promises the rewards and satisfactions of problem-solving with neighbors and friends. Students interested in pursuing city management and urban policy analysis work with faculty in the La Follette School and in other programs such as the Law School, the Institute for Research on Poverty, and the departments of Urban and Regional Planning, Landscape Architecture, Sociology, and Geography. Students interested in city management and urban policy can complete a focus field within their Master of Public Affairs program at the La Follette School. They also could pursue a dual degree with the Law School or a double degree with the Department of Urban and Regional Planning.

La Follette School graduates have successfully competed for nationally prestigious internships in this field in Kansas City, Miami-Dade County, Phoenix, and Atlanta. Careers range from city managers to budget directors, planning analysts, police officers, emergency service directors, and more. While most people in this field work in governments at all levels, many job opportunities exist with nonprofit organizations and consulting firms.

Field coordinator: Dennis Dresang

La Follette School faculty in this field

- Dennis Dresang
- Donald Moynihan
- Andrew Reschovsky
- John Witte
- Susan Yackee

Electives from Other Departments

Students may take courses from other departments depending on their interests. Students should consult their advisors if they are unsure whether a course is appropriate for their focus field. These elective courses include:

AAE 744 Regional Economic
ECON 478 Urban Transport Economics
ED ADMIN 780 Administration of Community Education in School Settings
ED POL 911 Seminar in Urban Education
LAW 772 Local Governance Law
LAW 830 Land Use Controls
POLI SCI 815 Urban Government and Politics
POLI SCI 825 Race and Politics in the United States
POI SCI 886 State and Local Economic Politics and Policy
SOC 636 Comparative Urban Institutions
SOC 645 Modern American Communities
URPL 505 Urban Spatial Patterns and Theories
URPL 617 Community Development
URPL 720 Urban Economics
URPL 734 Regional Economic Problem Analysis
URPL 761 Central City Planning: Issues and Approaches
URPL 772 Planning Problems in Urban Growth and Development
URPL 844 Housing and Public Policy
URPL 868 Rationale of Urban Planning

Core Courses

PA 818 Quantitative Tools for Public Policy Analysis
PA 869 Workshop in Public Affairs, Domestic Issues
PA 873 Introduction to Policy Analysis
PA 874 The Policymaking Process
PA 878 Public Management
PA 880 Microeconomic Policy Analysis
PA 799 Professional Development Workshop
Recommended Public Affairs Electives

PA 827 Internship
PA 881 Cost-Benefit Analysis
PA 882 Social Welfare Policy and Management

Public Affairs Electives for this Focus Field

PA 875 Public Personnel Administration
PA 891 State and Local Government Finance
PA 892 Public Budgeting

Health Policy and Management

Regularly scheduled courses at La Follette and across the campus cover a breadth of health policy areas from perspectives that include public policy, economics, epidemiology, health services, safety and ethics. Many La Follette faculty engage in health policy research. Wisconsin serves as an exciting laboratory for health policy which means La Follette students have access to quality internships and jobs in this area. Wisconsin one of four states that offer low-income health insurance to all family members (BadgerCare); it is an innovator in offering health insurance to state employees; it has a health cooperative that attempts to coordinate health care for private firms; and it has a pool for high-risk individuals. Students also can attend policy-focused events that take place on campus each semester.

Students interested in health policy and management follow one of two options

- Pursue the Master's of Public Affairs with the health policy and management focus for which they choose three or more health and management elective courses
- Pursue a dual degree to earn a Master's in Public Affairs and a Master's in Public Health through the School of Medicine and Public Health.

Both options can lead to managerial positions in health-focused government agencies, non-profit organizations, businesses with government interests and international non-governmental organizations, including think tanks such as Urban Institute, Mathematica, and RAND and government agencies such as the U.S. Government Accountability Office, the Congressional Business Office and the U.S. Department of Health and Human Services.

Field coordinator: Barbara Wolfe

La Follette School faculty in this field

- Barbara Wolfe
- Carolyn Heinrich
- Pamela Herd
Electives from Other Departments

Students may take courses from other departments depending on their interests. Students should consult their advisors if they are unsure whether a course is appropriate for their focus field. These elective courses include:

CON SCI/SOC 532 Health Care for Individuals, Families and Society

LAW 940 Rights and Responsibilities in Health Care

PHS 794 Biological Basis of Population Health

PHS 875 Assessment of Medical Technologies

Core Courses

PA 818 Quantitative Tools for Public Policy Analysis
PA 869 Workshop in Public Affairs, Domestic Issues
PA 873 Introduction to Policy Analysis
PA 874 The Policymaking Process
PA 878 Public Management
PA 880 Microeconomic Policy Analysis
PA 799 Professional Development Workshop

Recommended Public Affairs Electives

PA 819 Quantitative Methods for Public Policy
PA 827 Internship
PA 871 Public Program Evaluation
PA 881 Cost-Benefit Analysis

Public Affairs Electives for this Focus Field

PA 548 Economics of Health Care
PA 864 Health Policy and Policy Design
PA 882 Social Welfare Policy and Management

La Follette School Courses
Employment and Internships in Health Policy and Management

- assistant director, Wisconsin Academy for Rural Medicine, a program of the University of Wisconsin School of Medicine and Public Health
- senior associate in planning and evaluation, Pew Charitable Trusts
- vice president and director of marketing, Marshall Erdman & Associates in Madison, which specializes in the design and construction of medical facilities
- consultant who works on Medicaid issues with state governments around the country for Navigant Consulting in Seattle
- analyst, Wisconsin Legislative Fiscal Bureau
- benefits administrator for the city of Denton, Texas, who handles all health, life, vision, dental and disability benefits for about 1,200 employees and 100 retirees

Energy and Environmental Policy

Since Wisconsin Senator Gaylord Nelson inaugurated the first Earth Day in 1970, the environment has remained one of the most important and controversial arenas of public policy. More recently, heightened concern about both the availability of energy resources and their environmental impacts has increased demand for leaders and analysts who can navigate the political, economic, scientific, and technological dimensions of these issues to inform critical policy decisions. In partnership with the Nelson Institute for Environmental Studies, the La Follette School offers students numerous opportunities to learn about and become active in energy and environmental policy.

Master of Public Affairs students pursuing a policy focus in Energy and Environmental Policy take advantage of the university's Nelson Institute for Environmental Studies, a recognized global leader in interdisciplinary study of environmental issues. Within the Nelson Institute, the Center for Sustainability and the Global Environment pursues scientific and social scientific research on global environmental degradation and change. Students interested in energy and environmental policy pursue one of two options:

- the Master of Public Affair with the energy and environmental focus for which they choose three or more energy and environment elective courses
- the Master's of Public Affairs and simultaneously take six courses for the energy analysis and policy certificate through the Nelson Institute

Both the energy and environment focus field and the energy analysis and policy certificate curricula prepare students for professional work with governments, utilities, consulting firms, and other organizations concerned with these issues.
Field coordinator: **Gregory Nemet**

La Follette School faculty in this field

- Donald Moynihan
- Gregory Nemet
- David Weimer

**Electives from Other Departments**

Students may take courses from other departments depending on their interests. Students should consult their advisors if they are unsure whether a course is appropriate for their focus field. These elective courses include:

- ENVIR ST 343 Environmental Economics
- ENVIR ST 402 Environmental Strategy and Sustainability
- ENVIR ST 472 Scientific Background for Global Environmental Problems
- ENVIR ST 502 Air Pollution and Human Health
- ENVIR ST 507 People, Chemicals, Environment
- ENVIR ST 513 Environment and Health in Global Perspective
- ENVIR ST 515 Renewable Resources Policy
- ENVIR ST 535 Atmospheric Dispersion and Air Pollution
- ENVIR ST 539 Air Resources Science and Policy
- AAE 431 Natural Resource Economics
- AGRON/ENTOM/ENVTOX 630, Ecotoxicology: Toxicant Effects on Ecosystems
- CEE 423/ME 466 Air Pollution Effects, Measurements and Controls
- ECON 671 Energy Economics
- LAW 837 Regulated Industries: Energy
- NEEP 571 Economic and Environmental Aspects of Nuclear Energy
- TRANS PU 725 Public Utilities
URPL 834 Land Use Policy and Planning

Core Courses

PA 818 Quantitative Tools for Public Policy Analysis  
PA 869 Workshop in Public Affairs, Domestic Issues  
PA 873 Introduction to Policy Analysis  
PA 874 The Policymaking Process  
PA 878 Public Management  
PA 880 Microeconomic Policy Analysis  
PA 800 Professional Development Workshop

Public Affairs Electives for this Focus Field

PA 809 Energy Analysis and Policy Seminar  
PA 810 Energy Analysis Seminar  
PA 819 Quantitative Methods for Public Policy  
PA 827 Internship  
PA 866 Global Environmental Governance  
PA 881 Cost-Benefit Analysis

La Follette School Courses

Employment and Internships

La Follette School alumni have interned or worked in these positions:

- research analyst, KEMA Inc.
- Marine Policy and Financing Team, The Nature Conservancy Coral Triangle Center
- Bureau of Cooperative Environmental Assistance, Wisconsin Department of Natural Resources
- Department of Safety and Environmental Affairs, Madison Gas & Electric Co.
- Bureau of Air Management, Wisconsin Department of Natural Resources

Social and Poverty Policy

At the University of Wisconsin-Madison, social and poverty policy issues have been prominent fields of research and instruction for decades, especially since the founding of the Institute for Research on Poverty at the university in 1966. Part of the War on Poverty, IRP was funded by the federal government for the purpose of supporting basic research on the nature and causes of poverty and on strategies and policies to reduce poverty. Since then, IRP has received a federal core grant to support these activities. This has contributed to the hiring of numerous faculty members in a variety of social sciences disciplines who place social and poverty policy issues at the core of their interests.
The La Follette School has built upon this strong social sciences and poverty research base, offering numerous opportunities for students to take courses in this area and to engage in research with faculty members studying social and poverty policy.

La Follette students with an interest in careers in Social and Poverty Policy can choose their electives from many courses in this area. These courses are offered in several departments of the university, including Economics, Social Work, Consumer Science, and Political Science. A thoughtful selection of these courses will provide students with broad knowledge in this area, as well as more focused training in one of the important areas of social and poverty policy, such as social experimentation, program evaluation, gerontology, or the politics of poverty and social policy. Students interested in public policy and aging often complete the Gerontology Certificate offered through the Institute on Aging. Students also may complete two master's degrees simultaneously in Social Work and Public Policy.

Field coordinators: Maria Cancian, Robert Haveman and Carolyn Heinrich

La Follette School Faculty in this Field

- Maria Cancian
- Thomas DeLeire
- Robert Haveman
- Carolyn Heinrich
- Pamela Herd
- Karen Holden
- Timothy Smeeding
- Geoffrey Wallace
- Barbara Wolfe

Electives from Other Departments

Students may take courses from other departments depending on their interests. Students should consult their advisors if they are unsure whether a course is appropriate for their focus field. These elective courses include:

SW 944 Social Welfare Policy

SW 920 Child, Youth, Family Policy and Services

LAW 931 Poverty Law and Social Welfare Law

LAW 940 Children, Law and Society

POLI SCI 317 Politics of Human Rights

POLI SCI 445 Politics of Poverty and Social Welfare
Core Courses

PA 818 Quantitative Tools for Public Policy Analysis
PA 869 Workshop in Public Affairs, Domestic Issues
PA 873 Introduction to Policy Analysis
PA 874 The Policymaking Process
PA 878 Public Management
PA 880 Microeconomic Policy Analysis
PA 799 Professional Development Workshop

Recommended Public Affairs Electives

PA 819 Quantitative Methods for Public Policy
PA 871 Public Program Evaluation
PA 881 Cost-Benefit Analysis
PA 827 Internship

Public Affairs Electives for this Focus Field

PA 548 Economics of Health Care
PA 882 Social Welfare Policy and Management
PA 883 Politics of Poverty, Inequality and Social Policy
PA 882 Social Welfare Policy and Management
PA 885 Advanced Public Management
PA 887 Non-Profit Leadership
PA 891 State and Local Government Finance
PA 892 Public Budgeting

La Follette School Courses

Employment and Internships in Social and Poverty Policy

Students graduating with a focus in social and poverty policy go on to work as policy research analysts in independent research organizations and think tanks such as:

- MDRC, formerly the Manpower Demonstration Research Corporation
- Urban Institute
- Mathematica Policy Research

La Follette School alumni hold research and managerial positions in government agencies such as:

- U.S. Department of Health and Human Services
- U.S. Government Accountability Office
- Wisconsin Department of Health and Family Services
- Wisconsin Legislative Audit Bureau
Alumni also take on leadership roles and other positions in non-profit organizations such as:

- Children’s Defense Fund
- Kids Hope United
- Drug Policy Alliance, San Francisco
- United Way of Dane County

Student internships include experiences such as these:

- Research intern, Public Policy Forum, Milwaukee, Wisconsin
- Development intern, Grassroots International
- Health-care research intern, office of Wisconsin state Senator Kathleen Vinehout

**Education Policy**

At the University of Wisconsin-Madison, education policy issues have been a prominent field of research and instruction for decades. The La Follette School has built upon this strong social science base, offering numerous opportunities for students to take courses in this area and to engage in research with faculty members studying education policy.

La Follette students with an interest in careers in education policy can choose their electives from many courses at the La Follette School and through other departments, including Economics, Social Work, Educational Policy Studies, and Educational Leadership and Policy Analysis. A thoughtful selection of these courses provides students with broad knowledge in this area.

*Field coordinator: John Witte*

**La Follette School Faculty in this Field**

- Robert Haveman
- Carolyn Heinrich
- Pamela Herd
- Geoffrey Wallace
- John Witte

**Electives from Other Departments**

Students may take courses from other departments depending on their interests. Students should consult their advisors if they are unsure whether a course is appropriate for their focus field. These elective courses include:

ELPA 770 School-Community Relations: Communication, Marketing, and Politics
ELPA 785 Staff Personnel Systems in Education (Prerequisite ELPA 720)

ELPA 820 Business Administration of School Systems (Prerequisite ELPA 720)

ELPA 870 The Politics of Education

SW 920 Child, Youth Family Policy and Services

EPS 780 (Special Topic) Intro to International & Comparative Education

EPS 840 Legal Aspects: Elementary and Secondary Education

EPS 765 Issues in Educational Policy Analysis

**Core Courses**

PA 818 Quantitative Tools for Public Policy Analysis
PA 819 Quantitative Methods for Public Policy
PA 869 Workshop in Public Affairs, Domestic Issues
PA 873 Introduction to Policy Analysis
PA 874 The Policymaking Process
PA 878 Public Management
PA 880 Microeconomic Policy Analysis
PA 799 Professional Development Workshop

**Recommended Public Affairs Electives**

PA 830 Financing Elementary and Secondary Education
PA 871 Public Program Evaluation
PA 875 Public Personnel Administration
PA 881 Cost-Benefit Analysis
PA 882 Social Welfare Policy and Management
PA 891 State and Local Government Finance
PA 892 Public Budgeting
PA 895 Performance Management
PA 827 Internship

**La Follette School Courses**

**Department of Educational Policy Studies Courses**

**Department of Educational Leadership and Policy Analysis Courses**
Syracuse University

MPA Areas of Study

Maxwell’s MPA program offers seven areas of study. While these areas will help a student with a particular focus, it is not inherent that students choose their coursework confined by these frameworks. It is often the norm that students choose and complete the foundation courses in one area of study and augment these with electives from another.

The seven areas of study are:

- International and National Security Policy
- Environmental Policy and Administration
- International and Development Administration
- Public and Nonprofit Management
- State and Local Government Financial Analysis and Management
- Technology and Information Management

International and National Security Policy

National and international security challenges are greater today than at any point in our history. The events of September 11, 2001 have fundamentally changed the way we conduct the security of borders, transportation systems, communications means, intelligence gathering capabilities, and counterterrorism procedures. This has resulted in new government initiatives and requirements, more sophisticated equipment and the formation or restructuring of government agencies. It has spotlighted the need for new skills and additional resources to meet the national and international security demands of both the short and long term for nations.

The purpose and rationale for this program of instruction is to provide courses that develop leadership, management and public service skills and capabilities in the areas of national security, international security, and counterterrorism, preparing our students for the pressing national and international concerns of the day.

