SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS

GRADUATE PROGRAMS

2009-2011

Indiana University, a member of the North Central Association (NCA), is accredited by the Higher Learning Commission: www.ncahigherlearningcommission.org; (312) 263-0456.

While every effort is made to provide accurate and current information, Indiana University reserves the right to change without notice statements in the bulletin series concerning rules, policies, fees, curricula, or other matters.

Bloomington and
Indianapolis Campuses

spea.indiana.edu

INDIANA UNIVERSITY

Administration

Indiana University

MICHAEL A. McROBBIE, Ph.D., *President of the University*
CHARLES R. BANTZ, Ph.D., *Executive Vice President and Chancellor, Indiana University–Purdue University Indianapolis*
KAREN HANSON, Ph.D., *Executive Vice President and Provost, Indiana University, Bloomington*
D. CRAIG BRATER, M.D., *Vice President and Dean and Walter J. Daly Professor, School of Medicine*
J. TERRY CLAPACS, M.B.A., *Vice President and Chief Administrative Officer*
DOROTHY J. FRAPWELL, J.D., *Vice President and General Counsel*
EDWIN C. MARSHALL, O.D.,*Vice President of Diversity, Equity, and Multicultural Affairs*
PATRICK O'MEARA, Ph.D., *Vice President for International Affairs*
ORA H. PESCOVITZ, M.D., *Interim Vice President for Research Administration*
MICHAEL M. SAMPLE, B.A., *Vice President for Public Affairs and Government Relations*
WILLIAM B. STEPHAN, J.D., *Vice President for Engagement*
NEIL D. THEOBALD, Ph.D., *Vice President and Chief Financial Officer*
BRADLEY C. WHEELER, Ph.D., *Vice President for Information Technology*
MARYFRANCES McCOURT, M.B.A., *Treasurer of the University*
NASSER PAYDAR, Ph.D., *Interim Chancellor of Indiana University East*
MICHAEL A. WARTELL, Ph.D., *Chancellor of Indiana University–Purdue University Fort Wayne*
RUTH J. PERSON, Ph.D., *Chancellor of Indiana University Kokomo*
BRUCE W. BERGLAND, Ph.D., *Chancellor of Indiana University Northwest*
UNA MAE RECK, Ph.D., *Chancellor of Indiana University South Bend*
SANDRA R. PATTERSON-RANDLES, Ph.D., *Chancellor of Indiana University Southeast*
KENNETH R. R. GROS LOUIS, Ph.D., *University Chancellor*

Bloomington Campus

KAREN HANSON, Ph.D., *Executive Vice President and Provost, Indiana University, Bloomington*
JEANNE M. SEPT, Ph.D., *Vice Provost for Academic Affairs and Dean of the Faculties*
EDWARDO L. RHODES, Ph.D., *Vice Provost for Academic Support and Diversity and Associate Vice President for Academic Support and Diversity*
ROGER J. THOMPSON, Ph.D., *Vice Provost for Enrollment Services*
P. SARITA SONI, O.D., *Vice Provost for Research*
RICHARD N. McKAIG, Ed.D., *Vice Provost for Student Affairs and Dean of Students*

Indianapolis Campus

CHARLES R. BANTZ, Ph.D., *Executive Vice President and Chancellor, Indiana University–Purdue University Indianapolis*
UDAY SUKHATME, Ph.D., *Executive Vice Chancellor and Dean of the Faculties*
TRUDY W. BANTA, Ph.D., *Senior Advisor to the Chancellor for Academic Planning and Evaluation*
ROBERT E. MARTIN, M.P.A., *Vice Chancellor for Administration and Finance*
AMY CONRAD WARNER, M.A., *Vice Chancellor for External Affairs*
JANICE C. FROEHLICH, Ph.D., *Interim Vice Chancellor for Research and Interim Associate Vice President for Research*
KAREN M. WHITNEY, Ph.D., *Vice Chancellor for Student Life and Diversity*

School of Public and Environmental Affairs Administrative Officers

JOHN D. GRAHAM, Ph.D., *Dean*
DAVID REINGOLD, Ph.D., *Associate Dean, Bloomington Programs*
ERIC R. WRIGHT, Ph.D., *Associate Dean, Indianapolis Programs and Director, IU Center for Health Policy, Indianapolis*
DAVID AUDRETSCH, Ph.D., *Director, Institute for Development Strategies, Bloomington*
TERRY L. BAUMER, Ph.D., *Director, Criminal Justice, Law, and Public Safety Programs, Indianapolis*
WOLFGANG BIELEFELD, Ph.D., *Director, SPEA-IUPUI Overseas Education and Programs, Indianapolis*
RAY R. CLERE, M.S., *Director, Career Services and Alumni Affairs, Bloomington*
BURNELL C. FISCHER, Ph.D., *Director, Undergraduate Programs, Bloomington*
DAVID GOOD, Ph.D., *Director, Transportation Research Center, Bloomington*
HENDRIK HAITJEMA, Ph.D., *Director, Master of Science in Environmental Science Program, Bloomington*
CRAIG E. HARTZER, Ph.D., *Director, Executive Education, Indianapolis*
ALFRED TAT-KEI HO, Ph.D., *Director, Public Affairs Programs, Indianapolis*
JOHN L. KRAUSS, J.D., *Director, IU Public Policy Institute; IU Center for Urban Policy and the Environment, Indianapolis*
PAUL J. LANG, M.P.A., *Director, Health Programs, Indianapolis*
LESLIE LENKOWSKY, Ph.D., *Director, Graduate Programs for Philanthropic Studies, Bloomington/Indianapolis*
EUGENE B. McGREGOR JR., Ph.D., *Director, SPEA Overseas Program, Bloomington*
DEBRA J.MESCH, Ph.D., *Director, Women's Philanthropy Institute, Indianapolis*
JOHN L. MIKESELL, Ph.D., *Director, Master of Public Affairs Program, Bloomington*
SAMUEL NUNN, Ph.D., *Director, Center for Criminal Justice Research, Indianapolis*
JOHN R. OTTENSMANN, Ph.D., *Director, Urban Policy and Planning, IU Center for Urban Policy and the Environment, Indianapolis*
MAUREEN A. PIROG, Ph.D., *Co-Director, Institute for Family and Social Responsibility, Bloomington*
JAMES C. RANDOLPH, Ph.D., *Director, Center for Research in Energy and the Environment; Director, Geographic Information Systems Laboratory, Bloomington*
EVAN RINGQUIST, Ph.D., *Director, Joint Ph.D. Program in Public Policy and Public Affairs, Bloomington*
INGRID M. RITCHIE, Ph.D., *Director, Academic Affairs, Indianapolis*
MICHAEL RUSHTON, Ph.D., *Director, Arts Administration, Bloomington*
PHILIP STEVENS, Ph.D., *Director, Ph.D. in Environmental Science Program, Bloomington*

School of Public and Environmental Affairs Dean's Council

GURMINDER BEDI, *Chicago, IL*
KATHY DAVIS, *Indianapolis, IN*
C. BOYDEN GRAY, *Washington, D.C.*
ALLAN HUBBARD, *Indianapolis, IN*
MARIE JOHNS, *Washington, D.C.*
SANDRA LANEY, *Cincinnati, OH*
DANA MEAD, *Cambridge, OH*
JEFF PERKINS, *Los Angeles, CA*
KATHERINE RHYNE, *Washington, D.C.*
JOHN W. RYAN, *Bloomington, IN*
CHUCK SCHALLIOL, *Indianapolis, IN*
SCOTT SEGAL, *Washington, D.C.*
STUART SINGER, *Ft. Lauderdale, FL*
DAVID WANG, *Naples, FL*
FRED WEBBER, *Washington, D.C.*

Contents

ii Administration
iii SPEA Administrative Officers
iv SPEA Dean's Council
1 School of Public and Environmental Affairs
1 SPEA Alumni Association
1 Alpha Phi Sigma
1 Master of Health Administration Student Association
1 Pi Alpha Alpha
1 SPEA Centers, Institutes, Programs, and Services
3 Office of Career Services
3 Graduate Programs
5 Admission to Professional Graduate Programs
6 Academic Regulations
7 Bloomington Campus Graduate Degree Programs
7 Master of Public Affairs
11 Master of Public Affairs Joint Degree Programs
13 Master of Science in Environmental Science
15 Master of Science in Environmental Science Joint Degree Programs
16 Master of Arts in Art Administration
16 Doctor of Philosophy in Environmental Science
17 Doctor of Philosophy in Public Affairs
19 Doctor of Philosophy in Public Policy
20 Doctoral Minors in SPEA
20 Environmental Studies Minor
20 Nonprofit Management Minor
21 Public Management Minor
21 Regional Economic Development Minor
21 Urban Affairs Minor
21 Certificate Programs
22 Certificate in Hazardous Materials Management
22 Certificate in Nonprofit Management
22 Certificate in Public Budgeting and Financial Management
22 Certificate in Public Management
22 Certificate in Social Entrepreneurship
23 Indianapolis Campus Graduate Degree Programs
23 Master of Public Affairs
27 Master of Public Affairs Joint Degree Programs
28 Master of Health Administration
29 Master of Health Administration Joint Degree Programs
31 Doctoral Minor in SPEA
31 Nonprofit Management Minor
31 Certificate Programs
31 Executive Certificate in Library Management
31 Certificate in Health Policy
32 Certificate in Health Systems Management
32 Certificate in Nonprofit Management
32 Certificate in Public Management
32 Certificate in Social Entrepreneurship
33 American Humanics Certificate in Nonprofit Management and Leadership
34 Graduate Courses
43 Faculty

For Indiana University General Policies and Fee Information, see http://creativeservices.iu.edu/resources/bulletins/policies.shtml

Indiana University chose to print this bulletin with soy-based ink on recycled paper, both of which are more environmentally sound than traditional printing materials. You can make another sound choice. Please recycle this bulletin.

INDIANA UNIVERSITY BULLETIN
OFFICIAL SERIES (USPS 262440)
ISSN 0888-5338

Periodicals postage paid at Bloomington, Indiana. Published eight times a year (one time in March, October, and November; two times in December; three times in June; and seven times in August) by Indiana University from the Office of Creative Services, Von Lee 319, 517 East Kirkwood Avenue, Bloomington, IN 47408-4060. POSTMASTER:
Send address changes to INDIANA UNIVERSITY BULLETIN MAIL ROOM, Bloomington, IN 47408-2698.

School of Public and Environmental Affairs

The School of Public and Environmental Affairs (SPEA), the nation's largest school of its kind, is a professional school dedicated to applied, interdisciplinary learning combining the study of public affairs and environmental sciences. The interests of the faculty and professional staff typically fall into one or more of the following areas:

criminal justice
environmental science and policy
finance and economics
health science and administration
law
policy and administration
public safety
urban affairs

The school's faculty, staff, and students work individually and jointly to solve problems that require SPEA's unique combination of in-depth knowledge in the natural, behavioral, social, and administrative sciences.

SPEA, because of its broad program base, offers scientific and technical assistance to Indiana communities from all of the eight Indiana University campuses. The school maintains a wide network of relations with a large number of public agencies at all levels of government.

The degree programs offered by the School of Public and Environmental Affairs range from the associate degree, offered primarily on some of the regional campuses, to the Ph.D. The school offers four professional master's degrees for individuals interested in achieving leadership positions in public, private, and nonprofit organizations:

Master of Public Affairs (M.P.A.)
Master of Science in Environmental Science (M.S.E.S.)
Master of Health Administration (M.H.A.)
Master of Public Management (M.P.M.)

The M.P.A. is a professional degree structured around concepts and skills essential to public management, policy, and planning activities in the government, nonprofit, and private sectors. The M.S.E.S. provides students with a strong background in environmental sciences while emphasizing the applied aspects of environmental research and management. The M.H.A. provides a broad, balanced foundation of theoretical and practical knowledge and technical skills needed to succeed in health administration and health policy and planning. The M.P.M. program is an interdisciplinary professional program structured around concepts and skills essential to management, policy, planning activities within governmental, quasi-governmental, and nonprofit organizations. Additionally, SPEA's master's degrees may be pursued in combination with degrees in law, library science, biology, information science, journalism, geography, geological sciences, and degrees offered by a number of area studies centers and institutes.

At the doctoral level, SPEA offers:

Ph.D. in Environmental Science
Ph.D. in Public Affairs
Ph.D. in Public Policy

The Ph.D. in public policy is jointly delivered with the Department of Political Science. The Ph.D. in environmental science is delivered by SPEA with the cooperation of the Departments of Biology, Chemistry, Geography, Geological Sciences, and others.

SPEA Alumni Association
SPEA maintains contact with alumni through the SPEA Alumni Association, a constituent society of which alumni automatically become members when joining the Indiana University Alumni Association. The SPEA Alumni Association sponsors the school's newsletter, *SPEAlumni,* mailed to the entire SPEA alumni network, which has grown to nearly 25,000 Speons across the world. The organization also sponsors annual alumni gatherings throughout the United States. Recent locations include Chicago, New York City, Indianapolis, and Washington, D.C. These events offer alumni an opportunity for friendships, to network, visit with faculty, and hear recent news about their alma mater. Further, the SPEA Alumni Association raises funds for scholarships that benefit current SPEA students. The SPEA Alumni Association Scholarship provides three $1,000 scholarships annually. The SPEA Alumni Association is governed by an elected board of directors, which meets twice a year.

Alpha Phi Sigma
Alpha Phi Sigma is the national criminal justice honor society with chapters established on the Northwest (Gary), Fort Wayne, Kokomo, and Indianapolis campuses of Indiana University. The society recognizes scholastic excellence by students in the field of criminal justice. It was founded in 1942 and was admitted to the Association of College Honor Societies in 1980. Membership of graduate students is limited to those who have a bachelor's degree in criminal justice or who are currently doing graduate work in this field. A minimum grade point average of 3.4 is required of graduate students seeking membership in Alpha Phi Sigma.

Master of Health Administration Student Association
The purpose of the Master of Health Administration (M.H.A.) Student Association is to provide opportunities for M.H.A. students to learn about careers in health care. This will allow students to be more prepared for the challenges they will meet upon graduation. The Indiana University M.H.A. Student Association accomplishes this by having distinguished guest speakers, interview workshops, job search workshops, and networking events. The M.H.A. Student Association also realizes the importance of maintaining active relationships with M.H.A. alumni, certificate students, undergraduate health administration students, and other preprofessional programs. Additional information can be found at www.iupui.edu/~mhasa.

Pi Alpha Alpha
Pi Alpha Alpha is the national honor society for schools of public affairs and administration. The society acknowledges outstanding scholarship and contributions to these fields. It was founded in 1972 by the National Association of Schools of Public Affairs and Administration (NASPAA) to honor those whose performance in public affairs has been distinguished. Indiana's is a charter chapter of Pi Alpha Alpha. Membership in Pi Alpha Alpha is comparable to membership in Phi Beta Kappa for liberal arts graduates. A person evaluating credentials in the various fields of public service should recognize the professional quality such a membership represents.

SPEA graduate students can qualify for membership by being in the top 20 percent of their M.H.A., M.P.A., or M.S.E.S. class, with a minimum overall grade point average of 3.5, a 3.7 in at least 50 percent of all required courses, and by having completed 50 percent of the required course work (i.e., 24 to 30 credit hours).

Any doctoral student who has successfully passed the qualifying examination is eligible. Alumni are eligible if they meet all the requirements of student membership but graduate before induction by the Indiana chapter.

Any full-time faculty member of a NASPAA-member institution that offers course work in a public affairs or administration degree program and at which a Pi Alpha Alpha chapter is located is eligible for membership. Honorary membership is available to any person who has achieved distinction in public administration and who has the qualities that Pi Alpha Alpha fosters.

Upsilon Phi Delta
Upsilon Phi Delta is a national honor society for students in healthcare administration, with a chapter established on the Indianapolis campus. The society acknowledges scholastic excellence by students in the M.H.A. program. Membership is limited to students in the M.H.A. program graduating from the program with a 3.8 cumulative GPA or above.

SPEA Centers, Institutes, Programs, and Services

The School of Public and Environmental Affairs encompasses public service activities that complement innovative academic programs. The school provides a wide variety of services to an equally broad range of federal, state, and local agencies.

Business–SPEA Information Commons is a Bloomington branch of the Indiana University Libraries system. It fulfills the research and study needs of the School of Business and the School of Public and Environmental Affairs. The library has extensive electronic and traditional resources. Detailed information about the Business–SPEA Library can be found at its Web site at www.indiana.edu/~bslib/index.html.

The Executive Education Program is one of the most prestigious leadership programs in the nation. Offered through the School of Public and Environmental Affairs, the Executive Education Program works with the government, nonprofit agencies, and the private sector to prepare leaders and managers to meet today's challenges and anticipate tomorrow's opportunities.

The Executive Education Program offers graduate level programs for the United States Navy and nonprofit organizations. Graduate programs include the Master of Public Affairs (M.P.A.), the Public Management Certificate (P.M.C.), and the Nonprofit Management Certificate (N.P.M.C.).

In 1985, the Executive Education Program formed a partnership with the American Association of State Highway and Transportation Officials (AASHTO), the leading transportation organization in the United States. Together they created two institutes to challenge and educate transportation leaders, the National Transportation Leadership Institute and the Advanced Leadership Institute, two of the most influential leadership development programs for transportation officials.

In partnership with the Indiana Hospital Association (IHA), the Executive Education Program created a 10-course management curriculum leading to a Certificate in Healthcare Management. Through the IHA Management Institute, managers are equipped with the knowledge, skills, and abilities to help them lead their organizations in a rapidly changing environment. Another partnership is with the Indiana Association of Cities and Towns (IACT). The Executive Education Program was engaged by IACT to develop and deliver professional development programs just for mayors from 2008–2011.