INSCT: Institute for National Security and Counter Terrorism

The Maxwell School and the College of Law support a systematic, interdisciplinary approach to important questions of law and policy related to national and international security and counterterrorism. Students in the MPA program can earn a Certificate in Security Studies within the 40 credit MPA program.

Faculty:
• William Banks, Advisor
• Renee deNevers
• David Van Slyke
• Mitchel Wallerstein

Public Administration Courses:

• US National Security & Foreign Policy
• International Security
• Responding to Proliferation of WMD
• Homeland Security: Federal Policy and Implementation Challenges
• Homeland Security: State & Local Preparedness and Response
• Economics of Science and Technology Policy

Related Courses Available in Maxwell and SU:

LAW

• National Security Law
• International Law
• Counter Terrorism & the Law

POLITICAL SCIENCE

• Theories of International Relations
• Perspectives on Terrorism
• Foreign Policy Seminars
• International Law & Organization
• Transnational Crime, Drugs and Terrorism

Environmental Policy and Administration

Environmental Policy and Administration provides students with an understanding of the administrative, political and legal challenges confronting government managers who deal with environmental policies. The teaching objectives include knowledge of environmental institutions and policies involved at all levels of government, current trends, needs, and administrative problems.

There is a growing and unprecedented need in government, business, and not-for-profit organizations for individuals with managerial as well as environmental expertise. Students completing all requirements of Environmental Policy and Administration will be well prepared for a variety of positions.
Among the areas of recent and current research of Maxwell School faculty in environmental policy are issues involving: global climate change, transboundary issues, public lands policy, citizenship participation, role of media, environmental risk, environment technology, and weapons clean-up.

The highly acclaimed State University of New York College of Environmental Science and Forestry (SUNY ESF) is located adjacent to the SU campus. Students in the MPA program with environmental interests often take courses on their campus. Others still complete concurrent degrees with SUNY ESF or earn their Certificate in Environmental Decision Making.

Faculty:

- Peter Wilcoxen, Advisor
- Stuart Bretschneider
- W. Harry Lambright
- John McPeak
- Rosemary O’Leary
- David Popp

Public Administration Courses:

- Energy, Environment and Resources Policy
- Economics of Environmental Policy
- Science Technology and Public Policy
- Public Administration and Law
- Climate Change: Science, Perception & Policy

Related Courses Available at SU and SUNY ESF:

**SUNY ESF**

- Environmental Risk Perception
- Natural Resources Agencies and Administration
- Natural Resources and Environmental Policy
- Natural Resources Law and Policy
- Environmental Law & Policy
- Urban Forestry
- Community Development and Planning Process

**LAW**

- Environmental Law
- Environmental Law: Climate Change
International and Development Administration

International and Development Administration is designed for those who wish to concentrate on public policy and management problems which have significant international implications. This program-of-study is likely to be of interest to students concerned with administrative and policy issues in developing countries, in the newly independent states of Eastern Europe, as well as to students seeking positions with domestic agencies that deal with problems requiring an international perspective (e.g., the international division of EPA or international trade offices of the various states).

The goals of the program are:

1. To expose students to the factors which distinguish administrative systems in a wide variety of countries, developed and developing;
2. To investigate the behavioral and policy patterns these factors give rise to; and

To examine, from economic, social, political, and managerial perspectives, the range of actions proposed to overcome obstacles and promote trade and development, the faculty members associated with this program specialize in, or deal with, development issues and international political economy. Among their areas of research are issues associated with state-owned enterprises in developing countries; project evaluation techniques; the politics of liberalization; international security and trade issues; and building institutions which promote economic development, especially improving the welfare of the poor majority.

Faculty:

- Larry Schroeder, Advisor
- Renee deNevers
- George Abonyi
- Catherine Bertini
- John McPeak
- Jeremy Shiffman
- John Mathiason
- Steve Lux

Public Administration Courses:

- Policy and Administration in Developing Countries
- Economics of Development
- Local Public Finance in Developing and Transition Economies
- Managing NGO’s in Transitional and Developing Countries
- The Political Economy of Policy Reform
- Business and Government in a Global Economy
- Humanitarian Action: Challenges, Responses and Results
- Managing UN Organizations
- Girls and Education in Developing World
• US National Security and Foreign Policy
• International Security
• Global Health Policy
• Global Information Technology Policy
• International Public and NGO Management
• Evaluation of International Programs and Projects

Related Courses Available in Maxwell and SU:

MAXWELL

• Gender and Globalization
• International Macroeconomics and Finance
• International Economics
• Theories of International Relations
• Foreign Policy Seminars
• International Law and Organizations

LAW

• International Law

**Public and Nonprofit Management**

This program-of-study is designed for students interested in general training in public sector and nonprofit management. By emphasizing broad-based analytical and managerial courses, Public and Nonprofit Management prepares students for careers as administrators and managers at all levels of government and in nonprofit organizations.

The teaching objectives of Public and Nonprofit Management include knowledge of the budgetary process, analytical tools, organizational management theories and practices, institutions and policies surrounding personnel administration, strategic public and nonprofit management, and the role of information technology in public and nonprofit management.

The faculty members who serve as advisors in Public and Nonprofit Management represent a wide range of interests, which reflect the breadth of alternatives within this program-of-study. Among the recent or current research and consulting activities of the faculty are projects in financial management, organization structure and design, policy analysis, politics of civil service, managerial leadership, public administration and law, programmatic design, implementation and management, nonprofit leadership and foundations.

**Faculty:**

**Public Management**
Public Management Faculty who also focus their work on Nonprofit Management

- Jeffrey Brudney (arriving January 2010)
- Shena Ashley
- Ross Rubenstein
- Steve Lux
- David VanSlyke

Public Administration Courses:

- Human Resources Management
- Nonprofit Management and Governance
- Financial Management in Nonprofit Organizations
- Fund Development for Nonprofit Organizations
- Social Entrepreneurship
- Management of NGO's in Developing and Transitional Countries
- Managing Interpersonal, Group and Systemic Conflicts
- Fundamentals of Conflict Studies
- Information Management in the Public Sector I: i-governance in the Information Age
- Information Strategy and Management in the Public Sector II: Government 2.0
- Networked Governance
- Ethics and Public Policy
- Public Administration and Law
- Regulatory Law and Policy

Certificates of Advanced Studies are Available in Applied Conflict Management and in Civil Society Organizations.

State and Local Government Financial Analysis and Management

With the widely publicized financial problems of several states and cities as evidence, it is obvious that greater attention must be paid to state and local government finances. State and local governments are hard-pressed to maintain balanced budgets without having to eliminate provision of essential public services. Frequent and severe economic fluctuations, taxpayer resistance to the cost of government services, mandates, and decreasing financial aid from the federal government make the need for more efficiency and economy in government urgent and sound financial management essential.
State and Local Government Financial Analysis and Management aims to provide students with an understanding of the fundamental fiscal issues confronting state and local administrators and policy-makers, and with the basic technical knowledge and skills required of entry-level professionals in budget and finance offices, legislative agencies, and other organizations associated with the state-local finance function. This program-of-study familiarizes students with key institutions involved in state-local finance, application of analytical techniques to fiscal issues, and fiscal data sources.

Among the current research and consulting activities of core faculty are projects involving development of government revenue and expenditure forecasting methods; evaluation of the effects of state and local tax and expenditure limitations; assessing governments' credit-worthiness and ability to finance capital expenditures; state and local financing of environmental infrastructure; financing public employee-benefits; trends in the fiscal condition of central cities; evaluation of the impact of mandates and court orders on local finance; managing local fiscal decisions during the transition to democracy in Eastern Europe; school finance, equity and efficiency; and factors affecting the cost of public services.

While many students who complete this program accept budgeting and finance positions in state and local governments, others go to federal agencies that have responsibilities associated with state and local finance, public interest groups and professional organizations connected with state and local government, and private sector organizations involved in state and local finance.

Faculty:

- Ross Rubenstein, Advisor
- Robert Bifulco
- William Duncombe
- Larry Schroeder
- Sharon Kioko
- John Yinger

Public Administration Courses:

- Public Budgeting
- Financial Management in State and Local Governments
- State and Local Government Finance
- Urban Policy
- Metropolitan Government and Politics
- Managing Individual/Group/Systemic Conflicts
- Education Policy
- Public Administration and Law
- Regulatory Law and Policy
- Public Policy Making: The Federal Perspective
- Ethics and Public Policy

Related Courses in Maxwell:
ECONOMICS

- Foundations of Econometrics
- Econometrics I and II
- Public Expenditures
- Public Finance

Social Policy (Aging, Education, Health, Welfare)

Social Policy is the overarching program-of-study theme, which includes aging, education, health and social welfare policy. Each area represents a major and enduring aspect of public policy concern, in which the need for leadership in public management and policy analysis is critical and can be expected to grow.

The Social Policy program examines the roles and responsibilities of the public sector in designing, managing, and evaluating human resource programs for at-risk populations in the areas of health, education, and welfare. It is concerned with issues related to distributional equity and equality of opportunity and access, particularly for those least able to help themselves in a market society—the elderly, children, the disabled, the sick and the unemployed. Social policy involves elements of policy analysis, policy design, program evaluation, public management, and program implementation.

Aging policy involves social, economic and health problems of the aged, including income security, access to health care, and public policy needs of an aging society. Social welfare policy particularly involves evaluation and alleviation of poverty, material deprivation and discrimination in American society. Education Policy involves the finance and delivery of education services in the American education system (particularly elementary and secondary education); quality of education; equity of resources; and various other issues such as education finance alternatives and school choice.

The Health Services Management and Policy is a unique effort aimed at a multiprofessional approach to managing the health care industry and developing appropriate public policies to meet the needs of a rapidly changing health care marketplace. Interested parties will enroll in a yearlong seminar, which brings together public administration students with business, law, medical and social work students. Public health issues such as legal and illegal drugs, child health, health care finance, and related topics are addressed both here and in the general social policy curriculum.

Faculty:

- Douglas Wolf, Advisor
- Thomas Dennison, Advisor - HSMP
- William Duncombe, Advisor - Education Policy
- Vernon Greene
Technology and Information Management

Technology and Information Management was developed out of a realization that many areas of public concern include significant technical or information system aspects. Indeed, many observers believe that the public service is experiencing fundamental change ushered in by revolutionary developments in technology. Today’s public manager benefits by a knowledge of the technical dimensions of public management, but tomorrow’s public manager may well be required to have an understanding of the effects of technology and information systems on policy. Even as policy priorities shift from year to year, the technical requirements of public management will remain a driving force.

There is no expectation that the Technology and Information Management curriculum will transform students into engineers or information scientists; the more modest goal is to enhance the traditional skills of public managers and prepare Technology and Information Management graduates to work (often with technicians) on problems that have both managerial and technical components.

Some students electing Technology and Information Management program will work in agencies that are primarily concerned with technical and information issues as part of their basic mission (e.g., state energy offices, NASA, various consulting firms, environmental agencies). Many others, however, will assume jobs in more traditional agencies but in positions which require technical knowledge (such as technology transfer agents, decision support staff, or policy analysts dealing with technical issues). A grounding in technology and information policy is
useful at all levels of government and is also much in demand in the private and not-for-profit sectors

Faculty:

- Stuart Bretschneider, Advisor
- William Duncombe
- Soonhee Kim
- W. Henry Lambright
- Ines Mergel
- David Popp

Public Administration Courses:

- Information Management in the Public Sector I: i-governance in the Information Age
- Information Strategy and Management in the Public Sector II: Government 2.0
- Networked Governance
- Science, Technology and Public Policy
- The Economics of Science and Technology
- Global Information Technology

Related Courses in Maxwell and SU:

- Geographic Information Systems
- Systems Assurance Seminar
- Security on Networked Environments
- Survey of Telecommunications and Information Policy
- Introduction to Information Security
- Introduction to Telecommunications and Network Management
- E-Commerce Technologies
New York University

MPA Specializations & Electives

- Management
- Public Policy Analysis
- Finance
- International

After completing the schoolwide core courses, PNP students choose an area of specialization in which to concentrate their studies.

Each specialization requires a specified set of advanced courses, along with a Capstone project. Students are then free to select other Wagner and New York University graduate courses as electives to enhance their program.

Electives

In addition to these areas of specialization, students can organize their remaining electives around important themes, such as:

- Human Resources Management
- Environmental Policy and Management
- Information Management
- Nonprofit Management
- International Policy and Management
- Social Issues
- Urban Economic and Community Development
- Transportation Policy
- Applied Economics

Clustering elective courses around an issue area enables students to develop a course of study that most closely meets their needs and interests, and provides specialized training and an area of expertise.

Management

Principal Faculty Advisors:

Erica Foldy  Paul Light  Sonia Ospina  Joe Magee  Amit Nigam
The Management Specialization prepares students to lead and manage in and across sectors. The curriculum begins with the premise that the public, nonprofit, and private sectors are inextricably linked, and that managers and leaders in one sector need to appreciate the demands and constraints of the other sectors. To help students develop the appropriate breadth and depth of skills after completing the core management course, *P11.1020 Managing Public Service Organizations*, the curriculum is arranged in three Areas of Expertise: *Strategy & Organizations*, *Human Resources & Organizational Behavior*, and *Performance Management & Operations*. Each Area of Expertise is organized around a cluster of courses and contains one course that is required for students specializing in management.

Graduates of the Management Specialization have gone on to a wide array of careers such as program management, research management, budget analysis, fundraising and development, public affairs, and advocacy.

**Note:** Students who plan to specialize in Management should earn a "B" or better in *P11.1020*, Managing Public Service Organizations.

**Required Specialization Courses**

Students must complete the following 12 credits:

- *P11.2110*, Strategic Management
- *P11.2135*, Developing Human Resources
- *P11.2170*, Performance Measurement and Management

*P11.2170* is recommended but not required for students who entered Wagner prior to Summer 2007.

Students must also take a total of 8 credits from the following courses:

**Strategy & Organizations**

This area of expertise teaches students skills in designing organizations, systems, and strategies that anticipate and respond effectively to dynamic and complex environments. These courses develop an understanding of the multiple stakeholders for which organizations are responsible and the collaborative and competitive dynamics in fields and sectors. Another way to think of this area is that it helps students understand the "big picture" as they build organizations for long-term prosperity.

The required course in this area is *P11.2110* Strategic Management.

- *P11.1833*, Health Services Management
- *P11.2106*, Community Organizing
- *P11.2107*, Nonprofit Law
- *P11.2119*, Marketing for Nonprofit Organizations
- *P11.2125*, Foundations of Nonprofit Management
Human Resources & Organizational Behavior

This area of expertise develops students' skills in a variety of interpersonal, organizational, and leadership processes. These skills include: supervising and motivating employees to do their best work, working in groups and teams, influencing up and down hierarchies and across social networks, negotiating and managing conflict with others, learning from cultural diversity, and reflecting on and changing one's own practice. Another way to think of this area is that these courses help students manage themselves and others in organizational contexts. The required course in this area is P11.2135 Developing Human Resources.

Performance Management & Operations

This area of expertise provides students with skills needed to manage operations, measure performance, analyze data, and report outcomes for all stages in the production process, from inputs (e.g., financial and human resources) to operational activities (e.g., project planning, budgeting, and service delivery) to short-term outputs and long-term outcomes. Another way to think of this area is that it helps students plan and manage the day-to-day work of organizations.
by building appropriate infrastructures and systems to insure their success. The required course in this area is P11.2170 Performance Measurement & Management.

P11.1833, Health Services Management
P11.2111, Managing Service Delivery
P11.2142, Financial Management for Nonprofit and NGO Organizations
P11.2143, Government Budgeting
P11.2171, Program Analysis and Evaluation
P11.2211, Program Development and Management for International Organizations
P11.2825, Continuous Quality Improvement
P11.2855, Budgeting for Health Professionals
P11.2902, Multiple Regression and Introduction to Econometrics
P11.4110, Project Management
P11.4114, Surveys and Interviews
P11.4123, Internet Application for Public and Nonprofit Organizations
P11.4130, Financial Accounting Process and Elements
P11.4138, Financial Accounting in Government, Not-for-Profit, and Health Care Organizations
P11.4210, Governmental Financial Condition Analysis
P11.4212, Cost Effectiveness in Nonprofit and Public Sectors
P11.4216, Financial Statements Analysis for Health Care and Not-for-Profit Organizations

Capstone

Management students choose one of the following Capstone courses. All Capstones begin in the fall and are completed at the end of the spring semester. Full-time students who begin in the spring semester typically need 2Â½ years to complete their degree.