SPEA's Executive Education Program also offers customized leadership and management programs for local, regional, national, and international clients.

The Institute for Development Strategies, co-sponsored by the Office of Research, the University Graduate School, and the School of Public and Environmental Affairs, is a university-wide research program linking faculty resources from various departments and campuses. The Institute examines research-related problems in the field of entrepreneurship and economic development at local, national, and international levels. It focuses on strategies for entrepreneurship and economic development and conducts research on the causes and consequences of globalization. Additional information can be found at www.spea.indiana.edu/ids.

The Institute for Family and Social Responsibility (FASR) is a joint effort of the School of Public and Environmental Affairs and the School of Social Work, with its focus on social policy research and outreach activities. The institute's mission is to bring together the resources of citizens, governments, communities, and Indiana University to better the lives of children and families. Ongoing projects include serving as the editorial home of the Journal of Policy Analysis and Management and a US Agency for International Development project to enhance policy analysis capacity at the State University–Higher School of Economics in Moscow. Recently completed projects have examined the effectiveness of two new e-government methods of distributing child support funded by the US Office of Child Support Enforcement; an evaluation of EduTech, a series of high-tech innovations in education in Barbados, funded by the Inter American Development Bank; and the roles of faith-based organizations in the delivery of social services funded by the Joyce Foundation. Other projects have examined the impacts of welfare reforms, the adequacy of child support guidelines, community responses to the Temporary Assistance to Needy Families legislation, AIDS education for incarcerated youth, the homeless, and battered women. The institute serves as the National Child Support Enforcement Research Clearinghouse. Further information concerning FASR can be found at www.spea.indiana.edu/fasr/.

In 2008, Indiana University established the **IU Public Policy Institute,** a collaborative, multidisciplinary research institute within the School of Public and Environmental Affairs. The Institute is composed of a team of experienced faculty and staff with expertise in policy analysis, program evaluation, facilitation, and planning. Our research provides a neutral voice to dialogues among political and community leaders who need to understand the long-term effects of policy decisions. The Institute serves as an umbrella organization for research centers affiliated with SPEA, including the IU Center for Urban Policy and the Environment, the IU Center for Health Policy, and the IU Center for Criminal Justice Research. The Institute also supports the Office of International Community Development and the Indiana Advisory Commission on Intergovernmental Relations (IACIR).

The mission of the Institute is to provide the necessary resources and infrastructure to SPEA research centers to support and enhance their applied research efforts that contribute to important policy discussions and address issues that directly impact quality of life in Indiana communities and throughout the nation.

The **IU Center for Urban Policy and the Environment** is devoted to supporting economic success for Indiana and a high quality of life for all Hoosiers. An applied research organization, CUPE was created by the Indiana University School of Public and Environmental Affairs in 1992. The Center works in partnership with community leaders, business and civic organizations, nonprofits, and government. CUPE's work is focused on urban policy, intergovernmental cooperation, community and economic development, housing, environmental issues, and fiscal affairs research essential to developing strategies to strengthen Indiana's economy and quality of life.

The **IU Center for Health Policy**, created by Indiana University School of Public and Environmental Affairs in 2006, collaborates with state and local government, as well as public and private health care organizations in health policy and program development, to conduct high quality program evaluation and applied research on critical health policy-related issues. CHP faculty and staff serve as a bridge between academic health researchers and state and local government as well as health care organizations and community leaders.

The **IU Center for Criminal Justice Research** works with public safety agencies and social services organizations to provide impartial applied research on criminal justice and public safety issues. CCJR provides analysis, evaluation, and assistance to criminal justice agencies; and community information and education on public safety questions. Created in 2008 by the Indiana University School of Public and Environmental Affairs, CCJR faculty and staff have worked with SPEA and the Center for Urban Policy and the Environment on criminal justice and public safety research projects dating back to 1992. Some of the issues CCJR addresses include crime prevention, violent crime, criminal justice systems, policing, traffic safety, and youth.

Additional information about the IU Public Policy Institute, the Center for Urban Policy and the Environment, the Center for Health Policy, and the Center for Criminal Justice Research, can be found at

www.policyinstitute.iu.edu
334 N. Senate Ave., Suite 300
Indianapolis, IN 46204-1708
(317) 261-3000, (317) 261-3050 (fax)

The Transportation Research Center was established in 1972 as the Institute for Research in Public Safety. Its purpose is to coordinate and facilitate SPEA's research objectives in transportation and related areas, including transportation safety, risk analysis and security, regulatory policy, energy, and the environment. Work in automobile safety focuses on crash investigation, occupant injury, and how these are mitigated with both active and passive safety systems. The center uses a staff of professional researchers, faculty, and graduate students in performing projects for government agencies and the private sector. Additional information on the center and its activities can be found at www.spea.indiana.edu/trc.

Upsilon Phi Delta
Upsilon Phi Delta is a national honor society for students in healthcare administration, with a chapter established on the Indianapolis campus. The society acknowledges scholastic excellence by students in the M.H.A. program. Membership is limited to students in the MHA program graduating from the program with a 3.8 cumulative GPA or above.

Office of Career Services

SPEA's Office of Career Services (OCS) provides a wide range of career development programming and services for graduate students. Career counselors meet with students soon after they begin their first semester to plot the students' career timelines, and to help orient them with the services that the OCS provides, which include:

- Career counseling and guidance
- Career workshops and employer information sessions
- Critiquing resumes, cover letters, and other application materials
- Assist with formulation of job/internship strategies
- Providing career networking opportunities
- Guidance and training in key career areas including interviewing, career research, and salary negotiation
- Continuing career services assistance following graduation

The OCS also offers students a number of resources to facilitate the internship and job search process, including:

- Access to SPEACareers.com—an internship/job bank specifically customized to service the needs of SPEA students
- Unlimited use of the office fax machine for sending as well as receiving faxes
- Free long distance telephone use for phone interviews and professional communications
- A library of text resources, including employment guides, periodicals, and books
- An extensive collection of Web-based career resources
- Free photocopying of career development materials and documents
- Access to skills and personality assessment tools, such as the MBTI and Strong Interest Inventory

The OCS continually strives to develop strong relationships with the best employers to facilitate their ongoing recruitment of SPEA's graduates. In partnership with employers and alumni, OCS coordinates on-campus interviews to help facilitate students' internship/job search process.

The OCS also helps students access potential employers by coordinating regional and national career development site visits. Trips to Indianapolis, Chicago, and Washington, D.C. help position students for pursuit of employment opportunities with governmental, nonprofit, consulting, environmental, and international organizations. The OCS works with SPEA alumni, recruiters, and other contacts within these organizations to set up information sessions tailored specifically to the educational and professional backgrounds of the visiting students.

Visit us on the Web at www.indiana.edu/~speaweb/careers/.

Bloomington Campus
Office of Career Services
SPEA 200
(812) 855-9639

For answers to specific questions on the Indianapolis campus, students may contact:

Indianapolis Campus
Career and Employment Services
Business/SPEA 2010
(317) 274-2554
www.iupui.edu/~career/

Graduate Programs

The School of Public and Environmental Affairs offers a variety of graduate degree and certificate programs on six of the eight Indiana University campuses: Bloomington, Indianapolis, Fort Wayne, Northwest, South Bend, and Kokomo.

Degree and Certificate Programs by Campus

Bloomington

M.P.A.
- Comparative and International Affairs
- Economic Development
- Environmental Policy and Natural Resource Management
- Information Systems
- Local Government Management
- Nonprofit Management
- Policy Analysis
- Public Financial Administration
- Public Management
- Sustainable Development
- Specialized
- Accelerated Master of Public Affairs

M.P.A. Joint Degrees
- Master of Public Affairs–Master of Science in Environmental Science (M.P.A.–M.S.E.S.)
- Master of Public Affairs–Doctor of Jurisprudence (M.P.A.–J.D.)
- Master of Public Affairs–Master of Arts in African American and African Diaspora Studies (M.P.A.–M.A.)
- Master of Public Affairs– Master of Arts in African Studies (M.P.A. – M.A.)
- Master of Public Affairs–Master of Arts in Central Eurasian Studies (M.P.A.–M.A.)
- Master of Public Affairs–Master of Arts in East Asian Languages and Cultures (M.P.A.–M.A.)
- Master of Public Affairs–Master of Information Science (M.P.A.–M.I.S.)
- Master of Public Affairs–Master of Arts in Journalism (M.P.A.–M.A.)
- Master of Public Affairs–Master of Arts in Latin American and Caribbean Studies (M.P.A.–M.A.)
- Master of Public Affairs–Master of Library Science (M.P.A.–M.L.S.)
- Master of Public Affairs–Master of Arts in Russian and East European Studies (M.P.A.–M.A.)
- Master of Public Affairs–Master of Arts in West European Studies (M.P.A.–M.A.)

M.S.E.S.
- Applied Ecology
- Environmental Chemistry, Toxicology, and Risk Assessment
- Water Resources
- Accelerated Master of Science in Environmental Science

M.S.E.S. Joint Degrees
- Master of Science in Environmental Science–Doctor of Jurisprudence (M.S.E.S.–J.D.)
- Master of Science in Environmental Science–Master of Arts in Biology (M.S.E.S.–M.A.)
- Master of Science in Environmental Science–Master of Arts in Geography (M.S.E.S.–M.A.)
- Master of Science in Environmental Science–Master of Science in Geography (M.S.E.S.–M.S.)
- Master of Science in Environmental Science–Master of Science in Geological Sciences (M.S.E.S.–M.S.)
- Master of Science in Environmental Science–Master of Arts in Journalism (M.S.E.S.–M.A.)

M.A.	Arts Administration
Ph.D.	Environmental Science Public Affairs Public Policy
Ph.D. Minors	Environmental Studies Nonprofit Management Public Management Regional Economic Development Urban Affairs
Certificates	Hazardous Materials Management Nonprofit Management Public Budgeting and Financial Management Public Management Social Entrepreneurship

Indianapolis

M.P.A.	Criminal Justice Environmental Management Nonprofit Management Policy Analysis Public Management
M.P.A. Joint Degrees	Master of Public Affairs–Doctor of Jurisprudence (M.P.A.–J.D.) Master of Public Affairs–Master of Arts in Philanthropic Studies (M.P.A.–M.A.)
M.H.A.	Health Administration
M.H.A. Joint Degrees	Master of Health Administration–Doctor of Jurisprudence (M.H.A.–J.D.) Master of Health Administration–Master of Business Administration (M.H.A.–M.B.A.) Master of Health Administration–Master of Public Health (M.H.A.–M.P.H.)
Ph.D. Minor	Nonprofit Management
Certificates	Executive Graduate Certificate in Library Management Health Policy Health Systems Management Nonprofit Management Public Management Social Entrepreneurship
AH Certification	American Humanics Certificate in Nonprofit Management and Leadership

SPEA Campus Offices

www.indiana.edu/~speaweb

Bloomington Graduate Program Offices
School of Public and Environmental Affairs
Indiana University
1315 E. Tenth Street
Bloomington, IN 47405-1701
www.spea.indiana.edu

M.P.A.–M.S.E.S. Program Office
SPEA 260
telephone: (812) 855-2840
toll free: (800) 765-7755
fax: (812) 855-7802
e-mail: speainfo@indiana.edu

Ph.D. in Environmental Science Program Office
SPEA 443
telephone: (812) 855-4953
toll free: (877) 630-0023
fax: (812) 855-7547
e-mail: bsnedega@indiana.edu

Ph.D. in Public Affairs and Ph.D. in Public Policy Program Office
SPEA 441
telephone: (812) 855-2457
toll free: (800) 765-7755
fax: (812) 855-7802
e-mail: dpritche@indiana.edu

Arts Administration Program Office
SPEA 201
telephone (812) 855-0282
fax: (812) 855-0184
e-mail: sjsande@indiana.edu

Indianapolis
Graduate Programs
School of Public and Environmental Affairs
Indiana University–Purdue University Indianapolis
Business/SPEA Building 3027
801 W. Michigan Street
Indianapolis, IN 46202-5152
telephone: (317) 274-4656
toll free: (877) 292-9321
fax: (317) 278-9668
e-mail: speaga@iupui.edu
www.spea.iupui.edu

Admission to Professional Graduate Programs

Procedure

Application Information about graduate study, including literature and application materials, may be obtained from the School of Public and Environmental Affairs offices listed in the previous section of this bulletin or online.

Bloomington Campus Admissions

Eligibility For most programs, applicants with bachelor's degrees in any field from an accredited institution are eligible to apply for admission to the graduate programs of the School of Public and Environmental Affairs. However, applicants to the M.S.E.S. or M.P.A./M.S.E.S. programs are required to have a bachelor's degree in a physical or life science, engineering, or a related field. Applicants to the M.S.E.S. or M.P.A.-M.S.E.S. should have completed courses in calculus, statistics, and chemistry with laboratory.

Application Submission Applicants should apply to a degree or certificate program and request merit aid consideration as early as possible before the desired semester of enrollment. Priority for admission and merit-based funding consideration for the fall term is given to students who complete their application file by **February 1**. However, international students must submit application materials by December 1. All applications must be received by **May 1**. Applications are accepted after that date on a case by case basis.

Admission Each application for admission is carefully evaluated by the admissions committee for the appropriate degree. Applicants to all SPEA degree programs must do the following:

1. Submit applications to the M.P.A.–M.S.E.S. program office. **Application materials can be found at www.spea.indiana.edu.**
2. Submit complete official transcripts from all colleges and universities attended. Students who have taken course work on any Indiana University campus do not need to submit an Indiana University transcript.
3. Pay a nonrefundable application fee to Indiana University.
4. Submit three Application Reference Forms completed by individuals familiar with the applicant's activities and potential to succeed in graduate work. It is recommended that two of the three be from academic sources.
5. Submit a personal essay and include any supplemental materials that may further support a case for admission (i.e., resume).
6. Submit proof of bachelor's degree certification from an accredited institution. Students who have not completed undergraduate course work at the time of application may be admitted based on the strength of previous work, but a final transcript attesting to the award of a bachelor's degree must be submitted before the student can enroll. Normally, a cumulative grade point average of 3.0 (4.0 = A) is the minimum for regular admission.

LSAT and GRE Requirements Applicants for the M.P.A.–J.D. and M.S.E.S.–J.D. may submit LSAT (Law School Admission Test) scores in lieu of GRE (Graduate Record Examination) scores. **Other degrees require the GRE**. Information concerning the GRE is available from Graduate Record Examination, Educational Testing Service, P.O. Box 6000, Princeton, NJ 08541-6000, (609) 771-7670 or (866) 473-4373 and on the Web at www.gre.org. Information concerning the LSAT is available from Law School Admission Services, P.O. Box 2000, Newtown, PA 18940, (215) 968-1001.

Arts Administration Program Students who have achieved outstanding undergraduate records in majors such as music, visual arts, theatre and drama, dance, or business administration will be considered for admission. Approximately 15-20 students are selected each year and may enter in the fall semester only.

Letters of inquiry and requests for application should be directed to the Arts Administration Program, SPEA 201, Indiana University, Bloomington, IN 47405-7006 or e-mailed to Susan Sandberg at sjsandbe@indiana.edu. Applications may be completed online at www.gradapp.indiana.edu/start.html. Completed applications (those not completed online), transcripts, GRE scores, and all other correspondence related to admission should be sent to the address above. The deadline for receipt of all materials is February 15.

Indianapolis Campus (IUPUI) Admissions

Eligibility For most programs, applicants with bachelor's degrees in any field from an accredited institution are eligible to apply for admission to the graduate programs of the School of Public and Environmental Affairs.

Application Submission Applicants should apply to a degree or certificate program and request financial assistance as early as possible before the desired semester of enrollment. All application forms must be completed and received by the SPEA Graduate Admissions Office at IUPUI **before May 15** to attend the fall semester, **before September 15** to attend the spring semester, and **by March 15** to attend the summer sessions.

International application deadlines for the Master of Public Affairs are **February 1** to attend the fall semester and **September 15** to attend the spring semester. The international application for the Master of Health Administration is **February 1** to attend the fall semester. There is no spring admission for the Master of Health Administration.

To receive **priority attention** for **financial aid** for the fall semester, send all Free Application for Federal Student Aid (FASFA) and renewal forms to the Office of Student Financial Aid Services by **February 1**.

Graduate Assistantship SPEA application **priority date** is **February 1**.

Admission Each application for admission is carefully evaluated by the admissions committee for the appropriate degree. Applicants to all SPEA degree programs must do the following:

1. Submit applications to the graduate program office. **Application materials can be found at www.spea.iupui.edu**; select *Prospective Students* and click on *APPLY* for instructions and information.
2. Pay a nonrefundable application fee to Indiana University.
3. Read carefully the applicable sections in this bulletin for any specific program or campus admission requirements.
4. Submit proof of bachelor's degree certification from an accredited institution. Students who have not completed undergraduate course work at the time of application may be admitted based on the strength of previous work, but a final transcript attesting to the award of a bachelor's degree must be submitted before the student can enroll.
5. When applying to **degree programs**, Master of Public Affairs (M.P.A.), or Master of Health Administration (M.H.A.) **required documentation** includes:
   a. Online application, all sections completed.
   b. Official transcripts from **all** colleges and universities **attended.** Students who have taken course work on any Indiana University campus do not need to submit an Indiana University transcript.
   c. Three Application Reference Forms completed by faculty and professionals familiar with applicant's activities and potential to succeed in graduate work. References are required for the M.P.A. and M.H.A. programs.
   d. Graduate Record Examination (GRE) official scores preferred. GMAT and LSAT scores will be considered.
   e. Resumes are required for all programs.
   f. Complete personal statement and departmental question sections on application.
   g. Supplemental questions in the application under departmental questions section.
6. When applying to **certificate programs** the following documentation is **required:**
   a. Online application (GRE scores and references are not required).
   b. Official transcripts from **all** colleges and universities **attended.** Students who have taken course work on any Indiana University campus do not need to submit an Indiana University transcript.
   c. Complete personal statement and departmental question sections on application.
   d. Supplemental questions in the application under departmental questions section.
   e. Resumes are required for all certificate programs.

7. International Students must apply to SPEA using the online application, completing the international section, and paying the nonrefundable international application fee (subject to change). SPEA will accept the same paper application that you have submitted to the Office of International Affairs (OIA), along with additional required SPEA documents, but the online application is preferable. You are required to provide TOEFL scores. International application priority deadlines: for fall semester apply by **February 1**; for spring semester apply by **September 15**. Visit the SPEA Web site at www.spea.iupui.edu or the OIA Web site for more information at www.international.iupui.edu.

LSAT and GRE Requirements Applicants for the M.P.A.–J.D. may submit LSAT (Law School Admission Test) scores in lieu of GRE (Graduate Record Examination) scores. Other degrees require the GRE or GMAT. Information concerning the GRE is available from Graduate Record Examination, Educational Testing Service, P.O. Box 6000, Princeton, NJ 08541, (609) 771-7670 or (866) 473-4373, and on the Web at www.gre.org. Information concerning the LSAT is available from Law School Admission Services, P.O. Box 2000, Newtown, PA 18940, (215) 968-1001.

Admission Status

Regular (Unconditional) Admission Status Applicants have met all admission requirements for the specific degree program and enroll in accordance with the entry date contained in the application for admission.

Deferred Admission Following notice of regular admission, applicants may defer enrollment for a maximum of one year.

On the Bloomington campus, a candidate must submit the enrollment deposit in order to officially have deferral status.

In Indianapolis transcripts of course work completed during the deferral period must be submitted, and the admissions committee may request additional letters of recommendation. Should the additional material prove unsatisfactory, the admission may be canceled. Applicants who fail to enroll within one year may need to reapply for admission.

Provisional Admission On some campuses applicants may be admitted on a provisional basis if GRE or LSAT scores or prior grade point averages are below admission criteria. Provisional status is removed upon fulfillment of conditions stipulated by the respective degree program admissions committee.

Admission with Deficiencies Applicants may be admitted with deficiencies on a case-by-case basis if they lack course work in certain foundation areas such as mathematics, economics, or statistics. Campus and degree policies may vary.

Nondegree Enrollment Applicants who have a bachelor's degree and who have not been admitted to the graduate program may enroll in SPEA courses as nondegree graduate students. Procedures may vary across campuses.

If nondegree students later wish to obtain SPEA graduate degrees, they must apply for admission to the specific degree program. Satisfactory performance as a non-degree student does not guarantee acceptance into a professional program.

Academic Regulations

The following academic regulations of the School of Public and Environmental Affairs are applicable to all graduate programs. Additional campus-specific policies may also apply.

Confidentiality of Student Records In accordance with Indiana University regulations, student records are confidential and are available to other persons only under specific conditions as outlined in university regulations.

Student Rights Rights of students are included in a handbook available on each campus. Due process is followed in the event of disciplinary or other actions.

Student Responsibility Students are responsible for planning their own academic programs and for meeting the requirements for their degree or certificate programs. Faculty and academic advisors may assist students in meeting their responsibilities.

Applicability of Degree and Certificate Requirements Students may choose to complete either the specific degree and certificate requirements published in the appropriate bulletin at the time of entry into the university or those in the bulletin current at the time of graduation.

Residency Requirements—Master's and Certificate Programs The campus at which a student completes the majority of required course work will certify and award the degree or certificate, provided the campus is authorized to grant that degree or certificate. The student must have been admitted by the SPEA campus awarding the degree or certificate.

Residency Requirements—Doctoral Programs Students must obtain prior approval from the SPEA director of their specific doctoral program for any courses they propose to take at another Indiana University campus. The director of the Ph.D. program follows the policies of the University Graduate School relating to work done at Indiana University campuses other than Bloomington.

Academic Standing Students are considered to be in good standing during any semester in which their academic grade point average is at least 3.0 (B) for both their last semester's course work and for the cumulative average of all course work completed. Only courses with grades of C (2.0) or above may be counted toward degree requirements. However, grades below C are used in computing the cumulative grade point average, even if a course is repeated and a higher grade is earned.

Academic Probation Students are placed on probation following a semester in which their cumulative or semester grade point average falls below 3.0. Students on probation or admitted provisionally are required to attain an average of at least 3.0 for all work completed by the end of the next semester. Failure to do so is cause for dismissal.

Grading System The official grading system of the School of Public and Environmental Affairs is as follows:

A	= 4.0	D+	= 1.3
A–	= 3.7	D	= 1.0
B+	= 3.3	D–	= 0.7
B	= 3.0	I	= Incomplete
B–	= 2.7	F	= Failed
C+	= 2.3	W	= Withdrawn
C	= 2.0	R	= Deferred
C–	= 1.7	NR	= No grade reported

Only grades of C (2.0) or better can be used toward graduation requirements.

Incomplete A grade of Incomplete must be removed within the time specified by the instructor of the course; if not, the grade automatically changes to an F one calendar year after the Incomplete was given.

Withdrawals Because deadlines for withdrawal from courses may vary by campus and/or school, students should check with the current campus *Schedule of Classes* to verify deadlines and procedures.

Intercampus Transfer Students enrolled in the School of Public and Environmental Affairs at any campus of Indiana University may transfer to SPEA on another campus, provided they are in good standing.

Transfer of Credit A maximum of 9 credit hours of appropriate graduate course work with grades of B (3.0) or higher (only 6 credit hours for the Master of Health Administration program) may be transferred from **degree programs of** other academic units within Indiana University or other accredited colleges and universities and applied to SPEA master's-level degree programs. The transfer must be approved by the appropriate graduate program director.

Credit Earned in IU Nondegree Status Not more than 12 hours of graduate credit completed as a nondegree student may be credited toward a SPEA graduate degree. Not more than 9 hours of SPEA graduate credit earned as a nondegree student may be credited toward SPEA certificate programs.

Course Waivers Requests for waiver of specific courses or requirements on the basis of previous course work are to be submitted in writing to the appropriate faculty member or program director.

Program Deviations Requests for deviation from SPEA programs or school requirements are granted only by written approval from an academic advisor and a campus or program director. Disposition by the SPEA program or campus director is final.

Minimum Credit Hours To qualify for the M.P.A., M.H.A., or M.S.E.S. degree, students must complete a minimum of 24 of the required 48-51 credit hours of graduate SPEA courses at Indiana University. Credit granted to transfer students and those exercising the Mid-Career Option or the Prior Professional Experience does not reduce the number of courses taken in SPEA below this 24 credit hour minimum.

Academic Integrity Academic integrity requires that students take credit only for their own ideas and efforts. Misconduct, including cheating, fabrication, plagiarism, interference, or facilitating academic dishonesty, is prohibited because it undermines the bonds of trust and cooperation among members of this community and between us and those who may depend on our knowledge and integrity. Complete details are contained in the Indiana University *Code of Student Rights, Responsibilities, and Conduct*. Students on the Fort Wayne campus should refer to the *IPFW Code of Student Rights, Responsibilities, and Conduct.*

Academic Appeals Students may appeal academic decisions made by SPEA faculty members. Attempts to resolve such issues should be made first at the class/instructor level. If necessary, written appeals should be submitted to relevant program directors. Appeals must be submitted before the last day of classes in the semester following the point at which the events in question occurred.

Bloomington Campus Graduate Degree Programs

Master of Public Affairs (M.P.A.)

The Master of Public Affairs program is an interdisciplinary, professional program that prepares students for positions in local, state, or federal government, quasi-governmental service, or the nonprofit (including philanthropic) arena. It broadens students' comprehension of the economic, environmental, political, and social context in which the public servant works. The course of study requires completion of (1) the M.P.A. core, (2) the concentration requirement, (3) the experiential requirement, and (4) sufficient electives and/or prior professional experience credit to total 48 credit hours.

The curriculum of this program as contained in the core requirements encompasses preparation in a broad range of skills relevant to the operation of public or nonprofit agencies. It is based on the academic disciplines but not limited to any one. It is also problem-oriented, bringing the disciplines to bear on critical social, environmental, economic, and administrative issues.

Although the environment of public service is diverse and changing, effectiveness in that environment requires the development of special skills attained through detailed study in a chosen field of concentration. The fields of concentration span the variety of professional specialties found in public service. Thus, the program provides expertise in the core requirement and in a specific concentration area, as well as a general working knowledge of public affairs.

The M.P.A. program is fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

Degree Requirements

(48 credit hours)
The core requirements of the M.P.A. degree consist of 18 credit hours of work in six courses. Each student must also complete the requirements of (at least) one concentration.

The experiential requirement ensures that each graduate of the M.P.A. program has gained insight into the world of public service by way of an experience outside the classroom. This experience may or may not involve the accumulation of credit hours toward the degree.

The remaining credit hours necessary for graduation, if any, are general electives that can be used to add breadth to a student's program; to further explore a field of concentration; or to enhance skills in foreign languages, quantitative tools, or administrative techniques.

Core Requirements

(18 credit hours)
The M.P.A. core is designed to ensure that each student acquires both the prerequisite analytical skills and an understanding of policy issues and governmental processes that compose the environment within which graduates will pursue their careers.

Required Courses
SPEA-V 502 Public Management (3 cr.)
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 540 Law and Public Affairs (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)
SPEA-V 600 Capstone in Public and Environmental Affairs (3 cr.)

Extremely well-prepared applicants may petition the program director to waive one or more of the core requirements on the basis of advanced course work done elsewhere. Students may be exempted on the basis of satisfactory equivalent course work or by examination. Credit hours waived from the core add to the electives a student may use. Students requesting course waivers should contact the appropriate graduate program director for requirements and guidelines.

Concentration Requirements

(15–24 credit hours)
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. Up to 3 credit hours of the concentration may be taken in V 585 Practicum in Public Affairs, if approved *in advance* by an advisor.

Concentration requirements may be waived on the same basis as core requirements. Consult with an advisor about course prerequisites.

Experiential Requirements

Each M.P.A. student must obtain professionally relevant experience through one of the following options: an approved internship (0-6 credit hours); SPEA-V 590 Research in Public Affairs; SPEA-V 601 Workshop in Public Affairs; or the award of prior professional experience credit.

Prior Professional Experience Credit

The M.P.A. Program Director of the School of Public and Environmental Affairs may grant up to 12 credit hours toward the M.P.A. degree for students who have had **significant policy-level work experience** in their backgrounds. In general, credit requires work experience above the entry level that involves some independent managerial, analytic, or scientific responsibility. Credit will be granted for work experience gained until initial matriculation in the program according to the following guidelines.

1. To receive 3 credit hours, a student must have a minimum of one year's technical, administrative, or policy-level work experience with a government, nonprofit, or private agency.
2. 6 credit hours will be awarded for four years of managerial experience in directing programs, preparing budgets, and making decisions on organizational or staff development or for four years of professional experience in policy analysis or planning.
3. Those with four or more years of executive assignment may be awarded 9 to 12 credit hours. Applicants must have had responsibility for supervision of high-level staff, budget preparation, and organizational control of public agencies, or executive responsibility for policy analysis or planning.

Application Process and Policies Students are eligible to apply for prior professional experience credit up to the completion of 24 credit hours, which usually occurs before the close of their second semester of M.P.A. graduate study. Applicants may appeal the initial professional credit decision by submitting a request, in writing, for reconsideration and providing additional information to the appropriate program or campus director.

Determination of professional credit is made separately from decisions about transfer of credit. Under no circumstances will the prior professional experience credit and transfer credit total more than 21 credit hours of the 48 required for the M.P.A. degree. Students receiving prior professional experience credit should carefully plan the balance of their program with a faculty advisor.

General Elective Courses

Graduate courses, or undergraduate courses approved for graduate credit, may be used to complete the overall degree requirement of 48 credit hours.

Fields of Concentration

Concentrations give students focused educational experiences in substantive areas of interest. Concentrations offered on the Bloomington campus are:

- comparative and international affairs
- economic development
- environmental policy and natural resource management
- information systems
- local government management
- nonprofit management
- policy analysis
- public financial administration
- public management
- sustainable development

Students also may design specialized concentrations.

Comparative and International Affairs Concentration

(18 credit hours)
The Comparative and International Affairs Concentration has two major functions:

1. to provide a comparative basis for considering U.S. public policy and its underlying principles; and
2. to examine the international links and institutions through which nations interact.

Required Courses (9 credit hours)
SPEA-V 575 Comparative Public Management and Administration (3 cr.)
SPEA-V 578 Introduction to Comparative and International Affairs (3 cr.)
SPEA-V 669 Economic Development, Globalization, and Entrepreneurship (3 cr.)

Electives (9 credit hours)

In consultation with your academic advisor, select one course. A partial list includes:
SPEA-E 518 Vector-based Geographic Information Systems (3 cr.)
SPEA-E 529 Application of Geographic Information Systems (3 cr.)
SPEA-E 560 Environmental Risk Analysis (3 cr.)
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 519 Database Management Systems (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 609 Seminar in Revenue Theory and Administration (3 cr.)
SPEA-V 610 Seminar in Government Budget and Program Analysis (3 cr.)
SPEA-V 622 Seminar in Urban Economic Development (3 cr.)
SPEA-V 625 Environmental Economics and Policy (3 cr.)
SPEA-V 667 Seminar in Public Capital and Debt Theory (3 cr.)

In consultation with your academic advisor, select two courses. A partial list includes:
SPEA-E 535 International Environmental Policy (3 cr.)
SPEA-V 518 Intergovernmental Systems Management (3 cr.)
SPEA-V 574 Environmental Management in the Tropics (3 cr.)
SPEA-V 576 Approaches to Development (3 cr.)
SPEA-V 577 International Economic Strategies and Trade Policy (3 cr.)
SPEA-V 589 Democratization and Transition in Eastern Europe and the Newly Independent States (3 cr.)
SPEA-V 592 Global Health Issues and Management (3 cr.)
SPEA-V 596 Sustainable Development (3 cr.)
SPEA-V 524 Civil Society in Comparative Perspective (3 cr.)
SPEA-V 510 Government Regulation in Market Economies (3 cr.)

In consultation with your academic advisor, select any 3 credit hour (or higher credit) course in area studies and/or language studies. In special circumstances, students are eligible to take up to 6 credit hours of area studies and/or language studies.

Or

In consultation with your academic advisor, select one course from electives list above and one Overseas Experience option below:

Overseas Experience

Option 1: Overseas Study Experience—includes 4 credit hours of SPEA-V 580 and/or up to 6 credit hours of area studies and/or language studies.

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. Contact the SPEA M.P.A.–M.S.E.S. Program Office for more information.

Option 2: Graduate Seminar Europe (4 cr.) Students are selected competitively. Contact the M.P.A.–M.S.E.S. Program Office for additional information.

Option 3: Individualized Internship—up to 6 credits of SPEA-V 590 in consultation with your academic advisor and the Office of Career Services.

With consent of the student's academic advisor, Individualized Internships include internships performed in academic or 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.

Special arrangements for fulfillment of course requirements will be made for foreign language and area studies (FLAS) fellowship students, in consultation with the student's academic advisor and the Graduate Programs Office.

Economic Development Concentration

(18 credit hours)
The economic development concentration prepares students for positions in economic development at the city, county, and state levels.

Required Courses (9 credit hours)
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 622 Seminar in Urban Economic Development (3 cr.)
SPEA-V 669 Economic Development, Globalization, and Entrepreneurship (3 cr.)

Electives (9 credit hours)

Select three of the following courses:
SPEA-V 516 Public Management Information Systems (3 cr.)

SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 563 The Planning Process (3 cr.)
SPEA-V 564 Urban Management (3 cr.)
SPEA-V 567 Public Financial Administration (3 cr.)
SPEA-V 568 Management of Urban Government Services (3 cr.)
SPEA-V 578 Introduction to Comparative and International Affairs (3 cr.)
SPEA-V 609 Seminar in Revenue Theory and Administration (3 cr.)
SPEA-V 610 Seminar in Government Budget and Program Analysis (3 cr.)
SPEA-V 667 Seminar in Public Capital and Debt Theory (3 cr.)

Or

other relevant SPEA courses with the approval of an economic development concentration advisor. At least one elective must be chosen from the above list. A student may choose up to two electives outside of SPEA with the approval of an advisor.

Environmental Policy and Natural Resource Management Concentration

(21 credit hours)
The environmental policy and natural resource management concentration integrates public policy and environmental science perspectives covering a range of topics including the economic analysis of natural resource utilization and allocation.

Required Courses (12 credit hours)
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 625 Environmental Economics and Policy (3 cr.)
SPEA-V 643 Natural Resource Management and Policy (3 cr.)
SPEA-V 645 Environmental Law (3 cr.)

Electives (9 credit hours)

In consultation with your advisor, select one course in public policy and/or public management. A partial list includes:
SPEA-E 560 Environmental Risk Analysis (3 cr.)
SPEA-V 510 Government Regulation in Market Economies (3 cr.)
SPEA-V 518 Intergovernmental Systems Management (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 640 Law, Public Management, and Public Policy (3 cr.)

In consultation with their advisors, students select two courses from one of the following groups or an equivalent course cluster:

Environmental Management
SPEA-E 536 Environmental Chemistry (3 cr.)
SPEA-E 539 Aquatic Chemistry (3 cr.)
SPEA-E 542 Hazardous Materials (3 cr.)
SPEA-E 552 Environmental Engineering (3 cr.)