- P11.3110/11, Advanced Projects in Public and Nonprofit Management and Finance
- P11.3116/17, Advanced Projects in Public and Nonprofit Management
- P11.3175/76, Advanced Projects in Public and Nonprofit Policy and Management

Public Policy Analysis

Principal Faculty Advisors:

Ingrid Ellen
Jonathan Morduch
Mitchell Moss
Katherine O'Regan
Amy Schwartz
Leanna Stiefel
Maria Damon

The Public Policy specialization prepares students to play a role in policy debate and deliberation by developing critical conceptual, analytical, and quantitative skills. By studying the application
of social science theories and methods to the analysis of issues of public importance, students develop the critical conceptual, analytical, and quantitative skills to develop and assess alternative policy responses to public issues and urban problems.

- Should governments fund the arts?
- How can cities formulate and implement policies for growth and development?
- Should we be moving boldly to stem global warming?
- What are the most meaningful next steps in combating obesity and its associated health problems?
- What policies are most effective at minimizing racial disparities?
- How can education policy improve the performance and equity of US educational systems

Note: Students who plan to specialize in Policy should earn a "B" or better in P11.1011 Statistics, P11.1018 Microeconomics, and P11.1022 Introduction to Public Policy. All full-time Policy students should enroll in these three courses during their first semester of study, as they are prerequisites for several advanced Policy courses.

**Required Specialization Courses**

Students must complete the following 12 credits:

- P11.2140, Public Economics and Finance
- P11.2171, Program Analysis and Evaluation
- P11.2902, Multiple Regression and Introduction to Econometrics

Students are also required to take one policy formation course (4 credits) from among the following:

- P11.2411, Policy Formation and Policy Analysis
- P11.2836, Current Issues in Health Policy
- P11.2415, Public Policy and Planning in New York

Students are generally expected to take the following course to complete the specialization (necessary for quantitative analyst positions):

- P11.2875, Estimating Impacts in Policy Research

Under consultation with their faculty advisor, students whose work will focus more on institutions and the policy process are not required to take P11.2875.

1 For analysis-oriented positions, such as policy analysts in a government agency, evaluation work in a nonprofit, and associates in a research organization.

2 For positions more focused on the political dimensions of the policy arena - such as staff positions on the hill or with advocacy organizations, and inter-governmental positions in a government agency, mayor's office, or legislative office.
Students may wish to choose policy-oriented electives from the list below.

- P11.2145, Financing Local Government in Developing Countries
- P11.2228, Politics of International Development
- P11.2230, International Economic Development: Governments, Markets, and Communities
- P11.2418, Policy Issues in Primary and Secondary Education
- P11.2441, Economics of Education: Policy and Finance
- P11.2445, Poverty, Inequality, and Policy
- P11.2463, Public Policy and the Arts
- P11.2470, Transportation Policy
- P11.2608, Urban Economics
- P11.2665, Decentralized Development Planning and Policy Reform in Developing Countries
- P11.2867, Health Care Reform: Comparative Perspectives
- P11.2868, Mental Health Policy and Service Delivery

**Capstone**

All Capstones begin in the fall and are completed at the end of the spring semester. Full-time students who begin in the spring semester typically need 2½ years to complete their degree. Policy students choose one of the following Capstone courses:

- P11.3148/49, Applied Research in Public Finance and Policy*
- P11.3170/71, Advanced Project in Public Policy
- P11.3175/76, Advanced Project in Public Policy and Management

* Recommended for students interested in quantitative analyst positions.

**Finance**

Principal Faculty Advisors:

Dall Forsythe  Jonathan Morduch  Katherine O'Regan  Shanna Rose
This specialization provides the concepts and skills needed for careers that focus on public and nonprofit financial management and public finance. Students study the field of finance from both an internal management perspective and an external policy approach, thereby preparing to move into many types of finance positions.

Public sector financial management and public finance positions are located in government, private, and nonprofit organizations. Graduates take various jobs including budget officers and analysts, consultants, finance directors, grants managers, program auditors, financial analysts, bond raters, investment bankers, and bond insurance underwriters.

PNP students may specialize in finance and choose courses from the list of courses in the public finance and/or financial management areas outlined below:

Note: Students who earn less than a "B+" in P11.1011 Statistics, P11.1018 Microeconomics and P11.1021 Financial Management for Public, Nonprofit and Health Organizations generally have difficulty in the more advanced courses in this specialization.

All full-time Finance students should enroll in these three courses during their first semester of study as they are prerequisites for several advanced Finance courses.

Required Specialization Courses:

Students must complete the following 10 credits:

- P11.2140, Public Economics and Finance
- P11.2902, Multiple Regression and Introduction to Econometrics
- P11.4130, Financial Accounting Process and Elements (2 credits)

Students must also complete 12 credits from the following courses:

Public Finance

- P11.1832, Health Economics and Payment Systems
- P11.2138, Macroeconomics
- P11.2145, Financing Local Government in Developing Countries
- P11.2230, International Economic Development: Governments, Markets, and Communities
- P11.2443, Financing Urban Governments
- P11.2608, Urban Economics

Financial Management

- P11.2142, Financial Management for Nonprofit and NGOs
• **P11.2143**, Government Budgeting  
• **P11.2144**, Debt Financing and Management for Public Organizations  
• **P11.2146**, Advanced Topics in Municipal Finance  
• **P11.2639**, Real Estate Finance  
• **P11.2842**, Financial Management for Health Care Organizations  
• **P11.4138**, Financial Accounting in Government, Not-for-profit, and Health Care Organizations (2 credits)  
• **P11.4141**, Performance Auditing (2 credits)  
• **P11.4210**, Governmental Financial Condition Analysis (2 credits)  
• **P11.4212**, Cost Effectiveness in Nonprofit and Public Sectors (2 credits)  
• **P11.4216**, Financial Statement Analysis/Healthcare and Nonprofit Organizations (2 credits)

**Capstone**

Finance students choose one of the following Capstone courses. All Capstones begin in the fall and are completed at the end of the spring semester. Full-time students who begin in the spring semester typically need 2½ years to complete their degree.

• **P11.3110/11**, Capstone: Advanced Project in Public Management and Finance  

**International**

Principal Faculty Advisors:

![John Gershman](image1)  
![Natasha Iskander](image2)  
![Jonathan Morduch](image3)  
![Sonia Ospina](image4)  

![Victor Rodwin](image5)  
![Dennis Smith](image6)  
![Paul Smoke](image7)  
![Salo Coslovsky](image8)

The International Policy and Management specialization builds on the broader values and mission of the Wagner School to train outstanding public service professionals. PNP students may elect to follow the International Policy and Management specialization and may choose to concentrate or combine **area-specific** tracks in International Public Finance, International Public Management, International Public Policy, International Health or International Urban Planning.
The International Policy and Management specialization is intended to:

- Promote an understanding of how public and non-profit institutional structures and managerial processes vary around the world and an understanding of the way that major international agencies function;
- Provide a comparative interdisciplinary foundation that bridges cutting-edge conceptual thinking, critical analytical techniques, and concrete management skills relevant for those with an interest in international public service work;
- Facilitate an ability to appreciate and confront the critical challenges of implementing complex public service policies and programs in varying contexts.

Required Specialization ("international core") Courses

Students must complete the following 12 credits:

- **P11.2214**, Institutions, Governance, and International Development
- **P11.2228**, The Politics of International Development
- **P11.2230**, International Economic Development: Governments, Markets and Communities

Students must also complete at least 8 credits from the following courses. (NOTE: courses are clustered by general topic area for organizational purposes only; you may choose to take courses across clusters.)

- **International Public Management**
- **International Public Policy**
- **International Public Finance**

**International Public Management-related Courses:**

- **P11.2110**, Strategic Management (international section with J. Spiro (fall only))
- **P11.2206**, Conflict and Development: Conflict-Sensitive Development and Development-Sensitive Peace Building (Meets in Amsterdam)
- **P11.2210**, International Organizations: The UN System
- **P11.2211**, Program Development and Management for International Organizations
- **P11.2216**, International Organizations: NGOs
- **P11.2221**, Managing Humanitarian Challenges and Conflicts
- **P11.2225**, Organizing for Human Rights
- **P11.2226**, Innovative Leadership for Human Development: the UN and the MDGs
- **P11.2234**, Eco-Leadership: The Public Role of the Private Sector in Building Sustainable Societies
- **P11.4205**, Conflict Management & Negotiation in International/Cross-Cultural Settings (2 credits)

**International Public Policy-related Courses:**
• **P11.2215**, Globalization and its Impact on the State
• **P11.2217**, NGO Accountability: Human Rights Organizations
• **P11.2223**, Politics of Memory
• **P11.2224**, Human Rights, Democracy and Transitional Justice
• **P11.2245**, Globalizing Advocacy: Transitional Networks and the Impact of New Communications Technology
• **P11.2248**, Gender and Economic Development
• **P11.2250**, Politics and Economics of Hunger and Food Security (Meets in Accra)
• **P11.2251**, Urbanization and Sustainable Development in a Transitional Economy: Experiencing China (Meets in Shanghai)
• **P11.2252**, Environmental Policy and Sustainable Development (Meets in Cape Town)
• **P11.2613**, Sustainable Cities in a Comparative Perspective
• **P11.2665**, Decentralized Development Planning & Policy Reform in Developing Countries
• **P11.2666**, Water Sourcing and Climate Change
• **P11.4222**, International Peace, Security and the Role of Multilateral Institutions
• **P11.4223**, International Development Performance Evaluation

*International Public Finance-related Courses:*

• **P11.2142**, Financial Management for Non-Profit and NGOs
• **P11.2145**, Financing Local Government in Developing Countries
• **P11.2652**, International Development Project Planning
• **P11.4212**, Cost Effectiveness in Nonprofit and Public Sectors

*International Health-related Courses:*

• **P11.1831**, Introduction to Global Health Policy
• **P11.2242**, International Health Policy and Prospects (Meets in Geneva)
• **P11.2244**, Global Health Governance and Management
• **P11.2843**, Health Care Financing in Developing Countries
• **P11.2850**, International Health Economics
• **P11.2852**, Comparative Health Systems
• **P11.2867**, Health Care Reform: Comparative Perspectives

Capstone:

• **P11.3126/27**, Capstone: Advanced Project in International Policy, Finance, Management and Planning

*Students who wish to pursue an international public finance track may choose to take the following collection of courses, in consultation with their faculty advisor.*

• **P11.2140**, Public Economics and Finance
• **P11.2142**, Financial Management for Non-Profit and NGOs
• **P11.2145**, Public Finance in Developing Countries
• **P11.2652**, International Development Project Planning
• **P11.2902**, Multiple Regression and Introduction to Econometrics

Capstone:

• **P11.3126/27**, Capstone: Advanced Project in International Policy, Finance, Management and Planning

**Students who wish to pursue an international management track may choose to take the following collection of courses, in consultation with their faculty advisor.**

• **P11.2110**, Strategic Management (section with international focus)
• **P11.2135**, Developing Human Resources (section with international focus)
• **P11.2211**, Program Development and Management for International Organizations

And two of the following courses:

• **P11.2142**, Financial Management for Non-Profit and International Organizations
• **P11.2206**, Conflict and Development: Conflict-Sensitive Development and Development-Sensitive Peace Building (Meets in Amsterdam)
• **P11.2210**, International Organizations: The UN System
• **P11.2216**, International Organizations: NGOs
• **P11.4205**, Cross-Cultural and International Negotiations (2-credits)

Capstone:

• **P11.3126/27**, Capstone: Advanced Project in International Policy, Finance, Management and Planning

**Students who wish to pursue an international public policy track may choose to take the following collection of courses, in consultation with their faculty advisor.**

• **P11.2140**, Public Economics and Finance
• **P11.2171**, Program Analysis and Evaluation
• **P11.2902**, Multiple Regression and Introduction to Econometrics

And two of the following courses:

• **P11.2613**, Sustainable Cities in a Comparative Perspective
• **P11.2416**, Project, Program and Policy Evaluation in Developing Countries
• **P11.2665**, Decentralized Development Planning & Policy Reform in Developing Countries
• **P11.2852**, Comparative Health Systems or **P11.2867**, Health Care Reform: Comparative Perspectives

Capstone:
• **P11.3126/27, Capstone: Advanced Project in International Policy, Finance, Management and Planning**

**Capstone**

International Capstone sections begin in the fall and are completed at the end of the spring semester. Typically there is also one section of International Capstone that begins in summer and is completed at the end of the fall term. Full-time students who begin in the spring semester may need 2½ years to complete their degree.

**P11.3126/27, Capstone: Advanced Project in International Policy, Finance, Management and Planning**

**Language Courses**

While students are encouraged to hone their language skills, language courses cannot be credited toward a Wagner degree. Please view the Wagner [Language Courses](#) page for details.
MPA Majors

MPA students may choose one of three majors: Public & Nonprofit Management, Urban & Regional Affairs, or Policy Research & Analysis. Any major can also be done as a minor. GSPIA also offers a minor in Civil Security & Disaster Management popular with MPA students.

Public & Nonprofit Management

Public service is a discipline practiced at many levels: local, national and international often with ripple effects across each. Through grassroots contributions and global applications, GSPIA students pursuing a public & nonprofit management major acquire a deep understanding of the many contexts in which public and nonprofit organizations operate. Many look forward to the opportunity to leverage change in a mixed economy.

Our curriculum stresses responsible leadership and our students develop the skills to diagnose leadership challenges and opportunities from a variety of ethical and moral frameworks. Our interdisciplinary approach draws from a variety of fields such as philosophy, law, organizational design and political science. Our approach gives students the skills they need to meet the challenges of a world in which services increasingly span boundaries among business, government and nonprofit organizations.

Urban & Regional Affairs

The major in urban & regional affairs prepares students to meet the challenge of addressing complex issues of today’s evolving urban landscape, such as community development and organization, affordable housing, safety, cleanliness and quality of life. Our students—some of the most accomplished scholars in the nation—are engaged in research that addresses economic, social and demographic trends and their policy consequences.

Enthusiastic, motivated, and technically astute applicants will find a wealth of challenging, hands-on opportunities in the major.

Policy Research & Analysis

Today's policymakers require analytical skills from a variety of disciplines: quantitative, economic, political, and organizational. Students in the policy research & analysis major enjoy access to a rich array of resources to help them prepare for careers in both the public and private sectors. Recent graduates of our program have gone on to work in such careers as budget examiners for the state of New York, analysts for the Government Accountability Office and the U.S. Mint and consultants for the leading firm Booz Allen Hamilton.

Motivated, inquisitive people looking to acquire the technical skills and knowledge to contribute to research and policymaking decisions will appreciate our curriculum. It is infused with a rich variety of interdisciplinary viewpoints to give students a well-informed view of policy analysis that is both national and international in scope.

Through GSPIA, our students can put theory to the test in a variety of settings. For example, the University Center for Social and Urban Research (UCSUR) maintains a permanent research infrastructure capable of all forms of data analysis. Among UCSUR's features are the ability to obtain, format, and analyze spatial data; regional econometric marketing; and analysis of large data sets, such as the U.S. Census. The center uses these resources for regional economic analysis and forecasting.
# Public and Nonprofit Management (MPA/PNM)

## Minimum Degree Requirements

**48 credits**

**MPA Degree Core:** PIA 2000, PIA 2007, PIA 2008, PIA 2009, PIA 2094, PIA 2096, PIA 2098, PIA 2100, PIA 2104

<table>
<thead>
<tr>
<th>Term 1 --- 12 credits</th>
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<tr>
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<tr>
<td>or PIA 2008²</td>
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<tr>
<td>PIA 2000</td>
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<tr>
<td>PIA 2100</td>
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<tr>
<td>or PIA 2104</td>
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<tr>
<td>PIA 2094</td>
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<td><strong>Class #</strong></td>
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<tr>
<td>PIA 2117</td>
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<td>PIA 2185</td>
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**Summer Term --- 0 credits**

| Class # | **Credit** | **Meets requirements for:** |
| PIA 2098 | 0 | MPA degree core (Internship) |

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<td>PIA ____</td>
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<tr>
<td>Elective</td>
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<td>Elective</td>
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</tbody>
</table>

¹ If placed out of PIA 2001 by exam, students are required to enroll in PIA 2007

² Students who earned a B or better in an undergraduate micro- or macroeconomics course in the past five years, are waived from this course and are eligible to enroll in PIA 2004, 2005 or other advanced economic courses.

**REGISTRATION INFORMATION**

- Check your [my.pitt.edu](http://my.pitt.edu) account for your class schedule and for your tuition invoice.
- With the exception of PIA 2096 and PIA 2098, all School-wide core courses should be completed within your first 24 units/credits.
- Official GPAs are calculated on all courses, even if they are not required for graduation.
- Register for PIA 2098 in term that internship is undertaken.
- Joint degree students must take a minimum of the 36 credits in required GSPIA courses, and have 3 terms of full-time residency in GSPIA.
- You may register for undergraduate courses and language acquisition courses, but these courses will not count toward your degree.
Public and Nonprofit Management Major Required Courses – 6 Credits

Required

PIA 2010 – Public Management
PIA 2011 – Managing International Organizations
PIA 2101 – Managing Emergencies and Disasters
PIA 2119 – Policy Design and Implementation
PIA 2122 – Urban Public Finance
PIA 2124 – Comparative Regional Governance
PIA 2131 – Leadership and Teams
PIA 2135 – Negotiations I
PIA 2136 – Negotiations II
PIA 2137 – Conflict Resolution in the Workplace I
PIA 2138 – Conflict Resolution in the Workplace II
PIA 2140 – Budgeting and Management Performance
PIA 2167 – Grant Writing
PIA 2170 – Management of Nonprofit Organizations
PIA 2171 – Legal Issues for Nonprofits
PIA 2172 – Fundraising for Nonprofits
PIA 2174 – Marketing for Nonprofits
PIA 2175 – Governance for Nonprofits
PIA 2177 – Analytical Techniques in Public and Nonprofit Management
PIA 2192 – Ethics and Public Life
PIA 2392 – DC Semester: Crisis Communication
PIA 2527 – Accounting for NGOs
PIA 2730 – Community Development and Focus Groups
PIA 2737 – Skills in Development Management: Advocacy for NGOs
## Minimum Degree Requirements

**48 credits**

### MPA Degree Core:


### Term 1 --- 12 credits

<table>
<thead>
<tr>
<th>Class #</th>
<th>Credit</th>
<th>Meets requirements for:</th>
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<tbody>
<tr>
<td>PIA 2001¹ or PIA 2007</td>
<td>3</td>
<td>MPA degree core (Quantitative Methods), pre-req. for PIA 2009</td>
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<td>PIA 2008²</td>
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<td>(Intermediate Quantitative Methods), pre-req. for PIA 2009</td>
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<td>PIA 2094</td>
<td>0</td>
<td>MPA degree core (Information Technology)</td>
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</tbody>
</table>

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### Term 2 --- 12 credits

<table>
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<td>PIA 2004</td>
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<td>(Financial Management)</td>
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<td>PIA 2715</td>
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<td>URA major course (Microeconomics)</td>
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<td>URA major course (GIS for Public Policy)</td>
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### Summer Term --- 0 credits

<table>
<thead>
<tr>
<th>Class #</th>
<th>Credit</th>
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<tbody>
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### Term 3 --- 12 credits

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<td>URA major course (City &amp; Region: Theory &amp; Practice)</td>
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### Term 4 --- 12 credits

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<tr>
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</tbody>
</table>

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### REGISTRATION INFORMATION

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- With the exception of PIA 2096 and PIA 2098, all School-wide core courses should be completed within your first 24 units/credits.
- Official GPAs are calculated on all courses, even if they are not required for graduation.
- Register for PIA 2098 in term that internship is undertaken.
- Joint degree students must take a minimum of the 36 credits in required GSPIA courses, and have 3 terms of full-time residency in GSPIA.
- You may register for undergraduate courses and language acquisition courses, but these courses will not count toward your degree.
Urban and Regional Affairs Major Required Courses – 6 Credits Required

PIA 2113 – Environment, Land Use, and Public Policy
PIA 2121 – Housing Policy: Revitalizing Metropolitan Regions
PIA 2122 – Urban Public Finance
PIA 2124 – Comparative Regional Governance
PIA 2126 – State and Metropolitan Politics and Policy
PIA 2188 – Economic Development Strategies and Practices
PIA 2322 – World Economic Patterns
PIA 2515 – Planning and Policymaking for Development
PIA 2705 – Neighborhood and Community Development
PIA 2730 – Community Development and Focus Groups
PIA 2737 – Skills Development: Advocacy for NGOs
PIA 2740 – Planning and Analysis for Sustainable Regions
Policy Research and Analysis (MPA/PRA)

Minimum Degree Requirements

48 credits


<table>
<thead>
<tr>
<th>Class #</th>
<th>Credit</th>
<th>Meets requirements for:</th>
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<td>PRA major course (Microeconomics)</td>
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<td>PIA 2117</td>
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<td>PRA major course (Public Program Evaluation)</td>
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<td>Term 4 --- 12 credits</td>
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- You may register for undergraduate courses and language acquisition courses, but these courses will not count toward your degree.
Policy Research and Analysis Major Required Courses – 6 Credits Required

PIA 2003 – Research Methods
PIA 2115 – Environmental Economics and Management
PIA 2119 – Policy Design and Implementation
PIA 2121 – Housing Policy: Revitalizing Metropolitan Regions
PIA 2140 – Budgeting and Management Performance
PIA 2145 – Benefit Cost Analysis
PIA 2150 – Applied Policy Impact Analysis
PIA 2160 – Network Analysis
PIA 2192 – Ethics and Public Life
PIA 2193 – Gender, Race, and Public Policy
PIA 2196 – Crimes and Drugs
PIA 2391 – DC Semester: Economic and Budget Policy – International Constraints and the Domestic Policy
PIA 2515 – Planning and Policymaking for Development
PIA 2715 – GIS for Public Policy
PIA 3000 – Applied Multivariate Analysis
PIA 3050 – Practicum in Qualitative Research
Florida State University

MPA Academic Programs and Specializations

The Askew School offers eight specializations within the MPA, as well as joint degree programs with Urban and Regional Planning, Social Work, Criminology and Criminal Justice, and the College of Law. Certificate programs offer students not interested in an entire degree to specialize in areas such as public financial management, human resource management, emergency management, and health services administration and policy.

Specializations

- Local Government Administration
- Human Resource Management
- Public Budgeting and Financial Management
- Leadership and Strategic Management
- Policy Analysis and Evaluation
- Nonprofit Management
- Emergency Management
- Health Services Administration and Policy

Local Government Administration

Many of our students begin their careers in local government and many of those never leave the field of local government administration. Some become city or county managers and others build careers in various staff and management positions in local government agencies, special districts, councils of government, and so on. State and federal agencies need people with local government experience, so it is often easy for graduates who are well prepared and experienced in local government administration to move to state or federal agencies. Vice versa is not true, as local governments prefer persons with local government experience. Local governments are where many of the most critical services are delivered and they offer the satisfaction of seeing things being accomplished.

This specialization introduces the student to the policy environment in which the local manager must operate. Experienced local administrators have always told us (without exception) that additional study beyond the core course is needed in financial management. Many city/county managers started their careers in budget offices. They also emphasize the importance of other
courses in such topics as organization development (to build teamwork), intergovernmental relations, and collective bargaining.

In rapidly growing locations such as we have in Florida, studies related to land use and growth management enhance a student's career potential by giving them knowledge to deal with local environmental, economic, and community development issues. (The dual degree with Urban and Regional Planning, 66 semester hours total, offers a unique opportunity to begin a career in local government with a range of knowledge and skills possessed by very few persons.) Local governments have also begun to emphasize the importance of computer skills for entry-level positions. Interested students should seek advice from the program faculty listed below.

**Required Courses**: Take any two (2) of the following courses:

- PAD 6136 Seminar: Management Studies in Local Government
- PAD 5826 Intergovernmental and Intersectoral Relations
- PAD 5041 Public Service Ethics

**Other Approved Specialization Courses**. Select two (2) courses; at least one course must be a PAD course:

- PAD 5935 Local Government Administration
- PAD 5935 Contract Management
- PAD 5427 Public Labor Relations
- PAD 5327 Public Program Evaluation
- PAD 6107 Public Organizational Development
- PAD 6115 The Executive
- PAD 6226 Public Budgeting Simulation and Issues
- PAD 6207 Financial Resources Administration
- PAD 6300 Governmental Administration in Florida
- Various courses in Urban and Regional Planning
- Or most other graduate PAD courses

**Electives**: Two (2); these must be approved by your advisor or the MPA Director
Human Resource Management

Human beings determine the quality and productivity of government programs. This specialization prepares graduates who are especially qualified to enhance the quality of work life and productivity of public employees. It is appropriate for generalist administrators who wish to better understand the human dynamics of public organizations, and for those who plan to emphasize human resource management in their careers.

Students who wish to go beyond the specialization and obtain the Certificate in Human Resource Management should take PAD 5417, 5419, and 5041 as well as three of the other approved specialization courses for a total of 18 semester hours of credit.

**Required.** The following three (3) courses are required:

PAD 5417 Human Resource Management  
PAD 5419 Issues in Human Resource Management  
PAD 5041 Public Service Ethics

**Other Approved Specialization Courses.** Select two (2) courses:

PAD 5427 Public Labor Relations  
PAD 5327 Public Program Evaluation  
PAD 5935 Law for Government and Nonprofit Managers  
PAD 5935 Diversity: Managing a Changing Workforce  
PAD 5935 Contract Management  
PAD 5935 Labor and International Human Rights  
PAD 6107 Public Organizational Development  
PAD 6115 The Executive  
PAD 6418 Seminar: Human Resource Management  
LAW 7544 Labor Relations Law in the Public Sector (take as S/U course)

**Electives:** Select one (1) courses; these must be approved by your advisor or the MPA Director.

Professors: Berry, Bowman, Brower, Guy, Yang

Public Budgeting and Financial Management

Financial resources, together with human and information resources, are one of the three essential forms of resources which governments must have to function. The objective of this specialty is to prepare graduates who are adept in budgeting and managing financial resources.
The study of budgeting encompasses methods appropriate to the development and execution of a budget as well as inquiry into the nature of the economic and political environment within which budgets are decided.

Financial management encompasses all aspects of the activities that go into the framing of an integrated financial management system -- the practice of budgeting including budgetary forecasting, revenue administration, treasury and investment management, risk management, payroll and pension management, procurement and contracting, management of entitlements and grants, auditing and, of course, governmental accounting (which, through extensive use of computers, provides the means to record and communicate financial information).

This concentration is especially appropriate for students who seek to start their careers in positions such as budget analyst, performance auditor or contract/purchasing specialist and who may aspire to move from such staff positions into senior management. It is a specialization that substantially enhances the placement prospects of liberal arts graduates.

The Certificate in Public Financial Management is available for students who wish to go beyond the specialization. It is in conformance with recommendations of the American Society for Public Administration's Section on Budgeting and Financial Management. Students who wish to obtain the certificate should take PAD 5227, 6207, and 6226 as well as three of the approved specialization courses for a total of 18 semester hours of credit. Persons who complete the certificate should meet the education requirements to sit for the national accreditation examination to become a Certified Government Financial Manager (CGFM).

**Required.** Two (2) courses:

PAD 6226 Budget Simulation and Issues
PAD 6207 Financial Resource Administration

**Choose at least one (1) of the following:**

PAD 5935 Contract Management
PAD 5935 Healthcare Finance
PAD 5041 Public Service Ethics

**Other Approved Specialization Courses. Choose at least two (2) more courses from the alternatives above and below:**

PAD 5327 Program Evaluation
PAD 6705 Analytical Techniques for Public Administrators
PAD 6721 Policy Analysis Research Seminar
ACG 5005 Accounting Concepts: Introductory
ACG 5308 Accounting For Managerial Control
ACG 5505 Government and Not-for-Profit Accounting and Auditing
(see your advisor first about accounting prerequisites)
ECO 5516 Public Finance
ECP 5536 Seminar in Health Economics
EDH 5505 Finance in Higher Education
URP 5257 Fiscal Impact Analysis
URP 5540 State and Local Economic Development
URP 5731 The Planning of Community Infrastructure

**Electives:** One (1); these must be approved by your advisor or the MPA Director.

Professors: Klay

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**Leadership and Strategic Management**

We live in dynamic times. Organizations of all types, especially those that serve the public, need leaders who are knowledgeable about the trends and conditions that are shaping our changing world as well as about leadership methods that can enhance their effectiveness. The leadership and strategic management specialization is especially suited to experienced students who seek to be effective executives. Located in the capital city of a "mega-state," the Askew School offers unique opportunities to study leadership and strategic management in the context of policy development and implementation in state government.

**Required.** Select two (2) of the following courses:

PAD 5335 Strategic Leadership for Communities
PAD 6115 The Executive
PAD 5041 Public Service Ethics

**Other Approved Specialization Courses.** Select two (2) of the following courses:

PAD 5826 Intergovernmental and Intersectoral Relations
PAD 6107 Public Organizational Development
PAD 5935 Contract Management
PAD 5935 The Independent Sector
PAD 5935 Law for Government and Nonprofit Managers
PAD 6300 Governmental Administration in Florida
PAD 6109 Institutions and Society
PAD 5327 Public Program Evaluation
PAD 6418 Seminar: Human Resource Management
PAD 5935 World Wide Web Development for Government

Or most other graduate PAD courses

**Electives:** Two (2); these must be approved by your advisor or the MPA Director

Professors: Askew, Berry, Brower, Bowman, Crispo, Guy, Feiock, deHaven-Smith, Klay
Policy Analysis and Evaluation

Public administrators frame policy proposals, provide information to elected officials about policy alternatives, implement policy, and evaluate policy. In fact, empirical policy analysis was pioneered at the turn of the 20th century by practitioners in public administration many years before academicians began to do it! This specialization equips the student with the necessary methodological, statistical, and measurement skills to study the possible consequences of proposed public policies, and to design and administer program evaluations.

It is for pre-service students who want to pursue careers in such areas as staffing of legislative committees and as program evaluation specialists. It is also suited to the needs of in-service students who are involved in some aspect of policy development or program evaluation but need additional quantitative and analytical skills.

This specialization is oriented toward the development of skills -- research design, development of policy indicators, and research methods -- that can be applied in various program contexts. Although quantitative studies are stressed, the required course for the specialization, PAD 5327, provides an overview of the political and organizational context of evaluation activities. Students wishing to work in a special policy area, such as health policy, should obtain additional substantive knowledge about the particular topic. Program evaluators, for example, spend a great deal of their time learning about the substantive issues in a specific policy area, such as mental health or environmental pollution, prior to designing an evaluation.

Required. The following course is required:

PAD 5327 Public Program Evaluation

Select two (2) of the following courses:

PAD 5041 Public Service Ethics
PAD 5935 Policy Analysis Research Seminar
PAD 6705 Analytical Techniques for Public Administrators

Electives: Two (2) of the following courses (or others within the University) with the approval of advisor; at least one of which is a PAD course:

PAD 5846 Health Policy Administration
PAD 6025 Theoretical Perspectives in Public Policy
PAD 6103 Cultural Analysis of Organizations
PUP 5005 Public Policy: Institutions and Processes
PUP 5007 Models of Public Policy-making
PUP 5009r Public Policy
POS 5237 Public Opinion
PAD 6226 Budget Simulation and Issues

Tool Courses: One (1) or more courses (in lieu of electives above)
STA 5206 Analysis of Variance and Design of Experiments
STA 5207 Applied Regression Methods
STA 5507 Applied Nonparametric Statistics
STA 5707 Applied Multivariate Analysis
EDF 6475 Qualitative Methods in Educational Research
SYA 5406 Multivariate Analysis
SYA 5407 Advanced Quantitative Methods
ECO 5403 Introduction to Mathematical Economics
ECO 5416 Applied Quantitative Methods I
ECO 5423 Applied Quantitative Methods II
POS 5746 Quantitative Analysis in Political Science
STA 5225 Sample Surveys
EDF 5449 Survey Research Methods

Professors: Berry, Brower, deHaven-Smith, Feiock, Guy, Klay, Yang

**Nonprofit Management**

Nonprofit management is one of the newest MPA specializations at the Askew School. It has been designed to meet the ongoing demand for thoughtful, innovative, and informed managers and leaders of nonprofit organizations. Although models of governance in the U.S. have expanded to accommodate the growing and critical role of nonprofit organizations in providing public services, those who seek to work in the nonprofit sector quickly find that they and their organizations face increasingly difficult social, political, and economic challenges.