Resource Management
SPEA-E 460 Fisheries and Wildlife Management (3 cr.)
SPEA-E 461 Fisheries and Wildlife Management Laboratory (3 cr.)
SPEA-E 527 Applied Ecology (3 cr.)
SPEA-E 528 Forest Ecology and Management (3 cr.)
BIOL-L 575 Ecosystem Structure and Function (3 cr.)

Information Systems Concentration

(18 credit hours)
The information systems (IS) concentration prepares students for entry-level and mid-career positions—such as systems analysts, consultants, Webmasters, and database managers—in the exciting, evolving, and rapidly growing fields of computing and communication technologies as they apply to public organizations. The IS concentration builds on a solid core of three courses and provides the flexibility to add three more electives from a wide range of course offerings. Students are encouraged to combine the IS concentration with other concentrations to strengthen their technical skills in a variety of applied areas.

Required Courses (9 credit hours)

The following courses are required:
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 519 Database Management Systems (3 cr.)

Select one of the following:
SPEA-E 518 Vector-based Geographic Information Systems (3 cr.)
SPEA-V 550 Topics in Public Affairs (GIS only) (3 cr.)

Electives (9 credit hours)

Three courses from the following information systems application groups. (Note: Two of the courses must be from group A, B, or C.)

Group A: Geographic Information Systems
SPEA-E 518 Vector-based Geographic Information Systems (3 cr.)
SPEA-E 519 Applied Remote Sensing of the Environment (3 cr.)
SPEA-E 529 Application of Geographic Information Systems (3 cr.)
SPEA-V 550 Topics in Public Affairs (GIS only) (3 cr.)

Group B: Decision Support and Analysis
SPEA-E 555 Topics in Environmental Science: Computing Methods for Environmental Science (3 cr.)
SPEA-E 560 Environmental Risk Analysis (3 cr.)
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)

Group C: Design and Management of Information Systems
SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
SPEA-V 611 Design of Information Systems (3 cr.)
SPEA-V 613 Implementation of Information Systems (3 cr.)

Group D: Networking and Telecommunications
BUS-S 515 Foundations of Business Telecommunications (3 cr.)
SLIS-L 561 The Information Industry (3 cr.)
SLIS-L 564 Computerization in Society (3 cr.)
SLIS-L 571 Information Architecture for the Web (3 cr.)

Group E: Additional Options
Graduate courses that address issues in information technology, such as programming and the digital economy, are offered in other 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 elect to take one of these electives with the approval of a faculty advisor.

Local Government Management Concentration

(24 credit hours)
The local government management concentration prepares students for entry-level and mid-career management and policy positions in local government. Course work includes an urban management core required of all students and a selection of advanced electives. Students should consult with a faculty concentration advisor to choose the advanced electives best suited to their interests. Students also participate in a Seminar in Urban Management in conjunction with the International City/County Management Association's annual conference.

Required Courses (15 credit hours)
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 542 Government Financial Accounting and Reporting (3 cr.)
SPEA-V 561 Public Human Resources Management (3 cr.)
SPEA-V 568 Management of Urban Government Services (3 cr.)
SPEA-V 623 Seminar in Urban Management (3 cr.)

Local Government Management Seminar (3 credit hours)

Students are required to enroll in SPEA-V 550 Topics in Public Affairs – Professional Development Seminar (3 cr.) during their second year of study. This course is held in conjunction with attendance at the International City/County Management Association's annual conference.

Advanced Electives (6 credit hours)

Students must select two additional courses in consultation with their concentration advisors from one of the approved subject areas listed below:

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

Nonprofit Management Concentration

(15 credit hours)

The nonprofit management concentration prepares persons for leadership positions in not-for-profit organizations. The core requirements for the M.P.A. degree provide a strong management and policy base. The concentration offers students the opportunity to develop this base through not-for-profit applications. Most courses in the concentration address the unique features and practices of not-for-profit organizations or the policies affecting them. Supplementary courses available in the concentration offer management techniques helpful to nonprofit leaders.

Required Courses (6 credit hours)

SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)

Electives (9 credit hours)

Elective Group I: All three electives may be selected from this group.

SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
SPEA-V 523 Civil Society and Public Policy (3 cr.)
SPEA-V 524 Civil Society in Comparative Perspective (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations
SPEA-V 534 NGO Management in Comparative Perspective (3 cr.)
SPEA-V 558 Fund Development for Nonprofits (3 cr.)
SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
JOUR-J 560 Principles of Public Relations (3 cr.)
LAW-B 761 Law and Philanthropy (3 cr.)

Elective Group II: One course in a nonprofit area may count towards the electives. Examples include:

AADM-Y 525 Museum Management (3 cr.)
AADM-Y 559 Public Policy and the Arts (3 cr.)
SPEA-V 568 Management of Urban Government Services (3 cr.)
SPEA-V 576 Approaches to Development (3 cr.)
SPEA-V 577 International Economics Strategies and Trade Policies (3 cr.)
SPEA-V 589 Democratization and Transition in Eastern Europe and the Newly Independent States (3 cr.)
SPEA-V 592 Global Health Issues and Management (3 cr.)
SPEA-V 622 Seminar in Urban Economic Development (3 cr.)

Elective Group III: One course with a management skills focus may count towards the three electives. Examples include:

SPEA-V 516 Public Management Information Systems (3 cr.
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 569 Managing Interpersonal Relations (3 cr.)
SPEA-V 652 Managing Work Force Diversity in Public Organizations (3 cr.)
SPEA-V 654 Public Program Management and Contracting (3 cr.)
SPEA-V 662 Seminar in Accountability and Performance (3 cr.)

Policy Analysis Concentration

(18 credit hours)

The policy analysis concentration emphasizes substantive applications of management science/operations research, statistical analysis, cost-benefit analysis, program evaluation, and related techniques and approaches to public policy issues and decisions.

Policy Analysis Skills (9 credit hours)

Required course:

SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)

Take a minimum of two of the following three courses:

SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)

Note: Should the student decide to take V 539, V 541, and V 562, the third course can be counted as one of the three public courses required below.

Policy Field (9 credit hours)

Select three public policy courses with the permission of a concentration advisor. Courses that may be chosen include, but are not limited to, the following:

AADM-Y 559 Public Policy and Arts (3 cr.)
SPEA-V 510 Government Regulation in Market Economies (3 cr.)
SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Affairs (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)
SPEA-V 550 Topics in Public Affairs (3 cr.) *(approved topics)*
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 565 Environmental Conflict Resolution: Theory and Practice (3 cr.)
SPEA-V 622 Seminar in Urban Economic Development (3 cr.)
SPEA-V 625 Environmental Economics and Policy (3 cr.)
SPEA-V 640 Law, Public Management, and Public Policy (3 cr.)
SPEA-V 669 Economic Development, Globalization, and Entrepreneurship (3 cr.)

Public Financial Administration Concentration

(18 credit hours)

Courses in this concentration develop technical skills necessary for budget analysis, preparation, and operation; analysis and application of tax policy; and public financial planning.

Required Courses (9 credit hours)

Three of the following courses:

SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 609 Seminar in Revenue Theory and Administration (3 cr.)
SPEA-V 610 Seminar in Government Budget and Program Analysis (3 cr.)
SPEA-V 667 Seminar in Public Capital and Debt Theory (3 cr.)

One of the following courses:

SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 542 Governmental Financial Accounting and Reporting (3 cr.)

Electives (6 credit hours)

Two of the following courses *or* other graduate courses approved by a concentration advisor as equivalent substitutions:

SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 570 Public Sector Labor Relations (3 cr.)

Public Management Concentration

(15 credit hours)

The public management concentration covers the skills and tools appropriate for entry-level or mid-career management positions in a variety of public and nonprofit settings. Course work is distributed between a management core and advanced electives. Selection of courses must be made in consultation with a concentration advisor.

Required Courses (9 credit hours)

Three of the following courses:

SPEA-V 504 Public Organizations (3 cr.)
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
SPEA-V 652 Managing Workforce Diversity in Public Organizations (3 cr.)
SPEA-V 654 Public Program Management and Contracting (3 cr.)

Electives (6 credit hours)

Two of the following courses *or* other graduate courses approved by a concentration advisor as equivalent substitutions:

SPEA-V 518 Intergovernmental Systems and Management (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)

SPEA-V 561 Public Human Resources Management (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 570 Public Sector Labor Relations (3 cr.)
SPEA-V 610 Seminar in Government Budget and Program Analysis (3 cr.)
SPEA-V 640 Law, Public Management, and Public Policy (3 cr.)
SPEA-V 662 Seminar in Accountability and Performance (3 cr.)

Sustainable Development Concentration

(18 credit hours)
The sustainable development concentration focuses on the balancing of human needs with the protection of the natural and social environments. Components of a sustainable development strategy encompass environmental, economic, social, and political elements.

Required Courses (9 credit hours)
The following courses:
SPEA-V 596 Sustainable Development (3 cr.)
SPEA-V 643 Natural Resource Management and Policy (3 cr.)
Choose one of the following courses:
SPEA-V 622 Seminar in Urban Economic Development (3 cr.)
SPEA-V 669 Economic Development, Globalization, and Entrepreneurship (3 cr.)

Analytical Tools: (3 credit hours)
In consultation with your academic advisor, select one course from the following course listing:
SPEA-E 518 Vector-based Geographic Information Systems (3 cr.)
SPEA-E 529 Application of Geographical Information Systems (3 cr.)
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 519 Database Management Systems (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)

The Natural Environment: (3 credit hours)
In consultation with your academic advisor, select one course from the following course listing:
SPEA-E 460 Fisheries and Wildlife Management (3 cr.)
SPEA-E 527 Applied Ecology (3 cr.)
SPEA-E 528 Forest Ecology and Management (3 cr.)
SPEA-E 532 Introduction to Applied Ecology (3 cr.)
SPEA-E 542 Hazardous Materials (3 cr.)
SPEA-E 560 Environmental Risk Analysis (3 cr.)

Specialization Options: (3 credit hours)
In consultation with your academic advisor, select one course from the following course listing:
SPEA-E 535 International Environmental Policy (3 cr.)
SPEA-E 543 Environmental Management (3 cr.)
SPEA-V 574 Environmental Management in the Tropics (3 cr.)
SPEA-V 576 Approaches to Development (3 cr.)
SPEA-V 578 Introduction to Comparative and International Affairs (3 cr.)
SPEA-V 592 Global Health Issues and Management (3 cr.)
SPEA-V 625 Environmental Economics and Policy (3 cr.)
SPEA-V 645 Environmental Law (3 cr.)

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

Specialized Concentration

(18 credit hours)
In consultation with advisors, students may design curricula that anticipate their career and educational goals and reflect their background and training. Specialized concentrations must be approved by two faculty advisors to ensure high standards of rigor, depth, and breadth. Specialized concentrations must be declared within the first 24 credit hours of a student's program.

Accelerated Master of Public Affairs

This program allows the School of Public and Environmental Affairs' top undergraduates to complete both their undergraduate and graduate degree in five years. To be considered for this program a student must have earned a minimum GPA of 3.5, completed 96 undergraduate credit hours, and satisfied all general-education and School of Public and Environmental Affairs undergraduate core requirements. Because of the specialized nature of this program, potential applicants should contact the Bloomington undergraduate and graduate program director for details.

Master of Public Affairs Joint Degree Programs

Master of Public Affairs–Master of Science in Environmental Science (M.P.A.–M.S.E.S.)

This combined master's program is a 60-credit-hour program that gives the student more depth and breadth than is possible in a single degree. M.P.A. and M.S.E.S. degrees are awarded concurrently after the student has completed the requirements for both degrees.

Application and Admission

The student must apply to and be accepted by both the Master of Public Affairs program and the Master of Science in Environmental Science program. The normal criteria for admission to each program apply.

Program Requirements

(60 credit hours)
The combined M.P.A.–M.S.E.S. program requires a minimum of 60 credit hours distributed among four components: environmental science core, public affairs core, environmental science and policy concentration, and professional experience.

Public Affairs Core

Required Courses (15 credit hours)
SPEA-V 502 Public Management (3 cr.)
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.) *(With consent of the advisor, may substitute SPEA-E 538 Statistics for Environmental Science. Credit not given for both SPEA-E 538 and SPEA-V 506. Course should be taken in the first semester.)*
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 540 Law and Public Affairs (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)

Environmental Science Core Competencies

Requirements may be waived according to individual student backgrounds and professional objectives.

Required Courses (Typically 6 to 12 credit hours)
SPEA-E 526 Applied Mathematics for Environmental Science (3 cr.)
SPEA-E 527 Applied Ecology (3 cr.)
SPEA-E 536 Environmental Chemistry (3 cr.)
SPEA-E 552 Environmental Engineering (3 cr.)

Capstone

Required Course (3 credit hours)

Choose one of the listed capstone options from either the M.P.A. or M.S.E.S.

Students must fulfill the professional presentation requirement.

Program Options

All M.P.A.-M.S.E.S. joint degree students must complete the M.P.A. core requirements. Joint students can pursue one of four concentration options.

1. Environmental Management Concentration
(24 credit hours)

Required Courses (24 credit hours)
Four of the following courses:
SPEA-E 515 Fundamentals of Air Pollution (3 cr.)
SPEA-E 518 Vector-based Geographic Information Systems (3 cr.)
SPEA-E 519 Applied Remote Sensing of the Environment (3 cr.)
SPEA-E 520 Environmental Toxicology (3 cr.) **or** SPEA-E 410 Introduction to Environmental Toxicology (3 cr.)
SPEA-E 539 Aquatic Chemistry (3 cr.)
SPEA-E 545 Lake and Watershed Management (3 cr.)
SPEA-E 554 Groundwater Flow Modeling (3 cr.)
SPEA-E 562 Solid and Hazardous Waste Management (3 cr.)

Four of the following:
SPEA-E 512 Risk Communication (3 cr.)
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 510 Government Regulation in Market Economies (3 cr.)
SPEA-V 516 Public Information Management Systems (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 565 Environmental Conflict Resolution: Theory and Practice (3 cr.)
SPEA-V 571 State and Local Environmental Management (3 cr.)
SPEA-V 625 Environmental Economics and Policy (3 cr.)
SPEA-V 643 Natural Resource Management and Policy (3 cr.)
SPEA-V 645 Environmental Law (3 cr.)

2. Environmental Systems Analysis and Modeling Concentration
(27 credit hours)

Required (27 credit hours)

The following three courses:
SPEA-E 560 Environmental Risk Analysis (3 cr.)
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)

Four of the following courses:
SPEA-E 515 Fundamentals of Air Pollution Control (3 cr.)
SPEA-E 518 Vector-Based Geographic Information Systems (3 cr.)
SPEA-E 519 Applied Remote Sensing of the Environment (3 cr.)
SPEA-E 529 Application of Geographic Information Systems (3 cr.)
SPEA-E 539 Aquatic Chemistry (3 cr.)
SPEA-E 554 Groundwater Flow Modeling (3 cr.)
SPEA-E 555 Topics in Environmental Science (3 cr.) *(modeling related)*

Two of the following courses:
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 625 Environmental Economics and Policy (3 cr.)
SPEA-V 643 Natural Resource Management and Policy (3 cr.)

3. Specialized Concentration
(21 credit hours)

Select four M.S.E.S. courses from one of the listed M.S.E.S. concentrations and three M.P.A. courses from one of the listed M.P.A. concentrations.

4. Any M.S.E.S. or M.P.A. Concentration

Any M.S.E.S. concentration plus 9 additional credit hours from a listed M.P.A. concentration

Or

Any M.P.A. concentration plus 12 additional credit hours from a listed M.S.E.S. concentration.

Experiential Requirement

Each double master's degree candidate must obtain professionally relevant experience through one of the following options: an approved internship (0-6 credit hours); advanced project; independent research/thesis; the award of prior professional experience credit; or an environmental science research project culminating in a master's thesis. Students are encouraged to discuss with faculty members the relative merits of their experiences according to individual career objectives.

Master of Public Affairs–Doctor of Jurisprudence (M.P.A.–J.D.)

The combined Master of Public Affairs–Doctor of Jurisprudence program enables the student to take a four-year sequence of courses leading to both degrees.

Application and Admission

The applicant must have a bachelor's degree from an accredited institution of higher education and must apply separately to both the Mauer School of Law and the School of Public and Environmental Affairs.

If the applicant is admitted to only one school, the applicant is permitted to attend that school and is, of course, required to meet the graduation requirements of that school. It is recommended that the student apply to both schools simultaneously for the combined M.P.A.–J.D. program. It is possible, however, for a person already enrolled in the Mauer School of Law to apply for admission to the School of Public and Environmental Affairs up to the end of the second year of law study. It is also possible for a student enrolled in the School of Public and Environmental Affairs to seek admission to the Mauer School of Law up to the end of the first year of the M.P.A. course of study.

Academic Standing Grade point averages in the Mauer School of Law and the School of Public and Environmental Affairs are computed separately. To continue in the program, the student must meet the academic standards in each school. A student failing in one school but meeting academic standards in the other may complete work for the degree in the school in which the student is able to meet the academic standards. Such completion must be according to the same conditions (credit hours, residency, etc.) required of regular (noncombination) degree candidates; that is, 82 credit hours in law and 48 credit hours in SPEA. Students are eligible for honors in each school based on the criteria of each school.

School Residency Students in the joint M.P.A.–J.D. program should enroll in courses through the School of Public and Environmental Affairs in the first year of the program and through the Mauer School of Law in the second year of the program. Alternatively, joint M.P.A.–J.D. students do have the option of enrolling in courses through the School of Law—Bloomington in the first year and in SPEA in the second year. In the third and fourth years, or until the program is completed, students should enroll through the school in which the majority of their credit hours reside in each enrollment period.

Program Requirements

(113 credit hours)

Master of Public Affairs Requirements

(36 credit hours)
Students are required to complete 36 credit hours of SPEA courses distributed among the M.P.A. core and a specialization area.

Required Courses (21 credit hours)
SPEA-V 502 Public Management (3 cr.)
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 540 Law and Public Affairs (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)
SPEA-V 600 Capstone in Public and Environmental Affairs (3 cr.)
SPEA-V 640 Law, Public Management, and Public Policy (3 cr.)

Specialization Area (15 credit hours)
The student chooses a field of specialization and develops a program of specialization courses in consultation with a SPEA faculty advisor.

Doctor of Jurisprudence Requirements

(79 credit hours)
Students are required to complete 79 credit hours of law courses and to satisfy all requirements for the degree Doctor of Jurisprudence. For specific requirements, see the Mauer School of Law Bulletin.

Other Joint M.P.A. Degree Programs

In addition to joint degree programs with the Indiana University School of Law–Bloomington, the School of Public and Environmental Affairs collaborates with centers on area studies, other Indiana University Bloomington departments, and professional schools to deliver joint degree programs. SPEA's combined master's degree programs address the demand for specialists with expertise in policy, management, and science and the expertise and skill offered by the partner program. Candidates for the combined degree programs, excluding the program with the Mauer School of Law, complete the core requirements for the M.P.A. degree, additional course credits in a specialized concentration for a total of 36 credit hours in the School of Public and Environmental Affairs, plus the required courses of the participating joint program. In every case students must apply separately to and be accepted into both programs to participate in a joint degree program. Joint degree students (other than the M.P.A.–J.D.) must complete:

1. the core requirements for the M.P.A. and a specialized SPEA concentration (36 credit hours) to include:

Required Courses
SPEA-V 502 Public Management (3 cr.)
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 540 Law and Public Affairs (3 cr.)
SPEA-V 560 Publlic Finance and Budgeting (3 cr.)
SPEA-V 600 Capstone in Public and Environmental Affairs (3 cr.)

Specialized Area Students may design and develop a program of specialization courses in consultation with SPEA faculty advisors.

and

2. the required courses of the other school or department for the joint degrees.

To determine the requirements for participating joint degree departments or schools, refer to the section of the University Graduate School Bulletin about the participating unit or visit the appropriate Web page.

SPEA participates with the following units in the M.P.A. program:

Master of Public Affairs–Master of Arts in African American and African Diaspora Studies (M.P.A.–M.A.)
Department of African American and African Diaspora Studies
www.indiana.edu/~afroamer/

Master of Public Affairs–Master of Arts in African Studies (M.P.A.–M.A.)

Master of Public Affairs–Master of Arts in Central Eurasian Studies (M.P.A.–M.A.)
Department of Central Eurasian Studies
www.indiana.edu/~ceus/

Master of Public Affairs–Master of Arts in East Asian Studies (M.P.A.–M.A.)
Department of East Asian Languages and Cultures
www.indiana.edu/~ealc/

Master of Public Affairs–Master of Information Science (M.P.A.–M.I.S.)
School of Library and Information Science
www.slis.indiana.edu/

Master of Public Affairs–Master of Arts in Journalism (M.P.A.–M.A.)
School of Journalism
www.journalism.indiana.edu/

Master of Public Affairs–Master of Arts in Latin American and Caribbean Studies (M.P.A.–M.A.)
The Center for Latin American and Caribbean Studies
www.indiana.edu/~clacs/

Master of Public Affairs–Master of Library Science (M.P.A.–M.L.S.)
School of Library and Information Science
www.slis.indiana.edu/

Master of Public Affairs–Master of Arts in Russian and East European Studies (M.P.A.–M.A.)
Russian and East European Institute
www.indiana.edu/reeiweb/

Master of Public Affairs–Master of Arts in West European Studies (M.P.A.–M.A.)
West European Studies
www.indiana.edu/~west/

Master of Science in Environmental Science (M.S.E.S.)

The Master of Science in Environmental Science (M.S.E.S.) program educates professionals who combine specialization in an area of environmental science or management with the analytical and policy skills necessary to apply that knowledge in a broader context. This degree program includes an experiential requirement, usually fulfilled by an internship, but also allows for a research focus culminating in a traditional master's thesis.

For students desiring more in-depth study in environmental science, the M.S.E.S. program is an excellent preparation for entry into the Ph.D. in Environmental Science program. Alternatively, students desiring more in-depth preparation in policy, law, or other related fields can combine their M.S.E.S. degree with a degree in Public Affairs (M.P.A.–M.S.E.S), law (M.S.E.S.–J.D.), or a number of other disciplines in Biology, Geography, Geological Sciences, or Journalism.

Degree Requirements

The M.S.E.S. program requires 48 credit hours distributed among four sets of courses: science courses, policy and management courses, tool skill courses, and an experiential requirement. There are no required courses *per se*; however, each student is expected to demonstrate several competencies, depending on his or her concentration. These competencies include relevant natural and physical sciences, economics, policy or law, and quantitative problem solving. A Curriculum Advisory Committee works with the student to ensure that these competencies are met and that the student is pursuing a suitable plan of study. This curriculum provides students with a general knowledge of environmental science and management, the tool skills to allow them to apply that knowledge, and a specialized area of expertise.

Entrance Requirements

All students must have undergraduate coursework relevant to their intended area of focus in the M.S.E.S. degree program. Students are expected to have an adequate background in quantitative natural science subjects (e.g., mathematics, chemistry, and biology/ecology), which may vary according to the concentration the student selects.

Prior Professional Experience Credit

The M.S.E.S. program director of the School of Public and Environmental Affairs may grant up to 12 credit hours toward the M.S.E.S. degree for students who have had **significant technical or administrative work experience** in their backgrounds. Credit will be granted for work experience gained until the end of the semester in which the student completes 24 credit hours according to the following guidelines.

1. To receive 3 credit hours, a student must have a minimum of one year's technical or administrative work experience.
2. 6 credit hours will be awarded for one to four years of experience in environmental science or environmental management.
3. Those with four or more years of executive assignment may be awarded 9 to 12 credit hours. Applicants must have had responsibility for environmental science or environmental management.

Application Process and Policies Students are eligible to apply for prior professional experience credit up to the completion of 24 credit hours, which usually occurs before the close of their second semester of M.S.E.S. graduate study. Applicants may appeal the initial professional credit decision by submitting a request, in writing, for reconsideration and providing additional information to the appropriate program or campus director.

Determination of professional credit is made separately from decisions about transfer of credit. Under no circumstances will the prior professional experience credit and transfer credit total more than 21 hours of the 48 required for the degree. Students receiving prior professional experience credit should carefully plan the balance of their program with a faculty advisor.

Environmental Science Core Competencies

(Typically 12–15 credit hours)
Each student should demonstrate a competency in the following areas of environmental science: mathematics, chemistry, and biology/ecology. The selection of courses may vary according to

the student's concentration and professional objectives. Some or all of the following courses may be appropriate.

SPEA-E 526 Applied Mathematics for Environmental Science (3 cr.)
SPEA-E 527 Applied Ecology (3 cr.)
SPEA-E 536 Environmental Chemistry (3 cr.)
SPEA-E 538 Statistics for Environmental Science (3 cr.) **or**
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)
SPEA-E 552 Environmental Engineering (3 cr.)

Economics, Policy, and Law Core Competencies

(Typically 6–12 credit hours)
Each student should demonstrate a competency in the following areas of environmental management. The selection of courses may vary according to the student's concentration and professional objectives. Courses should be selected in consultation with a faculty advisor.

SPEA-E 535 International Environmental Policy (3 cr.)
SPEA-E 543 Environmental Management (3 cr.)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 596 Sustainable Development (3 cr.)
SPEA-V625 Environmental Economics and Policy (3 cr.)
SPEA-V643 Environmental Resource Management and Policy (3 cr.)
SPEA-V 645 Environmental Law (3 cr.)

Concentrations

(Typically 18–21 credit hours)
Each student should select one of the following concentrations. Topics courses and independent study credits may be included in any concentrations with the approval of a faculty advisor.

Applied Ecology Concentration

The applied ecology concentration focuses on problem-solving techniques applied to current ecological issues. The diversity of the earth's living species in both natural and managed ecosystems offers students a variety of study areas within applied ecology, including forest ecology and management, fisheries and wildlife management, soil and watershed management, endangered species, and wetlands. Courses should be selected in consultation with a faculty advisor.

SPEA-E 440 Wetlands: Biology and Regulation (3 cr.)
SPEA-E 455 Limnology (4 cr.)
SPEA-E 460 Fisheries and Wildlife Management (3 cr.)
SPEA-E 461 Fisheries and Wildlife Management Laboratory (3 cr.)
SPEA-E 520 Environmental Toxicology (3 cr.)
SPEA-E 528 Forest Ecology and Management (3 cr.)
SPEA-E 534 Restoration Ecology (3 cr.)
SPEA-E 544 Subsurface Microbiology and Bioremediation (3 cr.)
SPEA-E 545 Lake and Watershed Management (3 cr.)
SPEA-E 546 Stream Ecology (3 cr.)
SPEA-E 557 Conservation Biology
SPEA-E 570 Environmental Soil Science (3 cr.)

Environmental Chemistry, Toxicology, and Risk Assessment Concentration

This concentration addresses the fate and transport of chemicals in the environment and the hazards and risks to human health and the environment associated with chemical pollution. Courses on the chemical/physical/biological reactions of pollutants in soil, aquatic, and atmospheric systems are included. Additional courses study the hazards associated with chemicals used in modern society, technologies available to manage and remediate contaminated sites, the toxicological effects of chemical exposure, and methods to assess risks associated with chemicals in the environment. Courses should be selected in consultation with a faculty advisor.

SPEA-E 515 Fundamentals of Air Pollution (3 cr.)
SPEA-E 520 Environmental Toxicology (3 cr.)
SPEA-E 537 Environmental Chemistry Laboratory (3 cr.)
SPEA-E 539 Aquatic Chemistry (3 cr.)
SPEA-E 542 Hazardous Materials (3 cr.)
SPEA-E 544 Subsurface Microbiology and Bioremediation (3 cr.)
SPEA-E 554 Groundwater Flow Modeling (3 cr.)
SPEA-E 560 Environmental Risk Analysis (3 cr.)
SPEA-E 562 Solid and Hazardous Waste Management (3 cr.)
SPEA-E 570 Environmental Soil Science (3 cr.)

Water Resources Concentration

The water resources concentration emphasizes scientific principles of water quantity and quality. Courses provide information and problem-solving skills using biological, chemical, and physical descriptions of water in the environment. Courses should be selected in consultation with a faculty advisor.

SPEA-E 440 Wetlands: Biology and Regulation (3 cr.)
SPEA-E 455 Limnology (4 cr.)
SPEA-E 460 Fisheries and Wildlife Management (3 cr.)
SPEA-E 461 Fisheries and Wildlife Management Laboratory (3 cr.)
SPEA-E 520 Environmental Toxicology (3 cr.)
SPEA-E 528 Forest Ecology and Management (3 cr.)
SPEA-E 534 Restoration Ecology (3 cr.)
SPEA-E 537 Environmental Chemistry Laboratory (3 cr.)
SPEA-E 539 Aquatic Chemistry (3 cr.)
SPEA-E 544 Subsurface Microbiology and Bioremediation (3 cr.)
SPEA-E 545 Lake and Watershed Management (3 cr.)
SPEA-E 546 Stream Ecology (3 cr.)
SPEA-E 552 Environmental Engineering (3 cr.)
SPEA-E 554 Groundwater Flow Modeling (3 cr.)
SPEA-E 557 Conservation Biology (3 cr.)

Tool Skill Courses

(Typically 3–9 credit hours)
Students are encouraged to acquire competency in analytical methods by focusing on tool skills appropriate to their concentration. Courses should be selected in consultation with a faculty advisor.

SPEA-E 512 Risk Communication (3 cr.)
SPEA-E 518 Vector-based Geographic Information Systems (3 cr.)
SPEA-E 519 Applied Remote Sensing of the Environment (3 cr.)
SPEA-E 529 Applications of Geographic Information Systems (3 cr.)
SPEA-E 560 Environmental Risk Analysis (3 cr.)
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public Environmental Policies (3 cr.)
SPEA-V 547 Negotiation and Alternative Dispute Resolution (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)

Capstone Course

(3 credit hours)
Each candidate for the M.S.E.S. degree should take a course during which they participate in a team to carry out an integrative project that addresses a multidisciplinary problem. This requirement may be met in one of the following ways:

1. SPEA-V 600 Capstone in Public and Environmental Affairs, sections with an environmental focus.
2. An alternative course with a similar structure, such SPEA-E 546 Stream Ecology or SPEA-E 560 Environmental Risk Analysis or other approved course.
3. SPEA-E 625 Research in Environmental Science (work with an advisory committee to complete a research project).

All capstone projects are expected to culminate in a formal report and public presentation.

Thesis Option

(Typically 18–24 credit hours)
For this option, the student pursues a research project culminating in a master's thesis. This research is done under the supervision of a principal advisor and thesis committee, whom the student selects preferably in their first semester, but no later than at the start of their third semester. The amount of course work and selection of specific courses is determined by the student's background, research topic, and the recommendations of the thesis committee. Completion of this option requires approval of the thesis and a successful oral defense of the project.

Experiential Requirement

(0–24 credit hours)
Each candidate for the MSES degree must obtain professionally relevant experience through one of the following options:

1. Approved Internship (0–6 credit hours) The student will work with the SPEA Office of Career Services to arrange for a suitable internship. Internships vary greatly according to the expectations and requirements of the sponsor. Students are expected to give careful attention in the selection of an internship suitable to their professional goals.
2. Thesis Option (18–24 credit hours) Refer to the discussion of the thesis option above.
3. Prior Professional Experience (0–6 credit hours) Students who have had significant environmental management, technical, or administrative work experience in the past may receive 6 credit hours. To receive 3 credit hours, a student must have a minimum of one year's technical or administrative work experience. To receive 4–6 credit hours, the student should have two or more years of experience in environmental science or environmental management.
4. Determination of professional credit is made separately from decisions about transfer of credit. Under no circumstances will the prior professional experience credit and transfer credit total more than 21 hours. Students receiving prior professional experience credit should carefully plan the balance of their program with the Curriculum Advisory Committee.

Accelerated Master of Science in Environmental Science

This program allows highly qualified undergraduate students in the School of Public and Environmental Affairs to complete both their undergraduate and graduate degrees in five years. To be considered for this program, a student must have earned a minimum GPA of 3.5 (3.0 for B.S.E.S), completed 96 undergraduate credit hours, and satisfied all general-education and SPEA undergraduate core requirements. Because of the specialized nature of this program, potential applicants should contact the M.S.E.S. program director for details.

Master of Science in Environmental Science Joint Degree Programs

Master of Science in Environmental Science–Doctor of Jurisprudence (M.S.E.S.–J.D.)

The combined Master of Science in Environmental Science–Doctor of Jurisprudence program is a four-year, 115-credit-hour sequence of courses and research that provides depth and breadth in both environmental science and law. Both degrees are awarded when the student meets the degree requirements of the Mauer School of Law and SPEA.

Application and Admission

The student must have a bachelor's degree in a physical or life science, engineering, or related field. Students interested in the joint M.S.E.S.–J.D. must apply to both the Mauer School of Law and the School of Public and Environmental Affairs. Students normally apply to both schools concurrently for the combined program. It is possible, however, for a person already enrolled in the Mauer School of Law to apply for admission to the School of Public and Environmental Affairs up to the end of the second year of law study. A student enrolled in SPEA may seek admission to the Mauer School of Law up to the end of the first year of the M.S.E.S. program.

Academic Standing Grade point averages in the School of Law—Bloomington and SPEA are computed separately. To continue in the program, the student must meet the academic standards in each school. A student failing in one school but meeting academic standards in the other may complete work for the degree in the school in which academic standards are being met. Such completion must be according to the same conditions required of regular (noncombination) degree candidates; that is, 82 credit hours for law and 48 credit hours for SPEA. Students are eligible for honors in each school based on the criteria of each school.

Program Advisors Students enrolled in the combined program are required to have a SPEA faculty advisor and are encouraged to seek an advisor from the faculty of the Mauer School of Law. The co-advisors can then review and counsel with respect to each student's course selection for each semester to assure attainment of educational objectives.

School Residency Students in the joint M.S.E.S.–J.D. program should enroll in courses through SPEA the first year of their programs and through the Mauer School of Law in the second year of their programs. Alternatively, joint M.S.E.S.–J.D. students have the option of enrolling in courses through the Mauer School of Law in the first year and SPEA in the second year. In the third and fourth years, or until the joint program is completed, students should enroll through the school in which the majority of their credit hours resides in each enrollment period.

Program Requirements

(115 credit hours)

Master of Science in Environmental Science Requirements

(36 credit hours)
Students are required to complete 36 credit hours of courses distributed among the environmental science competencies, environmental sciences focus, and a multidisciplinary capstone project.

Environmental Science Competencies

(15 credit hours)
Five of the following courses with the approval of an advisor.

SPEA-E 512 Risk Communication (3 cr.)
SPEA-E 518 Vector-based Geographic Information Systems (3 cr.)
SPEA-E 526 Applied Mathematics for Environmental Science (3 cr.)
SPEA-E 527 Applied Ecology (3 cr.)
SPEA-E 529 Applications for Geographic Information Systems (3 cr.)
SPEA-E 536 Environmental Chemistry (3 cr.)
SPEA-E 538 Statistics for Environmental Science (3 cr.)
SPEA-E 560 Environmental Risk Analysis (3 cr.)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 625 Environmental Economics and Policy (3 cr.)
SPEA-V 643 Natural Resource Management (3 cr.)

Environmental Science Focus

(18 credit hours)
Students are required to develop an area of specialization approved by a SPEA faculty advisor.