Although this specialization is geared primarily for those who already have or wish to assume nonprofit leadership roles, it will also be of interest to those in government agencies that deal extensively with nonprofits. The core requirements for the MPA degree provide a strong general management and policy foundation, while the nonprofit specialization emphasizes the distinctive features of nonprofit organizations and provides management skills and knowledge that are helpful to nonprofit leaders.

**Required.** These three (3) courses are required:

PAD 5935 Managing the Nonprofit Organization
PAD 5935 The Independent Sector
PAD 5935 Fundraising and Fund Development

**Select two (2) of the following courses:**

PAD 5826 Intergovernmental and Intersectoral Relations
PAD 5335 Strategic Leadership for Communities
PAD 5041 Public Service Ethics
**Recommended Electives.** Select one (1) of the following courses with the approval of advisor; at least one must be a PAD course:

PAD 5935 Data and Information Management  
PAD 5935 Information and Communication Management  
PAD 5327 Public Program Evaluation  
PAD 5417 Human Resource Management  
PAD 6107 Public Organization Development  
PAD 5935 Contract Management  
PAD 5935 Law for Government and Nonprofit Managers  
ARE 5930 Grant Writing for Arts Organizations  
MAR 5816 Marketing Strategy (possible prerequisites)  
URP 5122 Planning Dispute Resolution  
SOW 5235 Social Welfare Policies and Services  
SOW 5282 Legislative Advocacy  
ACG 5505 Government and Not-for-Profit Accounting and Auditing (possible prerequisites)

(Other courses in specialized fields such as arts administration, social work, history archives management, communication as approved by the advisor or MPA Director.)

Professors: Berry, Brower, Guy, Klay

**Emergency Management**

The state of Florida is no stranger to disaster. With a population approaching 15 million, 80 percent of whom live in the state’s hurricane-vulnerable coastal areas, an aggressive emergency management system is a necessity. These factors have contributed to Florida consistently leading the nation in emergency management policy, practice, and technology.

The College of Social Sciences and the Askew School have developed strong ties to the emergency management community, through nationally and internationally known researchers and emergency management practitioners on their teaching and research faculty. The emergency management component of this specialization is designed to prepare managers with the skills and knowledge to navigate their organizations through crisis events or to take entry positions within the emergency management field. Students in the emergency management sub-field may simultaneously complete requirements for a five-course graduate certificate in emergency management.

Students should, under advisement from program faculty, pursue the set of courses related to either of the two sub-fields in this specialization.

**Required Courses.** Select two (2) of the following courses:

PAD 5352 Environmental Policy and Management  
PAD 5397 Foundations in Emergency Management
Select two (2) of the following courses:

- PAD 5935 Terrorism Preparedness and Response
- PAD 5935 Advanced Topics in Terrorism
- PAD 5041 Public Service Ethics
- URP 5421 Intro: Environmental Planning & Natural Resource Management
- PAD 5335 Strategic Leadership for Communities

Electives: Select two (2) of the following courses (or others within the University) with the approval of advisor:

- PAD 5935 Hazards Mitigation Planning and Disaster Recovery
- PAD 5935 Contingency Planning
- PAD 6300 Governmental Administration in Florida
- POS 5698 Environmental Policy
- GEO 5146 Geographic Information Processing and Systems
- GEO 5345 Disaster Preparedness and Hazards Mitigation
- GEO 5287 Water Resource Analysis
- URP 5122 Planning Dispute Resolution
- URP 5422 Coastal Planning
- URP 5427 Environmental Legislation and Policy
- URP 5428 Pollution Control
- URP 5429 Special Topics: Environmental Planning & Resource Management
- URP 5731 Planning of Community Infrastructure
- URP 5331 Approaches to Regional and State Planning
- ECP 5311 Natural Resource Economics I
- ECP 5312 Natural Resource Economic II
- ECP 5115 Seminar in Economics of Population
- SYD 5145 Population Policy
- CPS 5454 Research Seminar in Science, Technology & Environmental Policy
- LAW 6470 Environmental Law (take on a S/U basis)
- LAW 6520 Administrative Law (take on a S/U basis)
- ENVXXXX Several courses in environmental engineering are available to persons who have taken a year of chemistry; 4001 Environmental Engineering is a prerequisite to 5616 Environmental Impact Analysis and other courses

Professors: Berry, Bowman, deHaven-Smith, Feiock, Klay

Health Services Administration and Policy

The administration of health programs and facilities is one of the largest segments of our economy. The specialization in health services administration and policy is organized to enable managers, policy-makers, and researchers to understand and help shape this rapidly changing
Students may choose to go beyond the specialization and obtain the graduate certificate (15 hours).

The specialization is especially suited to persons who have specialized knowledge or experience in the health field and who wish to obtain a greater understanding about the changing environment and dynamics of health policy and its administration. The specialization is not equivalent to a degree in hospital administration or public health; such degrees have their own accreditation requirements and placement networks. The focus of the specialization is health policy and the administration of government-operated healthcare facilities. Students who lack prior expertise in a health related field may take the specialization, but they should seek careful advising regarding the specific forms of preparation needed for entering the field of health policy.

Coursework draws upon expertise from throughout the University, including faculty from Business, Economics, Law, Political Science, Public Administration, Sociology, Social Work, Nursing, and Education. Classes should be selected in consultation with specialization faculty and the MPA program director.

**Required.** Select three (3) courses:

- PAD 5846 Health Policy and Administration
- PAD 5935 Health Care Finance
- PUP 5607 Health Politics and Policy Analysis
- PAD 5041 Public Service Ethics

**Electives:** Three (3) of the following courses (or others within the University) with the approval of advisor:

- PAD 5935 Contract Management
- SYO 5405 Health Institutions and Social Policy
- HSC 5605 Models of Health Behavior
- LAW 6720 Health Law and Policy (take on a S/U basis)
- URP 5520 The U.S. Health Care System
- URP 5521 Epidemiological Bases of Health Planning
- URP 5522 Regulatory Aspects of Health Care
- URP 5523 Resource Allocation in Health Policy and Programs
- PUP 5607 Health Politics and Policy Analysis
- PHC 5104 Public Health Management
- HSC 5203 Public Health History, Philosophy, and Policy
- HSC 5216 Environmental Health
- SYD 5137 Fundamentals of Epidemiology
- SOW 5172 Theory & Design of Human Service Org. & Delivery Systems
- SOW 5603 Social Work in Health Settings

Professors: [Guy](mailto:Guy)
MPA Specializations

A specialization consists of four 3-credit courses (12 credits) in an area of the student’s interest. Specializations provide greater breadth of knowledge or depth of knowledge in a specific area of public administration. Frequently selected specialization areas have been clustered and are shown below. Other specializations may also be developed from courses offered in other Schools on the Newark or New Brunswick campuses, and at partner Universities (NJIT and UMDNJ). Students with appropriate experience may receive professional credits toward their specialization by submitting a resume and statement to the program director for evaluation and decision regarding number of credits.

Courses for All Specializations

The following courses may be used for any specialization. Topics courses introduce new areas of knowledge or cover current issues. Internships may be arranged to provide experience for pre-careerists or career changers. Students may complete three or six credits of internships in their program. Internships are arranged with the program director.

- 20:834:503 Topics in Public Administration (3)
- 20:834:504 Topics in Public Administration (3)
- 20:834:590 Internship in Public Administration (3)
- 20:834:591 Internship in Public Administration (3)

Administration and Management of Public Organizations (Select 4)

- 20:834:505 Intergovernmental Relations and Management (3)
- 20:834:507 Leadership and Diversity (3)
- 20:834:514 Administrative Transparency (3)
- 20:834:524 Strategic Planning (3)
- 20:834:525 Management Techniques (3)
- 20:834:528 Information Systems and Public Administration (3)

Budgeting and Financial Management (Select 4)

- 20:834:514 Administrative Transparency (3)
- 20:834:542 Government Budgeting Systems (3)
- 20:834:545 Capital Budgeting (3)
- 20:834:568 Government Revenue Systems (3)

Nonprofit Management (Select 4)

- 20:834:514 Administrative Transparency (3)
- 20:834:570 Theory and Practice of Nonprofit Management (3)
- 20:834:571 Nonprofit Budgeting (3)
• 20:834:575 Grant Writing and Grants Management (3)
• 20:834:576 Resource Development for Nonprofit Organizations (3)
• 20:834:578 Strategic Planning for Nonprofit Organizations (3)

Performance Improvement (Select 4)

• 20:834:514 Administrative Transparency (3)
• 20:834:526 Public and Nonprofit Productivity (3)
• 20:834:529 Performance Measurement (3)
• 20:834:537 Citizen-Driven Performance Improvement (3)
• 20:834:539 E-governance (3)
• 20:834:540 Citizen Surveys (3)

Public Health Administration (Select 4)

• 20:834:503 Topics: Health Services Research (3)
• 20:834:507 Topics: Law and Public Health (3)
• 20:834:581 Introduction to Health Care Systems (3)
• 20:834:582 Health Care Management (3)
• 20:834:584 Health Care Finance (3)
• 20:834:585 Health Care Policy (3)
• 20:834:586 Violence in the United States (3)

Urban Educational Administration and Leadership (Complete 30 or Select 4*)

• 20:834:523 Human Resources Administration (3)
• 20:834:553 Urban Education Policy and School Performance (3)
• 20:834:556 Urban School Administration and Supervision (3)
• 20:834:557 Urban School Leadership and Communication (3)
• 20:834:558 Leadership in Curriculum, Instruction, and Assessment (3)
• 20:834:559 Public School Finance (3)
• 20:834:560 Public Education Law (3)
• 20:834:561 Analytical Methods (3)
• 20:834:590 Internship I (3)
• 20:834:591 Internship II (3)

(* For those preparing for the Principal’s Certificate of Eligibility, all 30 credits are required by N.J. Department of Education. Students specializing in Urban Education select four courses)
MPP Concentrations

(9 credits in one of the following areas)
You select a focus from one of the areas described below. You also may self-design a concentration with your adviser and with the approval of the director of graduate studies. All concentrations require at least nine semester credits. You can take concentration and elective courses at the Humphrey Institute and from other University departments.

Advanced policy analysis methods
Economic and community development
Global public policy
Public and nonprofit leadership and management
Science and technology policy
Social policy
Women and public policy

Advanced policy analysis methods
The concentration in advanced policy analysis methods builds on the core courses in policy analysis and quantitative methods.

Market demand
Policy analysts work in all levels of government and in the private and nonprofit sectors. Graduates with policy analysis skills currently work in organizations ranging from the federal Office of Management and Budget, the Government Accountability Office, and the Congressional Budget Office to policy analysis and planning departments within state and local agencies.

What students in this concentration study
Policy analysis is systematic, structured thinking about policy problems to help inform the policy making process. Building on core courses in policy analysis and quantitative methods, the concentration in advanced policy analysis methods helps students to focus on mastery of additional policy analysis tools or methods or on the application of a specific analytic method to a subject of interest, such as health, labor, education, the environment, racial and ethnic disparities, agriculture, among others.

Possible courses in the concentration
Below are just a small sampling of the dozens of courses related to public and nonprofit leadership. You also can find ideas on the concentration sheet.

- PA 5032 Intermediate Regression Analysis
- PA 5033 Multivariate Techniques
• PA 5035 Survey Research and Data Collection
• APEC 8404 Labor Economics and Human Capital
• POL 8126 Qualitative Methods

Research centers

Students interested in policy analysis may be interested in the work of the following Humphrey Institute research centers:

• Center for the Study of Politica and Governance
• Public and Nonprofit Leadership Center

Concentration sheet

For more information about which courses apply to the concentration, see the advanced policy analysis methods concentration sheet.

Economic and Community Development

The economic and community development concentration covers a broad range of topics, including local community development, regional economic development, and development of national economies, especially for developing countries.

Creating a better world

Successful economic development helps to support vibrant communities. Many socio-cultural, institutional, political, and economic processes can promote—or retard—progress toward self-sufficiency and vitality. The issues at the heart of the economic and community development concentration are such factors as per capita income and access to water, land, health, education, and other material and non-material resources. The challenge for planners, policy analysts, managers, advocates, and others interested in community development is to discover and implement policies and programs that directly or indirectly raise or more equitably distribute income and resources.

What students in this concentration study

Students interested in economic and community development have substantial flexibility in how they meet the concentration requirements. In addition to the core courses in economics, students can examine housing policy, international economic policy, or natural resources in international development, among many other possibilities.

Possible courses in the ECD concentration

Below are just a small sampling of the dozens of courses related to economic and community development. You can find additional ideas on the concentration sheet.

• PA 5501 Economic Development (required)
Students interested in economic and community development also may be interested in the work of the following Humphrey Institute research centers and policy areas:

- **Public and Nonprofit Leadership**
- **Project on Regional and Industrial Economics**
- **State and Local Policy Program**

### Concentration sheet

For more information about which courses apply to the concentration, see the economic and community development [concentration sheet](#).

### Global public policy

The global public policy concentration equips students to understand how and why various actors think and act globally as they attempt to address domestic, transnational, and international concerns.

### Global changes

The term "global policy" has replaced "foreign policy" and "international affairs" for good reasons. "Global policy" better describes the broad range of public and private actors in the policymaking process and the myriad connections among groups across national borders that shape our world.

Because many of the central problems and challenges of our day span national boundaries, so, too, must the solutions. Fostering economic growth, reducing poverty, managing climate change and other environmental problems, advancing democracy and human rights, reducing the spread of disease, and confronting traditional and nontraditional security threats requires coordinated action at the global level.

### What students in this concentration study

The global public policy concentration highlights two critical themes. One is the global rules that regulate the activities of various actors on the world stage—international organizations, nongovernmental organizations, corporations, and private citizens. The second is the relationship between international and domestic policy. To manage the AIDS pandemic, decrease barriers to trade, reduce human rights abuses, combat terrorism, and the like, requires not simply coordinating action at the global level but also shaping domestic public policy and regulating local action.
Possible courses in the concentration

Below is just a small sampling of the dozens of courses related to global public policy. You can find additional ideas on the concentration sheet.

- **PA 5801 Global Public Policy**
- **AFEE 5361 World Development Problems**
- **APEC 5751 Agricultural Trade and Trade Policy: Issues and Analysis**
- **CSPH 5321 Introduction to International Health**
- **GLOS 5403 Human Rights Advocacy**

Research Centers

Students interested in global public policy also may be interested in the work of the following Humphrey Institute research areas and centers:

- [Freeman Center for International Economic Policy](#)
- [Social Policy Area](#)

Concentration sheet

For more information about which courses apply to the concentration, see the public and nonprofit leadership and management concentration sheet.

**Public and nonprofit leadership and management**

The leadership and management concentration prepares students to meet the challenges of leading and managing in and beyond public and nonprofit organizations.

Leadership in the public arena

Leaders and managers of public and nonprofit organizations face unique challenges and mandates. In addition to supervising the daily operations of organizations large and small, they must cope with funding constraints; work closely with government, private, and public sector constituents, and often answer to volunteer boards of directors. The public and nonprofit leadership and management concentration trains students to navigate these issues through collaborative engagement with public and private partners.

What students in this concentration study

Courses in the public and nonprofit leadership concentration explore a broad range of issues, such as strategy formulation and implementation, governance, performance measurement, financial management, state and local finance, budgeting, human resources, organizational design and change, policy design and change, and inter-organizational relations. Several themes can tie coursework together into a coherent primary concentration. Three examples are: general management, nonprofit management, and public budgeting and financial management.
Possible courses in the concentration

Below are just a small sampling of the dozens of courses related to public and nonprofit leadership. You can also find ideas on the concentration sheet.