It is recommended that this be done in consultation with both joint law and environmental science faculty advisors.

Capstone Course

(3 credit hours)
Each student in the M.S.E.S.-J.D. degree program must take SPEA-V 600 Capstone in Public and Environmental Affairs that addresses a multidisciplinary problem.

Doctor of Jurisprudence Requirements

(79 credit hours)
Students are required to complete 79 credit hours of law courses and to satisfy all requirements for the degree Doctor of Jurisprudence. For specific requirements, see the Mauer School of Law Bulletin.

Other Joint M.S.E.S. Degree Programs

In addition to joint degree programs with the Indiana University School of Law–Bloomington, the School of Public and Environmental Affairs collaborates with centers on area studies, other Indiana University Bloomington departments, and professional schools to deliver joint degree programs. SPEA's combined master's degree programs address the demand for specialists with expertise in policy, management, and science and the expertise and skill offered by the partner program. Candidates for the combined degree programs, excluding the program with the Mauer School of Law, complete the

competency requirements for the M.S.E.S. degree, additional course credits in a specialized focus for a total of 36 credit hours in the School of Public and Environmental Affairs, plus the required courses of the participating joint program. In every case students must apply separately to and be accepted into both programs to participate in a joint degree program. Joint degree students (other than the M.S.E.S.–J.D.) must complete:

1. the competency requirements for the M.S.E.S. and a specialized SPEAconcentration (36 credit hours) **and**
2. the required courses of the other school or department for the joint degrees.

To determine the requirements for participating joint degree departments or schools, refer to the section of the University Graduate School Bulletin about the participating unit or visit the appropriate Web page.

SPEA participates with the following units in their M.S.E.S. program:

Master of Science in Environmental Science–Master of Arts in Biology (M.S.E.S.–M.A.)
Department of Biology
www.bio.indiana.edu/

Master of Science in Environmental Science–Master of Arts in Geography (M.S.E.S.–M.A.)
Department of Geography
www.indiana.edu/~geog/

Master of Science in Environmental Science–Master of Science in Geography (M.S.E.S.–M.S.)
Department of Geography
www.indiana.edu/~geog/

Master of Science in Environmental Science–Master of Science in Geological Sciences (M.S.E.S.–M.S.)
Department of Geological Sciences
www.indiana.edu/~geosci/

Master of Science in Environmental Science–Master of Arts in Journalism (M.S.E.S.–M.A.)
School of Journalism
www.journalism.indiana.edu/

Master of Arts in Arts Administration (M.A.)

Program Goals and Objectives

Arts administrators are extraordinary individuals. They must function as managers, fundraisers, planners, educators, conciliators, facilitators, communicators, and most important, as leaders. They must be realists as well as idealists, respectful of the needs of both art and business, and forward-looking yet mindful of the past.

Since 1971 the Indiana University Arts Administration Program has been committed to the development of such leaders. The program, a 16-month, multidisciplinary course of study leading to an M.A. in Arts Administration, is broad-based in outlook and curriculum and strives to achieve a balance of artistic and management concerns, theory and hands-on experience. Students complete three semesters of course work, on-campus practicums, and a supervised internship off campus. The program seeks to serve students who are at the beginning stages of their careers as well as older students wishing to change careers.

Though small in size, the City of Bloomington provides an ideal setting for the program. The city's thriving arts community includes more than 150 arts organizations as well as the internationally acclaimed Lotus World Music and Arts Festival. On the IU Bloomington campus, the School of Music presents more than 1,000 concerts and events each year, and a new production opens almost every other week on one of the two stages in the Department of Theatre and Drama. Other cultural organizations on campus include the IU Auditorium, which offers touring Broadway productions; the IU Art Museum, one of the nation's finest university art museums; the Mathers Museum of World Cultures; the African American Arts Institute; the Archives of Traditional Music; and the Lilly Library of rare books and manuscripts.

Administration of the Program

The program is administered by a full-time director and also utilizes an advisory committee, faculty drawn from fine arts, music, theatre and drama, SPEA, business, anthropology/museum studies, and the African American Arts Institute.

Degree Requirements

(45 credit hours)

The program requires 45 credit hours of course work. A typical two-year course schedule includes 15 credit hours the first semester and 12 credit hours in the second semester. The third semester of 12 credit hours includes the capstone seminar course.

In the summer following the second semester of course work most students complete a seven week internship in an arts organization of their choice. These students are able to complete their degree in December of their second year of study. Some students opt to complete their internship in the spring following their final fall semester of course work. Recent sites have included Carnegie Hall, the St. Paul Chamber Orchestra, the Smithsonian, the Museum of Fine Arts–Houston, the Seattle International Film Festival, the Indianapolis Museum of Art, the Abrons Art Center, and the Barrier Island Group for the Arts (BIG ARTS) on Sanibel Island. While there is no thesis requirement, extensive writing projects are part of the capstone seminar course and internship experiences.

The program is as follows:

Semester I
AADM-Y 511 Performing Arts Center Management (3 cr.)
AADM-Y 525 Museum Management (3 cr.)
AADM-Y 535 Arts Administration and the Cultural Sector (3 cr.)
AADM-Y 500 Strategic Management in the Arts (3 cr.)
Select elective(s) (to equal 3 cr.) with approval of the Arts Administration Program advisor.

Semester II
AADM-Y 515 Financial Management for the Arts (3 cr.)
AADM-Y 530 Audience Development and Marketing the Arts (3 cr.)
BUS-L 575 Legal Issues in the Arts (3 cr.)
Select elective(s) (to equal 3 cr.) with approval of the Arts Administration Program advisor.

Summer
AADM-Y 750 Internship in Arts Administration (3 cr.)
AADM-Y 550 Practicum in Arts Administration (3 cr.)

Semester III
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
ADM-Y 650 Seminar in Arts Administration (3 cr.)
SPEA-V 558 Fund Development for Nonprofits (3 cr.)
Select elective(s) (to equal 3 cr.) with approval of the Arts Administration Program advisor.

Doctor of Philosophy (Ph.D.) in Environmental Science

This doctoral program is administered by the School of Public and Environmental Affairs in cooperation with the Departments of Biology, Chemistry, Geography, and Geological Sciences. The Ph.D. in environmental science degree is awarded by the University Graduate School.

The program provides a rigorous, comprehensive education in environmental science. The specific objectives of the program are: (1) to conduct advanced research and scientific analysis of environmental events, issues, and problems; (2) to further understanding of the nature and management of natural and human environments; and (3) to provide an opportunity for students and faculty members in several departments to engage in collaborative environmental research in an interdisciplinary mode.

Admission

A student must apply to the School of Public and Environmental Affairs for doctoral studies; those accepted will be recommended to the University Graduate School for formal admission into the Ph.D. program. Applicants to this program must have completed at least a bachelor's degree in science, mathematics, engineering, or a related field. Prospective students are required to submit: (1) a statement of purpose, which should be as specific as possible and, preferably, should refer to potential research mentors by name; (2) official results of the Graduate Record Examinations (GRE); (3) official transcripts of all undergraduate and graduate course work completed; and (4) three letters of recommendation. Applicants whose native language is not English must also submit results

of the Test of English as a Foreign Language (TOEFL).

Degree Requirements

The degree requires: (1) substantial knowledge in a primary environmental science concentration; (2) breadth in related environmental science and policy; (3) an understanding of research methods; (4) an in-depth knowledge of the dissertation topic; and (5) a dissertation that demonstrates the student's ability to analyze, explain, and interpret research clearly and effectively.

Advisory Committee During the first semester of enrollment, each student must organize an advisory committee. Normally this committee consists of at least four faculty members: at least two should be from the School of Public and Environmental Affairs; the others may be from other departments or from outside the university. Membership of the advisory committee is approved by the director of the Doctoral Program in Environmental Science and the dean of the University Graduate School. At least three members of the advisory committee must be full members of the graduate faculty.

Fields of Study Each student should define a principal field of study, which may be interdisciplinary. The student should prepare a proposal outlining a program of course work that the student believes lies within that principal field.

Each student should also prepare a program of course work that fulfills the requirement of breadth in environmental science and policy. The breadth requirement may be fulfilled by using a wide spectrum of environmentally related courses, including areas such as economics, law, and management, in addition to other science courses.

Each student should also prepare a statement of courses or activities for meeting the research methods requirement. Normally these include subjects such as computer science, geographic information systems, remote sensing, statistics, and mathematical modeling, although other technical skill areas such as electronics and analytical chemical techniques may be appropriate for some students.

Narrative Statement Each student must prepare a narrative statement that includes a discussion of the student's previous educational experiences, a statement of career objectives, a statement of research interests, and a proposed program of course work.

Each student must submit the narrative statement to the advisory committee for approval, usually during the first semester in the program.

Course Requirements The exact nature and amount of course work in each of the three areas—principal field of study, breadth in environmental science and policy, and research methods—is determined by the advisory committee after review and approval of the student's proposed plan of study in each of these areas. Selection of specific courses is based on obtaining (1) adequate knowledge for qualifying examinations, (2) appropriate preparation for a research project, and (3) a mixture of courses that meets the individual professional goals of the student.

The Ph.D. degree requires the completion of at least 90 credit hours in advanced study and research beyond the bachelor's degree. A student must complete a minimum of 30 credit hours of advanced course work in environmental science and policy. Students must also complete a minimum of 30 credit hours of research, normally taken as SPEA-E 625 or SPEA-E 890. The student, with the approval of the advisory committee, should complete some combination of additional course work and research sufficient to meet the 90 credit hour requirement.

Each student is required to enroll in SPEA-E 680 Seminar in Environmental Science and Policy (1 credit hour/semester) for four semesters during their degree program. Students enrolled in SPEA-E 680 may either make a formal presentation or write a brief synopsis and critique of four presentations attended each semester. Students are encouraged to enroll in SPEA-E 710 Advanced Topics in Environmental Science, which may be taken multiple times as the topics will vary. Advanced topics and reading courses may be used to meet requirements, depending upon the topic and the student's area of interest.

Students should note that 30 credit hours of advanced course work, if properly selected, and 6 credit hours of research, may be applied toward the Master of Science in Environmental Science (M.S.E.S.) degree. With an additional 12 credit hours of approved course work, a student may be awarded the M.S.E.S. degree while completing the requirements for the Ph.D. in environmental science. Completion of the M.S.E.S. degree as part of this doctoral program is not a requirement; however, this option may be appropriate for some students.

Qualifying Examinations Before a student is admitted to candidacy, all requirements determined by the advisory committee must be met and the qualifying examinations passed. A student who fails qualifying examinations may retake them only once.

The decision to admit a student to doctoral candidacy is made by the advisory committee, which evaluates the student's performance in the written examination, research proposal, and oral examination.

Written Examination This examination should be taken by the end of a student's fifth semester in the Ph.D. program. The exam focuses on topics covered by the student's course work and related to the student's research interests. The examination is written and graded by the student's advisory committee. The written examination is graded as pass, conditional pass, or fail.

Research Proposal No later than the end of the fifth semester, the student should submit a written research proposal for review by the advisory committee. The proposal should be documented, clearly stating a research objective, the approach to be taken, and the significance of the work.

Oral Examination Each candidate is examined orally by the advisory committee. The oral examination expands upon the written examination and covers the student's research proposal.

Research Committee Upon the student's successful completion of the qualifying examination, a research committee is formed. Normally this committee consists of at least four faculty members: at least two should be from the School of Public and Environmental Affairs; the others may be from other departments. The director of the Doctoral Program in Environmental Science recommends the student's research committee to the dean of the University Graduate School. At least three members of the research committee must be full members of the graduate faculty.

Dissertation A dissertation is required and must be of sufficient value to warrant publication. The dissertation must represent a substantial research effort, both in quality and quantity. The dissertation requirement may be met by preparing a traditional dissertation or by preparing a portfolio of research documents including publications, manuscripts in press, and completed manuscripts suitable for submission to a journal. These documents may have multiple authors, although the doctoral candidate must demonstrate that he or she made significant contributions to at least two of the publications or manuscripts submitted for review. The research portfolio must have introductory and concluding chapters to integrate across the topics. The research portfolio also must be prepared to meet the University Graduate School's requirements for dissertations. A public presentation of the dissertation research is required. The dissertation must be approved by the research committee.

Doctor of Philosophy (Ph.D.) in Public Affairs

The Doctoral Program in Public Affairs was created to take advantage of the unique strengths of SPEA's interdisciplinary faculty and research programs, both of which have earned wide recognition from peer institutions, national and international agencies, and professional groups. The curriculum equips students with the necessary skills for independent research and analysis of problems, issues, and solutions in government and the nonprofit sector in four major fields:

1. Public Finance: the theory and practice of fiscal administration, including public budgeting, revenue administration, and financial management;
2. Public Management: the design and operation of government institutions, including strategic/operations management

and interrelationships between public and private organizations;
3. Public Policy Analysis: research methods and quantitative techniques for policy analysis, including the content, design, and evaluation of public programs; and
4. Environmental Policy: the study of and contribution to public policies that affect the environment, both domestic and international, including legal, economic, and other policy tools and approaches.

Instead of being grounded in a traditional academic discipline, each of the fields has developed from several theoretical literatures applied to real-world public affairs problems. Although research is grounded in the social sciences, the context of inquiry reverses the normal research process. Instead of beginning with questions originating in discipline-based scholarship, the research process begins with public problems and issues. The research challenge, then, is to match available tools of inquiry to the research opportunities presented by problems.

Admission

Students apply directly to the School of Public and Environmental Affairs; those accepted are recommended to the University Graduate School for formal admission into the Ph.D. program. **Application materials can be found at www.gradapp.indiana.edu/.** Applicants to this program must have completed at least a bachelor's degree. Prospective students are required to submit (1) a statement of purpose, which should be as specific as possible and, preferably, should refer to potential research mentors by name; (2) official results of the Graduate Record Examinations (GRE); (3) official transcripts of all undergraduate and graduate work completed; and (4) three letters of recommendation. Applicants whose native language is not English must also submit results of the Test of English as a Foreign Language (TOEFL).

Degree Requirements

The Ph.D. in Public Affairs degree requires the completion of at least 90 credit hous in advanced study and research beyond the baccalaureate. Typically, one-half to two-thirds of the 90 credit hours are taken in formal course work and one-third in thesis credit. Students completing a Master of Public Affairs or similar degree may be allowed to transfer some of their graduate course work (30 hours maximum) if approved by their Progress Review Committees, though a prior master's degree is not required for admission.

Core Requirements

The following three courses are required for all Public Affairs students:

SPEA-V 680 Research Design and Methods in Public Affairs (3 cr.)
SPEA-V 621 Seminar in Teaching Public and Environmental Affairs (3 cr.)

This course prepares students for college teaching and their professional responsibilities toward current and future students. It is taken in a student's first year in the program:

SPEA-V 691 Workshop in Public Policy.

Each student is required to take this 1 credit hour course for three semesters. The workshop features research presentations by faculty, visiting scholars, and advanced students. Its intent is to prepare students to critique current literature in the field, learn to prepare manuscripts for presentation and publication, and defend their ideas and theories.

Research Tool Skills

Required research skills include a two-semester quantitative analysis sequence and two additional elective courses or proficiency in a foreign language.

The two-semester quantitative analysis sequence can be fulfilled a number of different ways, including one of the sequences listed below.

SPEA-V 606 Statistics for Research in Public Affairs I (3 cr.) **and**
SPEA-V 607 Statistics for Research in Public Affairs II

BUS-G 651 Econometric Methods in Business I (3 cr.) **and**
BUS-G 652 Econometric Methods in Business II (3 cr.)

ECON-E 572 Statistical Techniques in Economics II (3 cr.) **and**
ECON-E 671 Econometrics I (3 cr.)

POLS-Y 576 Political Data Analysis II (3 cr.) **and**
POLS-Y 577 Advanced Topics in Political Science (3 cr.)

SOC-S 554 Statistical Techniques in Sociology I (3 cr.) **and**
SOC-S 650 Stastical Techniques in Sociology II (3 cr.)

In addition, students must demonstrate either (1) advanced proficiency in quantitative analysis or specialized research skills by completing two additional courses approved by the student's Progress Review Committee or (2) proficiency in a language proficiency exam from the appropriate language department at Indiana University.

Major Fields

Students select two of the four SPEA Public Affairs major fields to prepare for their qualifying examinations. For each field, the student must complete required courses and approved electives. The fields and the required courses are:

Public Management The design and operation of government and not-for-profit institutions, including strategic/operations management and interrelationships between public, private, and civil society organizations.

Required courses:
SPEA-V 671 Public Organization and Management I (3 cr.)
SPEA-V 672 Public Organization and Management II (3 cr.)

Public Finance The theory and practice of fiscal administration, including public budgeting, revenue administration, and financial management.

Required courses:
SPEA-V 666 Public Revenue (3 cr.)
SPEA-V 668 Seminar in Public Budgeting (3 cr.)

Public Policy Analysis Research methods and quantitative techniques for policy analysis, including the content, design, and evaluation of public programs.

Required courses:
SPEA-V 664 Seminar in Policy Analysis (3 cr.)
SPEA-V 673 Public Policy Analysis and Management Science/Operations Research (3 cr.)

Environmental Policy Economics, law, politics, and implementation of environmental policies in the United States and abroad.

Required courses:
Economics
SPEA-V 625 Environmental Economics (3 cr.)
Law
SPEA-V 645 Environmental Law (3 cr.) **or**
LAW-B 783 International Environmental Law (3 cr.)
Policy
SPEA-V 710 Topics in Public Policy: Domestic Environmental Policy (3 cr.) **or**
SPEA-V 710 Topics in Public Policy: International Environmental Policy (3 cr.)

Minor Field

Students select a minor field according to their research interests. A three- to four-course sequence is negotiated between the student and the Progress Review Committee, following the requirements of the department or school offering the minor. Among the minor fields chosen by students currently in the program are Economics, Finance, Political Science, Sociology, Geography, Economic Development, and Environmental Science.

Major Junctures

Progress Review Committee

Each student is assigned an advisor on arrival in Bloomington. If the advisor sufficiently reflects a student's research interests, then the student can request that the advisor serve as chairperson of the student's Progress Review Committee. The student may also select another professor who is more suited to the student's research interests.

At the end of the first year, the student develops a Progress Review Committee. The committee, in cooperation with the student, defines program objectives, supervises the selection and completion of the minor field, monitors overall progress toward completion of course work requirements, and administers the qualifying exams. Members of the Progress Review Committee should be scholars who know the student's academic record and who are recognized experts in the fields in which the student will stand examination. The committee will consist of four to five members chosen by the student in consultation with the director of

the Ph.D. program. At least one member of the Progress Review Committee will be chosen from each of the student's two major fields. It is required that one member of the Progress Review Committee be a non-School professor and represent the outside minor.

Third Semester Review

During the third semester each student holds a third semester review meeting with the Progress Review Committee. The purpose of the meeting is to reach an agreement between the student and the committee about the character and status of the student's program. This meeting also serves as a formal evaluation of the student's performance and prospects and includes a presentation of a research paper prepared by the student.

In this progress review meeting, the committee members review the student's record of past and planned courses, the likely dissertation topic, and the quality of the research paper and its presentation. The committee determines whether the proposed program of courses will prepare the student for the examinations to be taken at the end of the course work as well as for the dissertation.

The principal objective of the research paper is to allow the faculty to judge whether the student has the ability to complete all requirements for this research-oriented degree in a timely fashion. Thus, of most importance will be that the paper demonstrates the student's ability to carry out reasonably independent research and write the results in a well-reasoned and coherent fashion. The paper should also demonstrate that the student has a good command of the literature in the area and has the ability to use appropriate research methods in carrying out the analysis. It is anticipated that the progress review paper will be a revision of a substantial research paper prepared to fulfill a requirement for a regular course. (The student can, however, submit an entirely new paper to fulfill this requirement.) It should be of a quality warranting presentation at a professional society meeting.

Qualifying Examinations

After completion of course work, students take a written exam in each of their two major fields. The examination committee may also require an oral examination at its discretion. If there is an exam requirement in the minor department, then the student must also complete a third exam. Once the examinations are successfully completed, the student is formally admitted to candidacy.

Dissertation

After filing for candidacy status, the doctoral candidate forms a Research Committee consisting of at least four faculty members, including one representative of the candidate's minor field. This committee may be but is not necessarily identical to the Progress Review Committee. The selection of Research Committee members should reflect the dissertation topic and expertise of the faculty chosen.

The candidate prepares a dissertation proposal to present and defend in a meeting of the Research Committee. The Research Committee is ultimately responsible for determining whether the dissertation is acceptable.

Placement

The Ph.D. Office, the director of the program, and individual faculty members work hard to ensure that graduates of the program are placed in academic or research organizations. Although the Public Affairs program has been operational only since 1993, graduates have been very successful recently in obtaining such positions. Recent placements include North Carolina State University, The Ohio State University, University of Colorado, Syracuse University, Brigham Young University, Iowa State University, the U.S. Department of Labor, National Taipei University, and Yonsei University in South Korea.

Doctor of Philosophy (Ph.D.) in Public Policy

The Joint Ph.D. Program in Public Policy is a collaborative endeavor of the School of Public and Environmental Affairs and the Department of Political Science.

Its emphasis is on the broad field of public policy, concerning the environment of public policy; the processes of policy formation, management, and implementation; and the analysis and evaluation of policy outputs and results. The institutional setting and design of the program offer a unique educational opportunity. Students in the program receive rigorous social science training and gain knowledge of government decision-making processes, problem-solving capabilities, and an understanding of the substantive aspects of public problems and their effects on public institutions.

Admission

All applicants to the public policy program are subject to approval by a SPEA–Department of Political Science joint admissions committee. **Application materials can be found at www.gradapp.indiana.edu/.** Applicants for admission and for financial assistance are required to submit a statement of career goals, official results of the Graduate Record Examination (GRE), official transcripts of all undergraduate and graduate work, and a minimum of three letters of recommendation. Students whose native language is not English also must submit results of the Test of English as a Foreign Language (TOEFL). The Joint Program Committee on Admissions and Financial Aid examines each application closely to determine suitability for the program. The committee looks beyond the formal academic record, at the applicant's demonstrated ability to pursue independent study, language and research skill training, and maturity and experience.

Degree Requirements

The University Graduate School requires doctoral students to complete 90 credit hours of graduate credit. Typically, two-thirds of the 90 credit hours are taken in formal course work and one-third in thesis credit. Students holding a Master of Public Affairs or similar degree may be allowed to transfer some of their graduate course work (30 credit hours maximum) if approved by their Progress Review Committee.

Core Requirements

Public Policy students are required to complete the following courses:

SPEA-V 680 Research Design and Methods in Public Affairs (3 cr.) **or**
POLS-Y 570 Introduction to the Study of Politics (3 cr.)

SPEA-V 690 Seminar in Public Policy Process (3 cr.) **or**
POLS-Y 565 Public Administration, Law, and Policy: Approaches and Issues (3 cr.)

This course is offered alternately each fall semester by SPEA (V 690) and the Department of Political Science (Y 565).

SPEA-V 691 Workshop in Public Policy (1 cr.)

Each student is required to take this 1 credit hour course for three semesters. The workshop features research presentations by faculty, visiting scholars, and advanced students. It prepares students to critique current literature in the field, to prepare manuscripts for presentation and publication, and to defend their ideas and theories. There are two sections offered: one by SPEA and the other by the Workshop in Political Theory and Policy Analysis.

SPEA-V 621 Seminar in Teaching Public and Environmental Affairs (2 cr.) **or**
POLS-Y 550 Political Science and Professional Development (1-3 cr.)

These courses prepare students for college teaching and their professional responsibilities toward current and future students. They are taken in a student's first year in the program.

Research Tool Skills

Required course work for research skills includes a basic two-semester statistics sequence and two additional elective courses or proficiency in a foreign language.

Basic Tool Skills:
The two-semester quantitative analysis sequence requirement is generally fulfilled through one of the course sequences listed below.

SPEA-V 606 Statistics for Research in Public Affairs I (3 cr.) **and**
SPEA-V 607 Statistics for Research in Public Affairs II (3 cr.)

POLS-Y 575 Political Data Analysis I (3 cr.) **and**
POLS-Y 576 Political Data Analysis II (3 cr.)

SOC-S 554 Statistical Techniques in Sociology I (3 cr.) **and**
SOC-S 650 Statistical Techniques in Sociology II (3 cr.)

Advanced Tool Skills:
In addition, students must demonstrate either (1) advanced proficiency in quantitative analysis

or specialized research skills by completing two additional courses approved by the student's Progress Review Committee or (2) proficiency in a language appropriate to his/her field of study and approved by the Progress Review Committee. To qualify as language proficient, a student must take a language proficiency exam from the appropriate language department at Indiana University.

Fields of Concentration

The School of Public and Environmental Affairs and the Department of Political Science share equally in delivering public policy as the major field of preparation and specialization. Students in the Public Policy Program select two concentration areas—one from SPEA and one from Political Science—in addition to the required concentration in public policy.

These fields of concentration include the following:

SPEA	Political Science
Environmental Policy	American Politics
Public Management	Comparative Politics
Public Finance	International Relations
Policy Analysis	Political Philosophy
	Political Theory and Methodology

Course offerings in SPEA and Political Science help the student prepare for examinations in these fields, and students supplement their course work with directed readings and research. There is no predetermined set of courses required of all students. Course selection is the responsibility of the student, working in conjunction with his or her Progress Review Committee.

Major Junctures

Progress Review Committee
The Progress Review Committee consists of from four to six faculty members. Two SPEA faculty must be selected for the SPEA concentration and two Political Science faculty for the Political Science concentration. For the shared public policy concentration, there must be one SPEA and one Political Science faculty member. One faculty member is chosen by the student to act as the chair of the committee. The chairperson serves as the student's mentor and guides the student through the Progress Review and qualifying examination process.

Before the meeting of the Progress Review Committee, the student develops a Progress Review Statement. The statement needs to include background professional and educational information, course work completed and planned in each concentration and for basic and advanced tool skills, tentative dates for taking qualifying exams, and a discussion of a proposed dissertation topic. Once approved by the committee, the statement serves as a contract for the completion of degree requirements.

Qualifying Examinations
After completing the course work for a concentration, the student is eligible to take the qualifying examination for that concentration. All students except those in the Political Science concentration negotiate their own examination schedules. The Department of Political Science gives field examinations twice a year at times scheduled by the department. The examinations on policy and SPEA concentrations are written by the members of the Progress Review Committee representing those areas.

After receiving a pass or qualified pass on each of the three exams, the student schedules the oral examination. Upon completion of the oral examination, signatures of the committee member and program director are required on the "Report of Preliminary Examination Committee" form.

Dissertation
After filing for candidacy status, the doctoral candidate forms a Research Committee consisting of at least four faculty members. Two of the members must be School of Public and Environmental Affairs faculty, and two must be from Political Science. This committee may be but is not necessarily identical to the Progress Review Committee. The selection of the Research Committee members should reflect the dissertation topic and expertise of the faculty chosen.

The candidate prepares a dissertation proposal to present and defend in a meeting of the Research Committee. The Research Committee reviews the research proposal and requires changes as needed.

Once the dissertation research is completed, the candidate defends the thesis in an open oral examination meeting. The Research Committee is ultimately responsible for determining whether the dissertation is acceptable.

Placement

The Ph.D. Office, the director of the program, and individual faculty members work hard to ensure that graduates of the program are placed in academic or research organizations. Graduates of the Joint Program in Public Policy have been very successful in obtaining such positions. Recent placements include George Washington University, Emory University, Florida State University, University of North Carolina, The Ohio State University, University of Arizona, Georgia Institute of Technology, Ulsan University (Korea), the University of Massachusetts, the U.S. Agency for International Development, and University of Washington.

Doctoral Minors in the School of Public and Environmental Affairs

The School of Public and Environmental Affairs provides course work and other student-related activities for those working toward doctoral degrees in other schools and colleges of Indiana University who select a minor field in public and environmental affairs. Five minor fields are available: environmental studies, nonprofit management, public management, regional economic development, and urban affairs.

Environmental Studies Minor

(12 credit hours)
Students in Ph.D. programs at Indiana University may, with the consent of their advisory committee, choose environmental studies as an outside minor. The minor is flexible and is usually designed by students in accordance with their needs.

Requirements
1. The doctoral candidate must secure a faculty advisor in consultation with the director of the Doctoral Program in Environmental Science. The advisor may not be from the candidate's major department. The candidate's advisor serves as the representative in all examinations or other requirements of the candidate's Ph.D. program that relate to the minor. The advisor decides on the character of the examination, if any, in the minor field and certifies that the candidate has met the requirements of the minor.
2. The candidate must take at least 12 credit hours of graduate-level courses related to environmental studies. These courses must be from at least two different disciplines outside the candidate's major department. The choice of courses should be made in consultation with the candidate's advisor and must be approved by the director of the Doctoral Program in Environmental Science. Acceptance of the proposed minor is based on two criteria: (1) the courses must have a direct relationship to environmental studies, and (2) the courses must not normally be required as part of major or tool skill options in the student's major department. Courses in the minor program should be selected according to the student's interest. Students majoring in areas other than the natural sciences, for example, may wish to consider the offerings in the natural sciences; similarly, natural science students might consider course offerings in the social and behavioral sciences.
3. A minimum cumulative grade point average of 3.0 (B) must be attained in all courses used for the minor.

Nonprofit Management Minor

(12 credit hours)
Students in a Ph.D. program at Indiana University may select nonprofit management as an outside minor.

Requirements
1. The doctoral student must secure an advisor from the faculty of the School of Public and Environmental Affairs. The faculty advisor will serve as the representative of SPEA in all examinations and other requirements of the student's Ph.D. program that pertain to the minor.
2. The minor in nonprofit management requires 12 credit hours of courses approved

by the advisor. Three of the four courses must be SPEA courses. The additional course may come from SPEA or from any of a variety of disciplines relevant to nonprofit management. Some examples of courses appropriate for the SPEA minor in nonprofit management are:
SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
SPEA-V 523 Civil Society and Public Policy (3 cr.)
SPEA-V 524 Civil Society in Comparative Perspective (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SPEA-V 558 Fund Development for Nonprofits (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
SPEA-V 672 Public Organization and Management II (3 cr.)
SPEA-V 685 Research Seminar in Management (approved topics) (3 cr.)

3. A minimum cumulative grade point average of 3.0 (B) must be attained in all courses used for the minor.
4. *Special requirement for 500-level courses.* Students taking a 500-level course (and SPEA-V 602) are required to show that they have completed doctoral-level work in conjunction with the course in order to count the course for the minor. Students must alert the instructor to their doctoral status and request additional/alternative assignments. If the instructor is unwilling to do this, the student should select a different course in conjunction with the candidate's advisor.

Public Management Minor

(12 credit hours)
Students in doctoral programs at Indiana University may, with the consent of their advisory committee, select public management as an outside minor.

Requirements
1. The doctoral candidate must secure an advisor from the faculty of the School of Public and Environmental Affairs. The faculty advisor serves as the representative of SPEA in all examinations and other requirements of the student's Ph.D. program that pertain to the minor.
2. The student must take at least 12 credit hours of SPEA graduate-level courses in public management. The choice of courses must be approved by the advisor.
3. A cumulative grade point average of at least 3.0 (B) must be maintained.

Regional Economic Development Minor

(12 credit hours)
The minor field in regional economic development involves study in the topics facing regional planners, developmental specialists, and researchers, and an introduction to the body of knowledge in regional development. The study of regional economic development broadens students' perspectives, and students may apply this knowledge to a research agenda that incorporates regional development questions. The student is expected to have studied both micro- and macroeconomics before beginning the minor program.

Requirements
1. The director of the Institute for Development Strategies serves as the minor advisor. The advisor ensures that prerequisites have been met and certifies that the candidate has met the requirements of the minor. An examination may be required at the discretion of the advisor.
2. The candidate must take at least 12 credit hours of approved courses, which must include two core courses and 6 credit hours of electives. The core curriculum consists of a topics course and a general methodology course. (If the required methodology course has been completed as a requirement for the student's major, an additional elective must be taken to fulfill the minor requirement.) The required topics course is SPEA-V 669 Economic Development, Globalization, and Entrepreneurship. This course is cross-listed as GEOG-G 817 Seminar in Regional Geography. The elective courses may come from a variety of disciplines and must be selected in consultation with and approved by the student's minor advisor.
3. A cumulative grade point average of at least 3.0 (B) must be maintained.

Urban Affairs Minor

(12 credit hours)
Students in doctoral programs at Indiana University may, with the consent of their advisory committee, choose urban affairs as an outside minor. The minor is flexible and is designed by students and their advisors in accordance with students' needs.

Requirements
1. After consulting the director of the Joint Ph.D. in Public Policy Program, the doctoral candidate must secure an advisor from the faculty of the School of Public and Environmental Affairs. This faculty advisor serves as the school's representative in all examinations or other minor program requirements of the candidate's Ph.D. program. The advisor determines the character of the minor examination (if any), participates in the candidate's oral examinations, and certifies that the candidate has met the requirements of the minor.
2. The candidate must take at least 12 credit hours of graduate-level courses related to urban affairs. Courses should be selected from at least two departments outside that of the candidate's major. The selection of courses must be approved by the candidate's SPEA advisor.
3. A cumulative grade point average of at least 3.0 (B) must be maintained.

Certificate Programs

Five graduate certificates are offered on the Bloomington campus:
- Certificate in Hazardous Materials Management
- Certificate in Nonprofit Management
- Certificate in Public Budgeting and Financial Management
- Certificate in Public Management
- Certificate in Social Entrepreneurship

Certificate programs are flexible and adaptable to the needs of either precareer or in-service students.

Admission

Admission Eligibility The student must have a bachelor's degree from an accredited college or university to apply. For the Certificate in Hazardous Materials Management, applicants must have completed one year of general chemistry. For the Certificate in Social Entrepreneurship, applicants must be enrolled in the M.P.A. program in SPEA or the M.B.A. program in the Kelley School of Business.

Application Application forms and literature may be obtained from the same SPEA offices that offer material for the graduate degree programs.

Students should apply to the SPEA admissions office on the Bloomington campus.

Application Deadlines Application deadlines for the certificate programs are May 1 for the fall semester and November 1 for the spring semester.

Application Fee Students must pay a nonrefundable application fee.

Program Restrictions

1. Students enrolled in a certificate program must complete it within 15 credit hours of approved SPEA course work with a minimum cumulative GPA of 3.0 (B). Failure to do so results in automatic dismissal from the certificate program.
2. Students who have completed more than three SPEA courses are not eligible for admission to a certificate program.
3. Transfer credit, course substitutions, or course waivers are not accepted for meeting the Public Management or Nonprofit Management certificate requirements. Students in the Hazardous Materials Management Certificate Program may utilize these options; however, they must first have the approval of their campus graduate program advisors.
4. With the exception of the Certificate in Social Entrepeneurship, students admitted to a SPEA graduate degree program are not eligible for admission to the certificate program or eligible for the awarding of a certificate.
5. Admission to or successful completion of a certificate program does not guarantee

subsequent admission to a SPEA graduate degree program.
6. Students enrolled in the certificate program who apply to SPEA's graduate degree programs must meet all existing admission requirements.
7. Students planning to request admission to a SPEA graduate degree program after successfully completing a certificate program should refer to the application procedure presented earlier in this bulletin.