- PA 5101 Management and Governance of Nonprofit Organizations
- PA 5103 Leadership & Change in an Innovation Society
- PA 5113 State and Local Public Finance
- PA 5190 Board Services Practicum
- PA 5190 Contemporary Issues in Philanthropy

Research centers

Students in interested in public and nonprofit leadership and management also may be interested in the work of the following Humphrey Institute research centers:

- Cedar-Humphrey Action for Neighborhood Collaborative Engagement (CHANCE)
- Center for Integrative Leadership
- Public and Nonprofit Leadership Center

Concentration sheet

For more information about which courses apply to the concentration, see the public and nonprofit leadership and management concentration sheet.

Science and technology policy

The science, technology, and environmental policy concentration provides students with the analytical framework for making decisions about public investments in science and technology.

Intersection of science and policy

Increasingly scientists are needed in the policy arena to not only examine the affects of technology on policy, but also to explain the intersection between science and policy development and implementation. Those who understanding of the role of science and technology in society can help to share the future of energy, environmental, nanotechnology, and other policy fields.

What students in this concentration study

Students in this concentration explore three focuses within the science, technology, and environmental policy field to ensure that they receive a broad exposure to the intersection of science and policy. These three focus areas include conceptual framework, science and technology, and environment and energy.

Possible courses in the concentration
Below are just a small sampling of the dozens of courses related to science, technology, and environmental policy. You also can find ideas on the concentration sheet.

- PA 5701 Science and State
- PA 5711 Science and Technology Policy
- PA 5721 Energy and Environmental Policy
- APEC 5721 Economics of Science and Technology Policy
- ESPM 5261 Economics and Natural Resources Management

Research centers

If you are interested in science, technology, and environmental policy, you also may be interested in the following Humphrey Institute research center:

- Center for Science, Technology, and Public Policy

Concentration sheet

For more information about which courses apply to the concentration, see the science, technology, and environmental policy concentration sheet.

Social policy

At the Humphrey Institute, we invite you to examine and challenge your basic assumptions about how we understand social problems and what we should do to make progress. The social policy concentration provides sophisticated social science and management tools to determine how best to tackle important social issues.

Searching for solutions

At its heart, social policy strives to end inequality and oppression. Social policy often entails the most divisive public policy issues of our time, such as health, education, immigration, sexuality, child and family well-being, among others. Precisely because social policy issues are so contentious, they must be analyzed with the rigorous conceptual and concrete tools that move us beyond preconceptions.

What students in this concentration study

The social policy concentration combines economic and policy analysis with in-depth, specialized analyses of specific substantive areas of social policy. Our approach differs from that of traditional academic and other analysis by putting issues of race, ethnicity, gender, sexual identity, age, employment, and immigrant status at the center of inquiry. This intersectional approach to social policy leads us beyond a conventional analysis of economic inequalities.

Possible courses in the concentration
Below are just a small sampling of the dozens of courses related to social policy. You can also find ideas on the concentration sheet.

- **PA 5451 Immigrant Health Issues**
- **PA 5690 Perspectives on Sexual Assault and Domestic Violence**
- **EDPA 5356 Disability Policy and Services**
- **PUBH 6730 International Comparative Health Systems**

**Research centers**

Students interested in social policy also may be interested in the following Humphrey Institute research centers:

- **Center on Women and Public Policy**
- **Roy Wilkins Center for Human Relations and Social Justice**

**Concentration sheet**

For more information about which courses apply to the concentration, see the social policy concentration sheet.

**Women and public policy**

The women in public policy concentration focuses on how gender politics effect public policy.

**Gender in public policy**

Public policy is gendered. This means that men and women are affected differently by public policies, that they participate differentially in the public policy making process, and that public policies are an arena where gender is resisted and renegotiated.

**What students in this concentration study**

Students chose this concentration so that they can study the effects of gendered public policy, both generally and as it relates to specific issues. You are encouraged to perform gender analysis of public affairs issues of greatest interest. This could include employment, global policy, health care, and many others. You also can examine the intersection of oppressions based not only on gender but also race, class, and sexual orientation.

**Possible courses in the concentration**

Below are just a small sampling of the dozens of courses related to women and public policy. You also can find ideas on the concentration sheet.

- **PA 5601 Survey of Women, Law, and Public Policy in the U.S.**
• **PA 5890 Women in Armed Conflict**
• **PA 5522 International Development Policy, Family and Health**
• **SOC8221 Sociology of Gender**
• **GWSS5690 Women, Society, and Race in the United States**

**Research centers**

If you are interested in women and public policy, you also may be interested in the following Humphrey Institute research centers:

• **Center on Women and Public Policy**
• **Roy Wilkins Center for Human Relations and Social Justice**

**Concentration sheet**

For more information about which courses apply to the concentration, see the women and public policy concentration sheet.

Please refer to the Concentration Sheets on the following pages-
ADVANCED POLICY ANALYSIS METHODS
2009-2010 Concentration Information
(Appplies to MPP concentration and MPA Focus/Concentration)

The concentration in Advanced Policy Analysis Methods builds on the core courses in policy analysis and quantitative methods. Policy analysis is systematic, structured thinking about policy problems. It involves the production of knowledge and information in and of the policy process. Methods and tools addressed include problem structuring, monitoring, formal deductive modeling, statistical inference, forecasting, simulation and evaluation. The concentration in Advanced Policy Analysis Methods allows students to focus on mastery of additional policy analysis tools or methods or on the application of a specific policy analytic method to a subject matter area. The focus of interest could be on health, labor, education, the environment, racial and ethnic disparities, agriculture or other relevant areas.

Past experience suggests that there is a strong market for people with advanced policy analysis skills at all levels of government and in the private and non-profit sectors. Graduates with policy analysis skills and interests currently work at offices ranging from the federal Office of Management and Budget, the Government Accountability Office, and the Congressional Budget Office to policy analysis and planning units within state and local governments.

Concentrations must include a minimum of 9 credits of Advanced Policy Analysis coursework; these 9 credits may NOT include core courses

Core Courses Required for MPP students with an Advanced Policy Analysis Methods concentration:

PA 5032 Intermediate Regression Analysis (2 cr) AND
PA 5033 Multivariate Techniques (2 cr) OR
PA 5035 Survey Research and Data Collection (1.5 cr)

Select elective courses from among the following (to bring total concentration credits to 9 or more)*

PA5271 Geographic Information Systems: Applications in Planning & Policy Analysis 3
PA5301 Population Methods and Issues for the United States and Third World 3
PA 5311 Program Evaluation 3
PA5421 Racial Inequality and Public Policy 3
PA 5431 Public Policies on Work and Pay 3
PA5722 Environmental and Resource Economics Policy 3
PA8312 Analysis of Discrimination 3
PA 8390 Advanced Topics in Advanced Policy Analysis Methods 1-3
APEC 5031 Methods of Economic Data Analysis 3
APEC5151 Applied Microeconomics: Firm and Household 3
APEC 5341 Public Finance 3
APEC 5511 Labor Economics 3
APEC 5611 Economic Aspects of Environmental Management 3
APEC 5651 Economics of Natural Resource and Environmental Policy 3
APEC 8203 Applied Welfare Economics and Public Policy 3
APEC 8205 Applied Game Theory 3
APEC 8211 Econometric Analysis I 4
APEC 8212 Econometric Analysis II 4
APEC 8401 Consumer Behavior and Policy 2
APEC 8402 Information and Behavioral Economics 2
APEC 8403 Demand Analysis and Household Economics 2
APEC 8404 Labor Economics and Human Capital 2
APEC 8602 Economics of the Environment 3
ECON 5151 Elements of Economic Analysis: Firm and Household 2
ECON 5890 Economics of the Health-Care System 3
EDPA 5501 Principles and Methods of Evaluation 3
EPSY 5243 Principles and Methods of Evaluation 3
GEOG 5561 Principles of Geographic Information Science 4
GIS 5571 Introduction to Arc Info. 3
GIS 5573 Desktop Mapping 1.5
HRIR 5054 Public Policy and Employee Benefits: Social Safety Nets 2
HRIR 8051 Compensation and Benefits 4
HRIR 8052 Compensation Theory and Applications 2
HRIR 8053 Employer-Sponsored Employee Benefit Programs 2
POL 8124 Game Theory 3
POL 8125 Dynamic Analysis 3
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<td>POL 8126</td>
<td>Qualitative Methods</td>
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<td>POL 8131</td>
<td>Advanced Methods and Models</td>
<td>3</td>
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<tr>
<td>PUBH 6035</td>
<td>Applied Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>PUBH 6112</td>
<td>Risk Analysis: Application to Risk Based Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>PUBH 6113</td>
<td>Public Policy and Risk: Strategies for Effective Decisions</td>
<td>3</td>
</tr>
<tr>
<td>PUBH 6717</td>
<td>Decision Making Under Uncertainty</td>
<td>2</td>
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<tr>
<td>PUBH 6724</td>
<td>The Health Care System and Public Health</td>
<td>3</td>
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<tr>
<td>PUBH 6832</td>
<td>Economics of the Health Care System</td>
<td>3</td>
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<tr>
<td>SOC 8201</td>
<td>Social Stratification and Mobility</td>
<td>3</td>
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<tr>
<td>SOC 8801</td>
<td>Sociological Research Methods</td>
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<tr>
<td>SOC 8811</td>
<td>Advanced Social Statistics</td>
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<td>STAT 5302</td>
<td>Applied Regression Analysis</td>
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<tr>
<td>STAT 5303</td>
<td>Designing Experiments</td>
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</table>

*Not all courses on this list are offered every year. Some courses may have prerequisites. Students may select other courses for this concentration, subject to approval by the concentration head. Students who include coursework not listed on this handout as part of the Advanced Policy Analysis concentration should attach a Concentration Exception Request form to the Degree Program form, both of which are submitted to Humphrey Graduate Student Services (225 HHH) in the student’s second to last semester.

**Affiliated Faculty**

Maria Hanratty, concentration head, associate professor, and director of graduate studies
Judy Temple, professor
Nancy Eustis, professor
Stephen Hoenack, professor
Morris Kleiner, professor
Deborah Levison, associate professor
Samuel L. Myers, Jr.
ECONOMIC AND COMMUNITY DEVELOPMENT

2009-2010 Concentration Information
(Appplies to MPP concentration and MPA Focus/Concentration)

Economic development concerns itself with the well-being of a society and its members, and with the socio-cultural, institutional, political, and economic processes that serve to promote (or retard) progress in this regard. Since the subject, by its very nature, is comprehensive, the economic and community development concentration covers a broad range of topics, including local community development, regional economic development, and development of national economies, especially for the low-income developing countries. At all these levels, the heart of the matter is per capita income and access to material and non-material resources such as water, land, health and education. The essence of the challenge to planners, policy analysts, managers, advocates, and others who work on behalf of economic development is to discover and implement means to directly or indirectly raise or more equitably distribute that income and those resources. There is substantial flexibility in the way concentration requirements can be met.

The positions students with training in economic and community development have taken are quite varied (see next paragraph). That variety illustrates how the knowledge transmitted in the concentration spreads into different areas of public affairs. Moreover, the analytical framework developed in the two primary concentration requirements provides a good conceptual framework for other concentrations, such as science and technology policy, environmental policy, foreign affairs, urban and regional planning, social policy, and policy analysis.

Previous positions held by graduates of the Humphrey Institute include: planner in the St. Paul Department of Planning and Economic Development; Women's Small Business Development Project supervisor with the Peace Corps in Nepal; researcher on the Minnesota Governor's Task Force on Poverty and Jobs; health services researcher at the Veterans Health Administration; Credit Program director of Refugee Employment Services for Lutheran Social Service in Minnesota; industrial consultant to the Costa Rican Ice Machine Industry; regional director of the Minnesota Project's Small Business Program; development intern at the U.S. Agency for International Development; and legislative aide to various Congress people in Washington D.C.

Within the Institute, the Orville and Jane Freeman Center for International Economic Policy serves as the centerpiece of a multi-disciplinary program that addresses international trade, exchange rate, and investment policy issues, as well as economic development issues in other countries. In addition, two former students helped to establish a Global Development Initiative to help students find internship opportunities in the developing countries. Participating in the activities of the GDI is an excellent opportunity to develop leadership skills.

The Freeman Center’s biweekly Workshop on Global Policy provides an opportunity to hear speakers and participate in discussions of international economic development issues.

Concentrations must include a minimum of 9 credits of Economic and Community Development coursework; these 9 credits may NOT include core courses

Required Course for MPP Economic and Community Development concentration:

PA 5501 Economic Development* (3 cr) OR
PA 8204 Creating Good Work: Economic and Workforce Development (4 cr)

*students who took Economic Development prior to Spring 2008 are required to complete both PA 5501- Economic Development I (2 cr) and PA 5502 - Economic Development II (2 cr)
Select elective courses from among the following (to bring total concentration credits to 9 or more)**

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<td>PA 5113</td>
<td>State and Local Public Finance</td>
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<td>PA 5204</td>
<td>Urban Spatial and Social Dynamics</td>
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<td>PA 5212</td>
<td>Managing Urban Growth and Change</td>
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<td>PA 5221</td>
<td>Private Sector Development</td>
<td>3</td>
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<td>PA 5261</td>
<td>Housing Policy</td>
<td>3</td>
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<tr>
<td>PA 5301</td>
<td>Population Methods and Issues for the US &amp; Third World</td>
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<td>PA 5311</td>
<td>Program Evaluation</td>
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<td>PA 5401</td>
<td>Poverty, Inequality, and Public Policy</td>
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<td>PA 5414</td>
<td>Child Labor &amp; Education</td>
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<td>PA 5501</td>
<td>Economic Development</td>
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<td>PA 5511</td>
<td>Community Economic Development</td>
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<td>PA 5521</td>
<td>Development Planning and Policy Analysis</td>
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<td>PA 5522</td>
<td>International Development Policy, Families &amp; Health</td>
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<td>PA 5590</td>
<td>Topics in Economic and Community Development</td>
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<td>PA 5611</td>
<td>Feminist Economics</td>
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<td>PA 5722</td>
<td>Environmental and Resource Economics Policy</td>
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<td>PA 8203</td>
<td>Neighborhood Revitalization Strategies and Theories</td>
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<td>PA 8204</td>
<td>Creating Good Work: Economic and Workforce Development</td>
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<td>PA 8811</td>
<td>Strategic Issues in International Economic Policy</td>
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<td>APEC 5581</td>
<td>Human Capital and Household Economics</td>
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<td>APEC 5731</td>
<td>Economic Growth and International Development</td>
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<td>APEC 8701</td>
<td>International Economic Development, Growth, and Trade</td>
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<td>Growth, Technology, and Development</td>
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<td>ECON 8401</td>
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<td>ECON 8403</td>
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<td>EDPA 5101</td>
<td>International Education and Development</td>
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<td>EDPA 5121</td>
<td>Educational Reform in an International Context</td>
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<tr>
<td>EDPA 5501</td>
<td>Principles and Methods of Evaluation</td>
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</table>
** Not all courses on this list are offered every year. Some courses may have prerequisites. Students may select other courses for this concentration, subject to approval by the concentration head. Students who include coursework not listed on this handout as part of the Economic and Community Development concentration should attach a Concentration Exception Request form to the Degree Program form, both of which are submitted to Humphrey Graduate Student Services (225 HHH) in the student’s second to last semester.

**Affiliated Faculty**
Ragui Assaad, concentration head and professor
Deborah Levison, professor
Greta Friedemann-Sanchez, assistant professor
Ed Goetz, professor
Robert Kudrle, professor
Greg Schrock, visiting professor
Ryan Allen, assistant professor
GLOBAL PUBLIC POLICY
2009-2010 Concentration Information
(Appplies to MPP concentrations and MPA Focus/Concentration)

Concentrations must include a minimum of 9 credits of Global Public Policy coursework; these 9 credits may NOT include core courses

Required Course for MPP Global Public Policy concentration

PA 5801 Global Public Policy (3 cr.)

Select elective courses from among the following (to bring total concentration credits to 9 or more)*

PA 5101 Management and Governance of Nonprofit Organizations
PA 5111 Financial Management in Public and Nonprofit Organizations
PA 5301 Population Methods for U.S. & Third World
PA 5401 Poverty, Inequality, and Public Policy
PA 5414 Child Labor & Education
PA 5451 Immigrant Health Issues (cross-listed with PH6281)
PA 5452 Immigration and Public Policy
PA 5501 Theories & Policies of Development
PA 5521 Development Planning & Policy Analysis
PA 5522 Intl Development Policy: Families and Health
PA 5531 Strategies for Sustainable Development: Theory and Practice
PA 5721 Energy and Environmental Policy
PA 5890 Topics in Foreign Policy and International Affairs:
   - The American Foreign Assistance Program
   - Crisis Management
   - U.S. Intelligence Organization, Policy, and Practice
   - Globalization and the World Food Economy
   - Humanitarianism
PA 8821 National Security Policy
PA 8890 Advanced Topics in Foreign Policy and International Affairs
PA 8286 International Development and Urban Planning
AFEE 5361 World Development Problems
AFRO 8554 Gender, Race, Nation, and Policy; Perspectives from the African Diaspora
AGRO 5321 Ecology of Agricultural Systems
ANTH 5021W Anthropology of the Middle East
ANTH 5041 Ecological Anthropology
ANTH 8120 Problems in Culture Change & Applied Anthropology
APEC 5152 Applied Macroeconomics: Income and Employment
APEC 5651 Economics of Natural Resource and Environmental Policy
APEC 5721 Economics of Science and Technology Policy
APEC 5731 Growth, Technology and Development
APEC 5751 Agricultural Trade and Trade Policy: Issues and Analysis
CSPH 5321 Introduction to International Health
EDPA 5011 Leading Organizational Change: Theory & Practice
EDPA 5048 Cross-cultural Perspectives on Leadership
EDPA 5080 Gender, Education, & International Development
EDPA 5104 Strategies for International Development of Education Systems
EDPA 5121 Educational Reform in International Contexts
EEB/FR 5146 Science and Policy of Global Environmental Change
ESPM 5061 Water Quality & Natural Resources
ESPM 5101 Conservation of Plant Biodiversity
ESPM 5108 Ecology of Managed Systems
ESPM 5202 Environmental Conflict Management: Leadership & Planning
ESPM 5207 Emerging Issues in Tropical Agriculture & Forestry: Costa Rica
ESPM 5251 Natural Resources in Sustainable International Development
ESPM 5604 Environmental Management Systems & Strategy Development
FR 5104 Forest Ecology
FR 5105 Forest Ecosystem & Health Management
FR 5142 Tropical Forest Ecology
FR 5153 Forest & Wetland Hydrology
GEO 5108 Principles of Environmental Geology
GEOG 5007 Theories of Development and Social Change
GEOG 5385 Globalization & Development: Political Economy
GEOG 5401 Geography of Environmental Systems & Global Change
GEOG 5561 Principles of Geographic Information Science
GEOG 5565 Geographical Analysis of Human Environment Systems
GLOS 5103 Empire and Modernity
GLOS 5114 International Perspectives: U.S.-Mexico Border Cultures
GLOS 5301 Environment & Empire
GLOS 5403 Human Rights Advocacy
GLOS 5410 Interactive Global and Local Studies
GLOS 5602 Other Worlds: Globality and Culture
GLOS 5603 Socialist/Post-socialist Transformations
GLOS 5643 Colonialism and Culture
GLOS 5801 International Development: Critical Perspectives on Theory and Practice
GLOS 5802 Cross-Cultural Perspectives on Work
GLOS 5803 MSID Country Analysis
GLOS 5805 Community Internships in the Global South
GLOS 5806 Topics: Case Studies in International Development
GLOS 5807 Applied Field Methods
GWSS 8401 Gender, Space & Resistance
HIST 5265 20th-Century Russia
HIST 5276 Intellectual and Cultural History of Modern Greece
HIST 5285/JWST 5111 Problems in Historiography and Representation of the Holocaust
HIST 5421 Gender in Latin American History
HIST 5437 History of East Africa
HIST 5439 Environment and Society in Africa
HIST 5446  Problems in West African History
HIST 5467  State and Revolution in Modern China
HIST 5468  Social Change in Modern China
HIST 5473  Japan's Modernities: Historiographies
HIST 5479  History of Chinese Cities and Urban Life
HIST 5505  Survey of the Middle East
HIST 5633  Socio-Economic History of China
HIST 5720  Society/Politics: Modern Europe
HIST 5721  Contemporary Europe 1890-1950
HIST 5735  European Women's History; 1750 to the Present
HIST 5740  Topics in Modern German History
HIST 5762  Pro-seminar in 20th Century Russia
HIST 5794  Pro-seminar in European Economic History
HIST 5881  American Foreign Relations to 1895
HIST 5900  Workshop on the Holocaust and Contemporary Genocide
HIST 5964  Comparative Economic History
HORT 5071  Restoration & Reclamation Ecology
HRIR 5025  Comparative and International Human Resources and Industrial Relations
HRIR 8023  International Human Resource Management
IBUS 6315  Ethical Environment of International Business
LAW 6022  War and National Security Law Seminar
LAW 6090  European Environmental Law Seminar
LAW 6400  International Environmental Law
LAW 6602  International Law
LAW 6619  International Trade
LAW 6635  European Human Rights Law
LAW 6636  Inter-American Human Rights System Seminar
LAW 6827  Women’s International Human Rights Seminar
LAW 6861  Transnational Legal Fields and their Impacts in States: The US/World
LAW 6886  International Human Rights
LAW 6889  Use of Force Seminar
LAW 6910  Islamic Law Seminar
LAW 6921  Topics in Islamic Law Seminar
LS 5100  Holocaust: Historiography and Narratives
MGMT 6035  Complex and Cross-Cultural Negotiations
MGMT 6040  International Strategy and Organization
MGMT 6305  The International Environment of Business
POL 5410  Topics: US-China Relations
POL 5410  Topics: European Union Governance
POL 5410  Topics: US-Latin American Relations
POL 5441  Environmental Policy
POL 5461  European Governments & Politics
POL 5465  Southeast Asian Politics
POL 5479  Latin American Politics
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<td>Chinese Politics</td>
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<td>POL 5478</td>
<td>Contemporary Politics in Africa</td>
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<td>POL 5485</td>
<td>Human Rights and Democracy in the World</td>
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<td>POL 5810</td>
<td>Topics: Israeli-Palestinian</td>
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<td>POL 5810</td>
<td>Topics in International Politics and Foreign Policy: Civil and Ethnic Conflict</td>
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<td>POL 5810</td>
<td>Topics: Politics of Lethal Epidemic Disease</td>
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<td>POL 5872</td>
<td>Global Environmental Politics</td>
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<td>POL 5885</td>
<td>International Conflict &amp; Security</td>
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<td>POL 5887</td>
<td>Thinking Strategically in Int'l Politics</td>
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<td>POL 5889</td>
<td>Governments, Global Trade &amp; Money</td>
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<td>PUBH 5066</td>
<td>Community Organizing for Public Health Workers</td>
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<td>PUBH 6080</td>
<td>Policy, Politics, &amp; Ethics of Public Health Decision-making</td>
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<td>PUBH 6131</td>
<td>Working in Global Health</td>
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<td>PUBH 6133</td>
<td>Global Health Seminar</td>
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<tr>
<td>PUBH 6320</td>
<td>Fundamentals of Epidemiology (online course available)</td>
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<tr>
<td>PUBH 6650</td>
<td>Community Based Participatory Research</td>
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<td>PUBH 6705</td>
<td>Community Health Assessment</td>
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<td>PUBH 6801</td>
<td>Global Health, Relief, Development &amp; Religious &amp; Non-Religious NGOs</td>
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<td>PUBH 6845</td>
<td>Using Demographic Data for Policy Analysis</td>
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<td>PUBH 6933</td>
<td>Nutrition &amp; Chronic Diseases</td>
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<td>PUBH 7200</td>
<td>Global Public Health</td>
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<td>SOC 8735</td>
<td>Sociology of Culture</td>
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<td>SW 5525/8525</td>
<td>Global Perspectives on Social Welfare, Peace, and Justice</td>
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<td>WHRE 5351</td>
<td>Methods for Change in Developing Countries</td>
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<tr>
<td>WRS 5241</td>
<td>Ecological Risk Assessment</td>
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* Not all courses on this list are offered every year. Some courses may have prerequisites. Students may select other courses for this concentration, subject to approval by the concentration head. Students who include coursework not listed on this handout as part of the Global Public Policy concentration should attach a Concentration Exception Request form to the Degree Program form, both of which are submitted to Humphrey Graduate Student Services (225 HHH) in the student’s second to last semester.
PUBLIC AND NONPROFIT LEADERSHIP AND MANAGEMENT

2009-10 Concentration Information
(Applies to MPP concentration and MPA Focus/Concentration)

The leadership and management concentration prepares students to meet the challenges of leading and managing in and beyond public and nonprofit organizations. Courses in this concentration explore a broad range of leadership and management issues, such as strategy formulation and implementation, governance, performance measurement, financial management, state and local finance, budgeting, human resources, organization design and change, policy design and change, and inter-organizational relations.

Concentrations must include a minimum of 9 credits of Public and Nonprofit Leadership and Management coursework; these 9 credits may NOT include core courses.

Select elective courses from among the following (to bring total concentration credits to 9 or more)*

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<tr>
<th>Course Code</th>
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<tr>
<td>PA 5101</td>
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<td>PA 5102</td>
<td>Organizational Performance and Change</td>
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<td>PA 5103</td>
<td>Leadership &amp; Change in an Innovation Society</td>
<td>3</td>
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<tr>
<td>PA 5104</td>
<td>Strategic Human Resource Management</td>
<td>3</td>
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<td>PA 5111</td>
<td>Financial Management in Public and Nonprofit Organizations</td>
<td>3</td>
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<td>PA 5112</td>
<td>Public Budgeting</td>
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<td>PA 5113</td>
<td>State and Local Public Finance</td>
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<td>PA 5122</td>
<td>Law and Public Affairs</td>
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<td>PA 5123</td>
<td>Introduction to Philanthropy: Theory and Practice</td>
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<td>PA 5132</td>
<td>Mediation Training</td>
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<td>PA 5140</td>
<td>Integrative Leadership</td>
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<td>PA 5190</td>
<td>Topics in Public and Nonprofit Leadership and Management:</td>
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<td>Public and Nonprofit Information Technology Issues</td>
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<td>Board Services Practicum</td>
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<td>Government, Ethics, and the Public Will</td>
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<td>Contemporary Issues in Philanthropy</td>
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<td>PA 5251</td>
<td>Strategic Planning and Management</td>
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<td>PA 5253</td>
<td>Designing Planning and Participation Processes</td>
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<td>PA 5311</td>
<td>Program Evaluation</td>
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<td>PA 5405</td>
<td>Implementation of Social Policy</td>
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<td>PA 5431</td>
<td>Public Policies on Work and Pay</td>
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<td>PA 5920</td>
<td>Skills Courses:</td>
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<td>Foundations of Ethical Practice in Public Affairs</td>
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<td>Financial Management in Nonprofit Organizations</td>
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<td>Assessing Leadership Capacity</td>
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<td>Group Process Facilitation</td>
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Grant Writing 1
Qualitative Methods 1
Project Planning Workshop 1
Public and Nonprofit Management Practicum 1
PA 8190 Adv. Topics in Public and Nonprofit Leadership & Mgmt Variable
PA 8686 Feminist Organizations 3

* Not all courses on this list are offered every year. Some courses may have prerequisites. Students may select other courses for this concentration, subject to approval by the concentration head. Students who include coursework not listed on this handout as part of the Public and Nonprofit Leadership and Management concentration should attach a Concentration Exception Request form to the Degree Program form, both of which are submitted to Humphrey Graduate Student Services (225 HHH) in the student’s second to last semester.

Developing a Coherent Primary Concentration

Several themes are available for tying coursework together into a coherent primary concentration. Three are identified below, along with course examples:

**General Management**
PA 5102 Organizational Performance and Change
PA 5103 Leadership and Change in an Innovation Society (offered in 10-11)
PA 5104 Strategic Human Resource Management
PA 5111 Financial Management in Public and Nonprofit Organizations
PA 5122 Law and Public Affairs
PA 5132 Mediation Training
PA 5190 Public and Nonprofit Information Technology Issues
PA 5251 Strategic Planning and Management
PA 5311 Program Evaluation

**Nonprofit Management**
PA 5101 Management and Governance of Nonprofit Organizations
PA 5123 Introduction to Philanthropy: Theory and Practice
PA 5190 Board Services Practicum
PA 5190 Contemporary Issues in Philanthropy

**Public Budgeting and Financial Management**
PA 5003 Introduction to Financial Analysis and Management
PA 5111 Financial Management in Public and Nonprofit Organizations
PA 5112 Public Budgeting
PA 5113 State and Local Public Finance
PA 5251 Strategic Planning and Management

**Affiliated Faculty**
John Bryson, professor (On leave 09-10)
Barbara Crosby, associate professor (On leave 09-10)
Gary DeCramer, senior lecturer and MPA director
Jay Kiedrowski, senior fellow and curriculum lead
Jodi Sandfort, associate professor and professional development lead
Joe Soss, professor
Melissa Stone, associate professor and Public and Nonprofit Leadership Center Director
Zhirong, (Jerry) Zhao, assistant professor
At its heart, social policy is about ending inequality and oppression. Social policy often entails the most divisive public policy issues of our time, such as sexuality, reproduction, and family policy. Precisely because social policy issues are so contentious, we must analyze them with the rigorous application of conceptual and concrete tools that move us beyond preconceptions. Social policy at the Humphrey Institutes invites students to interrogate their basic assumptions about what is to be done and how we understand social problems at the same time that it provides sophisticated social science and management tools to determine how best to tackle them. We combine the specialized tools of economics and policy analysis with in-depth, focused, and specialized analyses of specific substantive areas of social policy. Moreover, both the dispassionate technocrat and the committed activist in our classes are served by learning to think politically about their issues—not just normatively what we value and should advocate for—but how the political system creates obstacles and possibilities for the realization of our goals.

Governments respond in many different ways to social needs. The resulting public policies, whether by directly tackling a problem or deliberately declaring it to be private, significantly shape education, health, housing, employment, and poverty. The Humphrey Institute differs from traditional academic approaches to social policy in the modern welfare state by putting issues of race, ethnicity, gender, sexual identity, age, employment, and immigrant status at the center of its inquiry. Our intersectional approach to social policy leads us beyond the conventional public policy school analysis of economic inequalities.

Whether the question is how to end homelessness, provide health care for all children, end racial disparities in education, end sexual violence, or serve the long-term unemployed, social policy inevitably invites us to question the proper role and capacity of government and private sector actors, such as non-profit organizations (NGOs). The Humphrey Institute’s strength in non-profit management across the curriculum expands our analysis of social policies beyond the traditional purview of government to explore the role of NGOs such as unions in bringing equity, voice, and efficiency to the workplace or in creating a new global movement such as women’s human rights.

**Concentrations must include a minimum of 9 credits of Social Policy coursework; these 9 credits may NOT include core courses**

**Core Courses Required for MPP students with a Social Policy concentration:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA 5032</td>
<td>Intermediate Regression Analysis</td>
<td>AND</td>
</tr>
<tr>
<td>PA 5033</td>
<td>Multivariate Techniques</td>
<td>OR</td>
</tr>
<tr>
<td>PA 5035</td>
<td>Survey Research and Data Collection</td>
<td></td>
</tr>
</tbody>
</table>

**Select elective courses from among the following (to bring total concentration credits to 9 or more)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA 5261</td>
<td>Housing Policy (Spring 2010)</td>
<td>3</td>
</tr>
<tr>
<td>PA 5301</td>
<td>Population Methods and Issues (Fall 2010)</td>
<td>3</td>
</tr>
<tr>
<td>PA 5311</td>
<td>Program Evaluation (Fall 2009 and Spring 2010)</td>
<td>3</td>
</tr>
<tr>
<td>PA 5401</td>
<td>Poverty, Inequality, and Public Policy (Fall 2009)</td>
<td>3</td>
</tr>
<tr>
<td>PA 5412</td>
<td>Aging and Disability Policy (Not offered 09-10)</td>
<td>3</td>
</tr>
</tbody>
</table>
PA 5414 Child Labor (Not offered 09-10) 3
PA 5421 Racial Inequality and Public Policy (Spring 2010) 3
PA 5431 Public Policies on Work and Pay (Spring 2010) 3
PA 5441 Education Policy and the State Legislature (Fall 2009) 3
PA 5442 Policy Design for Education and Human Dev. (Spring 2010) 3
PA 5451 Immigrant Health Issues (Fall 2009, Spring 2010) 3 or 4
PA 5452 Immigration and Public Policy (Spring 2010) 3
PA 5490 Politics of Inequality and Social Policy (Not offered 09-10) 3
PA 5490 Early Childhood and Public Policy (Fall 2009) 3
PA 5490 US Children/Youth Policy (Spring 2010) 3
PA 5490 Implementation of Social Policy (Spring 2010) 3
PA 5490 Increasing School/Family/Community Collaboration (Summer 10) 3
PA 5490 Immigration and Film (Spring 10) 3
PA 5501 Economic Development (Fall 2009) 3
PA 5522 International Development Policy, Families and Health (Fall 2009) 3
PA 5601 Survey of Women, Law and Public Policy in the US (Not offered 09-10) 3
PA 5611 Feminist Economics (Not offered in 09-10) 3
PA 5621 Board Service in Women and Public Policy (Fall 2009 – runs through Spring 2009) 1
PA 5690 Case Studies in Women and Public Policy (Not offered 09-10) 3
PA 5690 Perspectives on Sexual Assault and Domestic Violence 3
PA 8312 Analysis of Discrimination (Fall 09) 3
PA 8390 Research Methods in Public Policy (Not offered in 09-10) 2
PA 8687 Women and Electoral Politics (Not offered in 09-10) 3
PA 8690 Gender/Bodies: Reproduction and Sexual Violence (Not offered in 09-10) 3
APEC 8404 Labor Economics and Human Capital (Fall 09) 3
ECON 5890 Economics of the Health Care System (Fall 2009) 3
EDPA 5521 Cost and Economic Analysis in Educational Evaluation (fall 2009) 3
EDPA 5356 Disability Policy and Services (Spring 2010) 3
FPOL 8000 Family Policy Perspectives (Spring 2009) 3
GERO 5105 Multidisciplinary Perspectives on Aging (Fall 2009) 3
GERO 5111 Studying Aging and Chronic Illness (Not offered 2009-2010) 3
HRIR 5054 Public Policy and Employee Benefits: Social Safety Nets (Spring 2010) 2
HRIR 5025 Comparative & Int’l Human Resources & Industrial Relations (Not offered 09-10) 2
HRIR 8071 Labor Relations and Collective Bargaining (Spring 2010) 4
LAW 6625 Disability Law (Fall 2009) 3
POL 8335 Public Policy (Not being offered 2009-2010) 3
POL 8360 Social Science Approaches to Inequality (Spring 2010) 3
PUBH 6055 Social Inequalities in Health (Spring 2010) 2
PUBH 6724 The Health Care System and Public Health (Fall 2009) 3
PUBH 6832 Economics of the Health Care System (Fall 2009) 3
PUBH 6564 Managed Care (Fall 2009) 2
PUBH 6730 International Comparative Health Systems (Spring 2010) 3
PUBH 6845 Using Demographic Data for Policy Analysis (Spring 2010) 3
PUBH 6862 Cost-Effectiveness Analysis in Health Care (Spring 2010) 3
PUBH 8803 Long-Term Care: Principles, Programs, and Policies (Not offered 09-10)  
3
PUBH 8820 Health Economics I (Not offered 09-10)  
3
PUBH 8821 Health Economics II (Spring 2010)  
3
SOC 8211 Race Relations Theory (Not offered 09-10)  
3
SOC 8221 Sociology of Gender (Not offered 09-10)  
3
SOC 8590 Life Course Regime, Changing Family Realities, New Family Policies in Europe  
3
SOC 8201 Social Stratification and Mobility (Not offered 09-10)  
3
SW 5105 Historical Origins and Contemporary Policies & Progs (Not offered 09-10)  
3
SW 8101 Social Policy and Delivery Systems for Child Welfare (Spring 2010)  
3

* Not all courses on this list are offered every year. Some courses may have prerequisites. Students may select other courses for this concentration, subject to approval by the concentration head. Students who include coursework not listed on this handout as part of the Social Policy concentration should attach a Concentration Exception Request form to the Degree Program form, both of which are submitted to Humphrey Graduate Student Services (225 HHH) in the student’s second to last semester.

Related Courses that Are Useful to Policy Students:
For those of you who are interested in enhancing your quantitative skills, you may want to consider the following courses. These courses will not count towards Social Policy, as they do not have specific social policy content, but are highly useful for some social policy jobs. If you have already taken enough courses to waive PA5031 or PA5032, you may consider taking one of these courses instead.

APEC 5031 Methods of Economic Data Analysis (Fall 2009)  
3
APEC 8211 Econometric Analysis (Fall 2009)  
3
APEC 5032 Economic Data Analysis for Managerial and Policy Decisions (Spring 2010)  
3
EdPA 5501 Principles and Methods of Evaluation (Fall 2009)  
3

Affiliated Faculty
Nancy Eustis
Katherine Fennelly
Greta Friedemann-Sanchez
Stephen Hoenack
Maria Hanratty
Morris Kleiner
Deborah Levison (On sabbatical in 2009-2010)
Samuel L. Myers, Jr
Joe Nathan
Jodi R. Sandfort
Joe Soss
Judy Temple
SCIENCE, TECHNOLOGY, AND ENVIRONMENTAL POLICY

2009-2010 Concentration Information
(Appplies to MPP concentration and MPA Focus/Concentration)

This concentration provides the student with the analytical framework for making decisions about public investments in science and technology and explores the relationship of science and technology to society and the policy process. Among the issues considered are the role of science and technology in the economy, food and health, security, education, and energy and the environment. Within the latter category, topics include sustainable development, the role of energy in contemporary societies, environmental systems, and environmental aspects of the application of technologies.

Concentrations must include a minimum of 9 credits of Science, Technology, and Environmental Policy coursework; these 9 credits may NOT include core courses

The course specified in each focus area is offered during this academic year in the Humphrey Institute. However, relevant courses can also be found in departments throughout the University and, with approval of the concentration head, may be selected to satisfy any of the three areas. In addition, one of the economics courses listed below may be substituted for PA 5022 (Economics for Policy Analysis and Planning II). Students are encouraged to take advantage of courses offered in other colleges of the University through the selection of electives or by opting to register for more than the minimum number of required degree credits.

### Conceptual Framework

<table>
<thead>
<tr>
<th>Science and Technology Focus</th>
<th>Environment/Energy Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA 5701 Science and State, 3 cr.</td>
<td>PA 5711 Science and Technology Policy, 3 cr.</td>
</tr>
<tr>
<td>PA 5721 Energy and Env. Policy, 3 cr.</td>
<td></td>
</tr>
</tbody>
</table>

*Not all courses on this list are offered every year. Some courses may have prerequisites. Students may select other courses for this concentration, subject to approval by the concentration head. Students who include coursework not listed on this handout as part of the Science, Technology, and Environmental Policy concentration should attach a Concentration Exception Request form to the Degree Program form, both of which are submitted to Humphrey Graduate Student Services (225 HHH) in the student’s second to last semester.

Acceptable substitutes for PA 5022 Economics for Policy Analysis and Planning II:

- PA 5722 Environmental and Resource Economics Policy 3
- APEC 5721 Economics of Science and Technology Policy (IP) 3
- ESPM 5261 Economics and Natural Resources Management (ENVT, SSCI) 4

Other recommended courses for 2008-2009: (may substitute for one of three focal areas, with approval of concentration head)

- PA 5790 Topics in Science, Technology, and Environmental Policy Variable
- PA 8790 Advanced Topics in Science, Technology, and Environmental Policy Variable
- GEOG 8211 Environmental Policy 3

### Affiliated Faculty

Jennifer Kuzma, associate professor and concentration head
Elizabeth Wilson, assistant professor
Kenneth Keller, professor (on leave 2006-2009)
Stephen Kelley, interim director Center for Science and Technology Policy and affiliate graduate faculty
WOMEN AND PUBLIC POLICY

2009-10 CONCENTRATION INFORMATION
(Appplies to MPP concentrations and MPA Focus/Concentration)

Public policy is gendered. That means that men and women are affected differently by public policies, that they participate differentially in the public policy making process, and that public policies are an important component in the ongoing construction of gender differences, and a site where gender is resisted and renegotiated. Students may want to do a gender analysis of any public affairs topic from transportation to foreign policy to health care. The faculty and fellows of the Humphrey Institute are particularly strong on the issues of employment discrimination, feminist organizations and social movements, feminist economics, population policy, women’s human rights, women’s leadership, women and international relations and women in the international development process.

In addition, students can draw on the University of Minnesota’s outstanding faculty who teach graduate courses in Gender, Women, and Sexuality Studies, Public Health, American Studies, Law, Political Science, History, Rhetoric, Social Work, and Sociology to name but a few.

**Concentrations must include a minimum of 9 credits of Advanced Policy Analysis coursework; these 9 credits may NOT include core courses**

**Required Course for MPP Women and Public Policy concentration**

PA 5601 Survey of Women, Law, and Public Policy in the U.S.

**Select elective courses from among the following (to bring total concentration credits to 9 or more)**

PA 5301 Population Methods and Issues for the U.S. and Third World
PA 5490 Topics in Social Policy: Early Childhood and Social Policy
PA 5490 Topics in Social Policy: Social Policy Analysis in the Legislative Arena
PA 5501 Economic Development
PA 5522 International Development Policy, Family and Health
PA 5601 Survey of Women, Law, and Public Policy in the United States
PA 5920 Boards Service Practicum
PA 5690 Feminist Perspectives on Sexual Assault and Domestic Violence
PA 5690 Case Studies on Women and Public Policy
PA 8690 Gender/Bodies: Reproduction and Sexual Violence
PA 5890 Women in Armed Conflict
PA 5431 Public Policies on Work and Pay
ALL 5436 Literature by 20th-Century Japanese Women in Translation
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMM 5451</td>
<td>Intercultural Communication Processes</td>
</tr>
<tr>
<td>EDPA 5080</td>
<td>Special Topics: Educational Policy and Administration</td>
</tr>
<tr>
<td>EDPA 5103</td>
<td>Comparative Education</td>
</tr>
<tr>
<td>EDPA 5323</td>
<td>Women in Leadership</td>
</tr>
<tr>
<td>EDPA 5346</td>
<td>Politics of Education</td>
</tr>
<tr>
<td>EDPA 8020</td>
<td>Leadership: From Theory to Reflective Practice</td>
</tr>
<tr>
<td>GWSS 5103</td>
<td>Feminist Pedagogies</td>
</tr>
<tr>
<td>GWSS 8108</td>
<td>Feminist Theories and Methods I</td>
</tr>
<tr>
<td>GWSS 8190</td>
<td>Topics: Feminist Theory</td>
</tr>
<tr>
<td>GWSS 5122</td>
<td>Philosophy and Feminist Theory</td>
</tr>
<tr>
<td>GWSS 5690</td>
<td>Women, Society, and Race in the United States</td>
</tr>
<tr>
<td>GWSS 8190</td>
<td>Feminist Theory: Praxis and Feminisms</td>
</tr>
<tr>
<td>GWSS 8490</td>
<td>Gender, Ethnicity &amp; Representation in Argentina</td>
</tr>
<tr>
<td>HIST 5720</td>
<td>Society/Politics: Modern Europe</td>
</tr>
<tr>
<td>HIST 5801</td>
<td>Seminar in Early American History</td>
</tr>
<tr>
<td>HIST 5910</td>
<td>Topics in US History: Readings in African American History</td>
</tr>
<tr>
<td>HIST 8644</td>
<td>Legal History Workshop</td>
</tr>
<tr>
<td>HIST 8910</td>
<td>Gender, Sexuality and Political Culture</td>
</tr>
<tr>
<td>KIN 5511</td>
<td>Women in Sport and Leisure</td>
</tr>
<tr>
<td>LAW 6827</td>
<td>Seminar: Women's International Human Rights</td>
</tr>
<tr>
<td>POL 8312</td>
<td>Legislative Process</td>
</tr>
<tr>
<td>POL 8403</td>
<td>International Norms and Institutions</td>
</tr>
<tr>
<td>POL 8602</td>
<td>Families, Children and the State</td>
</tr>
<tr>
<td>POL 8660</td>
<td>Topics in Comparative Politics: Religion, Identity and Politics</td>
</tr>
<tr>
<td>PUBH 6055</td>
<td>Social Inequalities in Health</td>
</tr>
<tr>
<td>SOC 8501</td>
<td>Sociology of the Family</td>
</tr>
<tr>
<td>SOC 8221</td>
<td>Sociology of Gender</td>
</tr>
</tbody>
</table>

*Not all courses on this list are offered every year. Some courses may have prerequisites. Students may select other courses for this concentration, subject to approval by the concentration head. Students who include coursework not listed on this handout as part of the Advanced Policy Analysis concentration should attach a Concentration Exception Request form to the Degree Program form, both of which are submitted to Humphrey Graduate Student Services (225 HHH) in the student’s second to last semester.*

**Affiliated Faculty**
- Ragui Assaad, Professor
- Dara Cohen, Assistant Professor
- Greta Friedemann-Sanchez, Assistant Professor and Concentration Head
- Deborah Levison, Professor
- Jodi Sandfort, Associate Professor
- Joe Soss, Professor
MPA Concentration/Specialization within Cluster

Website:
Each student must choose a field of concentration consisting of required and elective courses. Concentration areas span the fields of public management and policy, and include (but are not limited to):

- Nonprofit management
- Public economics and finance
- Homeland security
- Information policy & management
- Health policy
- Local government management
- Organizational behavior and theory

Graduate Bulletin:

Clusters

Policy Analysis and Information Systems: This area provides the student with basic skills in analyzing and reporting about policy and management questions including issues of how to manage information resources in the public and not-for-profit sectors. Courses deal with techniques and their applications to public policy and management issues. Topics covered by these courses include research methodology, statistics, decision methods, systems analysis, evaluation, bargaining and negotiation, operations research, cost-benefit analysis, and information resource management in government and nonprofit organizations. In addition, students specializing in this area may design course sequences in specialized policy areas such as health, environmental management, or social services.

Politics, Policy and Institutions: This cluster is intended to help students understand the place and role of public institutions as they affect the policies and administration of the political systems of the United States and other countries. There is a wide range of possible specialization included in this cluster, providing opportunities for a student to focus on specific policy sectors, particular institutional settings, and both domestic and international settings. Students may draw on courses from other clusters, other departments and schools. They should discuss these possibilities with their advisors.

Public Economics and Finance: This cluster of courses provides students with a theoretical and practical understanding of the central concepts in public economics and finance. Students planning a career in budgeting, financial management, or taxation may choose to select all their courses from this cluster. Students planning a career in a particular institutional environment or programmatic area should consider taking additional courses in the Politics, Policy, and Institutions cluster. Students desiring skills in policy analysis or public management might
combine courses in this cluster with those in the Policy Analysis and Information Systems or Public Management clusters.

Public Management: This cluster is designed to provide current and future managers with both a theoretical and practical understanding of the knowledge and skills needed to be an effective manager. This cluster provides a comprehensive approach to management in public and nonprofit organizations.

Substantive Public Policy Areas: This cluster provides students with analytic and quantitative skills to frame policy issues, deal with their institutional and political contexts, and bring about effective action directed at the formulation, approval, implementation and evaluation of policy. Students may select or design an individualized policy specialization in a substantive policy area such as crime, health, welfare, urban affairs, environmental, education, global affairs, or women and policy. Students may elect to complete a policy project or master’s essay as part of the requirements for this cluster. In addition to the established fields, students may design other fields of study from appropriate graduate offerings in any department, college, or school of the University. Students who design their own field of study must obtain the approval of their advisor.

Manual:

See pages 11-28