Certificate in Hazardous Materials Management

The Certificate in Hazardous Materials Management is a 15 credit hour program of study. The program provides managers and technicians in concerned organizations and agencies, public and private, with training in the management of hazardous materials. The certificate program provides an information base that these managers and technicians can use to develop, implement, manage, and assess hazardous waste programs for local, state, and federal regulatory agencies. Graduate students in other disciplines can use the program to supplement their primary fields with course work in hazardous materials management, possibly using the certificate courses as part of a doctoral or master's minor.

Certificate Requirements

(15 credit hours)

Required Courses (9 credit hours)
SPEA-E 510 Hazardous Materials Regulation (3 cr.)
SPEA-E 520 Environmental Toxicology (3 cr.)
SPEA-E 542 Hazardous Materials (3 cr.)

Electives (6 credit hours)
Two of the following courses:
SPEA-E 515 Fundamentals of Air Pollution (3 cr.)
SPEA-E 526 Applied Mathematics for Environmental Science (3 cr.)
SPEA-E 536 Environmental Chemistry (3 cr.)
SPEA-E 552 Environmental Engineering (3 cr.)
SPEA-E 553 Creation and Solution of Environmental Models (3 cr.)
SPEA-E 554 Groundwater Flow Modeling (3 cr.)
SPEA-E 555 Topics in Environmental Science: Limnology (2-3 cr.)
SPEA-E 560 Environmental Risk Analysis (3 cr.)
SPEA-E 562 Solid and Hazardous Waste Management (3 cr.)
SPEA-H 433 Industrial Hygiene and Radiological Health (3 cr.)
GEOL-G 430 Principles of Hydrology (3 cr.)
GEOL-G 451 Principles of Hydrogeology (3 cr.)
GEOL-G 551 Advanced Hydrogeology (3 cr.)
GEOL-G 585 Environmental Geochemistry (3 cr.)
Or other specialty courses with the approval of the graduate program advisor.

Certificate in Nonprofit Management

The Certificate in Nonprofit Management is a 15 credit hour program of study. The certificate is designed to serve the needs of individuals who would like exposure to the nonprofit sector and nonprofit management issues but who do not wish or need to pursue a degree in nonprofit management. The certificate complements other courses of study or career experience in such areas as social work, library science, and parks and recreation. Students pursuing a nonprofit management certificate gain an understanding of how to work in and with nonprofit organizations.

Certificate Requirements

(15 credit hours)

Required Courses (9 credit hours)
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)

Electives (6 credit hours)
Two additional SPEA graduate courses are selected with the approval of the student's advisor. A sampling of current course titles includes: Nonprofit and Voluntary Sector, Ethics and Values of Philanthropy, Fund Development for Nonprofit Organizations, Public Relations in Nonprofits, and History of Philanthropy in the West.

Students interested in continuing for the Master of Public Affairs (M.P.A.) should consider selecting the electives from the nonprofit management concentration.

Certificate in Public Budgeting and Financial Management

The Certificate in Public Budgeting and Financial Management is a 15 credit hour program for those seeking graduate training in the fundamentals of budgeting and finance for government and nonprofit organizations. It is designed for pre-career students, including graduate students in other disciplines who seek to additional capacity-building in their educational program, and for in-service professionals who seek additional expertise in their work or who plan to change their professional roles. The program is for those who wish to acquire additional knowledge and skills in public financial management and control, governmental or nonprofit accounting, and public expenditure planning, management, and control.

Certificate Requirements

(15 credit hours)

Required Courses (9 credit hours)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 542 Governmental Financial Accounting and Reporting (3 cr.) **or**
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)

Electives (6 credit hours)
Select two from the following courses:
SPEA-V 609 Seminar in Revenue Theory and Administration (3 cr.)
SPEA-V 610 Seminar in Government Budget and Program Analysis (3 cr.)
SPEA-V 667 Seminar in Public Capital and Debt Theory (3 cr.)

Certificate in Public Management

The Certificate in Public Management Program is a 15 credit hour program of study in public management. The certificate program is flexible enough to be adapted to the needs of precareer and in-service individuals. Graduate students in other disciplines can use the program to supplement their primary fields with course work in public management, possibly using the certificate courses as part or all of a doctoral or master's degree minor. Career employees of public and private sector agencies seeking courses in public management, and especially those changing from professional or technical roles to managerial roles, find the certificate program beneficial.

Certificate Requirements

(15 credit hours)

Required Courses (9 credit hours)
SPEA-V 502 Public Management (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)
SPEA-V 561 Public Human Resources Management (3 cr.)

Electives (6 credit hours)
Two additional SPEA graduate public affairs courses approved by the program director.

Note: Students interested in continuing on for the Master of Public Affairs degree should consider electing the two elective courses from the M.P.A. core; one of the courses recommended is V 506 Statistical Analysis for Effective Decision Making.

Certificate in Social Entrepreneurship

The Certificate in Social Entrepreneurship is an 18 credit hour program of study. The certificate is a cooperative program between the School of Public and Environmental Affairs, the Kelley School of Business, and the Center on Philanthropy at Indiana University–Purdue University Indianapolis and is available **only** for students enrolled in the M.P.A. or M.B.A.

programs. The Social Entrepreneurship Certificate prepares students for innovatively approaching public needs with a combination of entrepreneurial practices and social purposes—through the for-profit, nonprofit, and governmental sectors.

Certificate Requirements

(18 credit hours)

Required Courses (9 credit hours)
SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)*
SPEA-V 559 Principles and Practices of Social Entrepreneurship (3 cr.)
BUS-W 504 New Venture Business Planning (1.5 cr.)
BUS-W 506 Entrepreneurship: Leadership and Practice (1.5 cr.)

Electives (9 credit hours, at least 3 of which must be taken in a school other than the one offering the degree)
SPEA-V 502 Public Management (3 cr.)
SPEA-V 504 Public Organizations (3 cr.)
SPEA-V 510 Government Regulation in Market Economies (3 cr.)
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 519 Database Management Systems (3 cr.)
SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 542 Government Financial Accounting and Reporting (3 cr.)
SPEA-V 544 Marketing for Nonprofit Organizations (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)
SPEA-V 558 Fund Development for Nonprofits (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)
SPEA-V 561 Public Human Resources Management (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 568 Management of Urban Government Services (3 cr.)
SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
SPEA-V 622 Seminar in Urban Economic Development (3 cr.)
BUS-F 509 Financial Analysis for Corporate Decisions (1.5 cr.)
BUS-F 517 Venture Capital and Entrepreneurial Finance (1.5 cr.)

BUS-J 501 Developing Strategic Capabilities (1.5 cr.)
BUS-M 511 Marketing Performance and Productivity Analysis
BUS-M 512 Marketing Strategy (with M511, 4.5 cr.)
BUS-M 521 Implementation of Marketing Strategies (1.5 cr.)
BUS-P 510 Service Operations (1.5 cr.)
BUS-P 552 Project Management (1.5 cr.)
BUS-P 561 Supply Chain Management and Technologies (1.5 cr.)
BUS-S 509 Information Systems in Modern Organizations (1.5 cr.)
BUS-S 510 Managing the Net-Enabled Organization (1.5 cr.)
BUS-S 520 Managing and Designing Data Base Systems (1.5 cr.)
BUS-W 503 Creativity and Innovation: Generating New Venture Ideas (1.5 cr.)
BUS-W 511 Venture Strategy (1.5 cr.)
BUS-W 514 Venture Screening (1.5 cr.)
BUS-W 516 Organizational Development and Change: The Change Agent (1.5 cr.)
BUS-W 532 Organization Design Alternatives (1.5 cr.)
BUS-X 573 Corporate Entrepreneurship (1.5 cr.)

Other courses approved by a faculty advisor.

*With approval, students desiring a public policy emphasis may substitute SPEA-V 502 Public Management (3 cr.).

An internship practicum is also required that can be satisfied by SPEA-V 585 Practicum in Public Affairs (0-6) credit hours, BUS-X 523 and BUS-X 524 Enterprise Experience I and II, or approved experiential credit. The internship consists of:

1. A two-month project development period the semester before the internship.
2. A three-month full-time (40 hour per week) internship on site at the host organization, agency, or business to execute the project.
3. .A final evaluation of the project, related to social entrepreneurial approaches.

Indianapolis Campus Graduate Degree Programs

Master of Public Affairs (M.P.A.)

General Information

The Master of Public Affairs program is a professional program that prepares students for leadership positions in government agencies and nonprofit organizations, and for positions addressing public affairs in the private sector. The program is designed to emphasize professional practice throughout the curriculum by providing an education that integrates theory and practice. The course of study requires completion of (1) the M.P.A. core, (2) the concentration requirement, (3) the experiential component requirement, and (4) sufficient electives and/or mid-career option credit to total 48 credit hours with a 3.0 cumulative grade point average.

The curriculum of this program as contained in the core requirements encompasses preparation in a broad range of skills relevant to the operation of public agencies and nonprofit agencies. It is based on the academic disciplines but not limited to any one. It is also problem-oriented, bringing the disciplines to bear on critical social, environmental, economic, and administrative issues.

Although the environment of public service is diverse and changing, effectiveness in that environment requires the development of special skills attained through detailed study in a chosen field of concentration. The fields of concentration span the variety of professional specialties found in public service. Thus, the program provides expertise in the core requirements and a specific concentration area, as well as a general working knowledge of public affairs.

The M.P.A. program is fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

Admission

In addition to the general requirements for admission to graduate study in the School of Public and Environmental Affairs, the following requirements must be met for admission to the Graduate Program in Public Affairs.

1. Applicants must possess an undergraduate degree from an accredited institution and have a minimum overall undergraduate grade point average (GPA) of 3.0 (B) on a 4.0 scale. Applicants with a minimum GPA of 3.0 during the last half of their undergraduate education are shown preference; however, a 3.0 GPA does not guarantee admission.

2. Applicants should have completed at least 3 credit hours each of undergraduate courses in microeconomics and statistics at an accredited institution with a minimum grade of C in each course.
3. Applicants must take the Graduate Record Examination (GRE) and achieve a composite score of at least 1,000 total in the quantitative and verbal sections or a GMAT total score of at least 500. Note that achieving these scores does not guarantee admission. An applicant with a GRE score lower than 500 in any section may be required to receive special academic counseling and evaluation prior to any admission decision. Additional course work may be required, and admission as a provisional student may be stipulated. Applicants who have been awarded an advanced degree may petition the admissions committee for waiver of the GRE requirement.

Accelerated Master of Public Affairs

This program allows the School of Public and Environmental Affairs' top undergraduates to complete both their undergraduate and graduate degrees in five years. To be considered for this program, a student must have earned a minimum GPA of 3.5, completed 96 undergraduate credit hours, and satisfied all general education requirements. Because of the specialized nature of this program, potential applicants should contact their advisor for details.

Degree Requirements

(48 credit hours)
The core requirements of the M.P.A. degree consist of 21 credit hours of work in seven courses. Each student must also complete the requirements of (at least) one concentration.

The experiential requirement ensures that each graduate of the M.P.A. program has gained insight into the world of public service by way of an experience outside the classroom. This experience may or may not involve the accumulation of credit hours toward the degree. The remaining credit hours necessary for graduation, if any, are general electives that can be used to add breadth to a student's program; to further explore a field of concentration; or to enhance skills in foreign languages, quantitative tools, or administrative techniques.

Core Requirements

(21 credit hours)
The M.P.A. core is designed to provide students with necessary preparation for entering or continuing work in the public service—no matter what their concentration.

Required Courses (21 credit hours)
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 540 Law and Public Affairs (3 cr.)
SPEA-V 598 Governing and Leading in a Global Society (3 cr.)
SPEA-V 600 Capstone in Public and Environmental Affairs (3 cr.)

One of the following courses:
SPEA-V 502 Public Management (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)

One of the following courses:
SPEA-V 560 Public Finance and Budgeting (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)

Extremely well-prepared applicants may petition the program director to waive one or more of the core requirements on the basis of advanced course work done elsewhere. Students may be exempted on the basis of satisfactory equivalent course work or by examination. Credit hours waived from the core add to the electives a student may use. Students requesting course waivers should contact the appropriate graduate program director for requirements and guidelines.

Concentration Requirements

(18–21 credit hours)
Concentrations provide students a specialized educational experience in a substantive area of interest.

Concentration requirements may be waived on the same basis as core requirements. Consult with an advisor about course prerequisites.

Experiential Requirements

Each M.P.A. student must obtain professionally relevant experience through one of the following options: an approved internship (0-6 credit hours); SPEA-V 585 Practicum in Public Affairs; SPEA-V 590 Research in Public Affairs; SPEA-V 601 Workshop in Public Affairs; applying for the Mid-Career Option Credit or Service Credit (AmeriCorps, VISTA, Peace Corps, etc.).

Mid-Career Option Credit

The Graduate Admissions Committee of the School of Public and Environmental Affairs may grant up to a maximum of 12 credit hours toward the M.P.A. degree for students who have had **significant professional policy-level work experience** in management and policy development. Professional level work is that requiring extensive education or specialized training (e.g., at least an undergraduate degree) and gives substantial control over the manner in which it is done to the person performing it.

Credit will be granted for work experience gained before the student completes 36 credit hours of course work in the M.P.A. program.

The following guidelines will be used by the Admissions Committee to award these credits:

1. To receive 3 credit hours, a student must have had one to three year's professional experience in policy development or management with a public, private, or nonprofit organization in any of the following areas:
   a. directing programs
   b. preparing budgets
   c. making decisions on organizational or staff development
   d. analyzing, developing, and evaluating policies
   e. conducting public or legislative relations programs
   f. program planning
2. To receive 6 credit hours, a student must have had three to five years of professional experience in policy development or management in a public, private, or nonprofit organization that includes significant responsibility for at least two of the following:
   a. directing programs
   b. preparing budgets
   c. making decisions on organizational or staff development
   d. analyzing, developing, and evaluating policies
   e. conducting public or legislative relations programs
   f. program planning
3. To receive 9 credit hours, a student must have had at least five years of executive responsibility in a public, private, or nonprofit organization for at least four of the following:
   a. directing programs
   b. preparing budgets
   c. making decisions on organizational or staff development
   d. analyzing, developing, and evaluating policies
   e. conducting public or legislative relations programs
   f. program planning

   This experience must include supervising a significant number of staff, including other supervisors, managers, or contract employees.
4. 12 credit hours may be awarded by the Admissions Committee i*n exceptional circumstances* to students who have had at least 10 years of executive responsibility for all areas of policy development or management in a major public, private, or nonprofit organization.

Application Process and Policies Students are eligible to apply for mid-career credit at the time of application for graduate study or until they have competed 36 hours of course work in the M.P.A. program. Professional experience acquired after the completion of 36 hours of course work in the M.P.A. degree program will not be considered in awarding mid-career credit. Students may be awarded more mid-career credit than they can use to fulfill their degree requirements.

Tuition Charge for Mid-Career Credit For every three credit hours of mid-career credit awarded, students will be charged for 1 credit hour at the tuition rate applicable to them.

Graduate Service Credit

Three credit hours will be awarded by the Admissions Committee to students in the M.P.A. program who have completed at least one year

of full-time service in the Peace Corps, AmeriCorps, or similar national service program. Students receiving credit for such service may also apply for additional credits, based on other career experience, which will be awarded in accordance with these guidelines.

Note: Students may receive *more* service credit than they are eligible to use.

If a student plans to apply for the mid-career credit and the graduate service credit, *both applications must be submitted at the same time* to SPEA Student Services.

Send completed forms to:
Graduate Programs—Office of Student Services
School of Public and Environmental Affairs
801 W. Michigan Street, BS 3027
Indianapolis, IN 46202-5152

General Elective Courses

Graduate courses, or undergraduate courses approved for graduate credit, may be used to complete the overall degree requirement of 48 credit hours.

Fields of Concentration

Concentrations give students a focused educational experience in a substantive area of interest. The concentration is selected in conjunction with a faculty advisor and the appropriate SPEA administrator. Concentrations offered on the Indianapolis campus include:

- criminal justice
- environmental management
- nonprofit management
- policy analysis
- public management

Criminal Justice Concentration

(18 credit hours)
The criminal justice concentration is for those interested in the issues, methods, and skills involved in the management of criminal justice or related agencies. Students are required to take a minimum of 9 "J" credit hours for this concentration.

Required Courses (12 credit hours)
SPEA-J 501 Evolution of Criminological Thought and Policy (3 cr.)
SPEA-J 502 Research Methods in Criminal Justice and Public Affairs (3 cr.)
SPEA-V 509 Administrative Ethics in the Public Sector (3 cr.)

One of the following:
SPEA-J 666 Criminal Justice Policy and Evaluation (3 cr.)
SPEA-J 682 Criminal Justice Planning and Management (3 cr.)

Electives (6 credit hours)
Two courses from one of the following groups:

Group A
SPEA-J 550 Topics in Criminal Justice (3 cr.)
SPEA-J 582 Criminal Justice Systems (3 cr.)
SPEA-J 587 Criminal Violation: Problems and Characteristics (3 cr.)
SPEA-J 588 Law and Control in Society (3 cr.)
SPEA-V 550 Topics in Public Affairs (criminal justice topics only) (3 cr.)
SPEA-V 580 Readings in Public Affairs (criminal justice topics only) (3 cr.)
SPEA-V 585 Practicum in Public Affairs (criminal justice topics only) (3 cr.)
SPEA-V 685 Research Seminar in Public Affairs (3 cr.) (criminal justice only)

Group B
Management, Organizations, and Policy
SPEA-J 550 Topics in Criminal Justice (3 cr.)
SPEA-V 504 Public Organizations (3 cr.)
SPEA-V 512 Public Policy Process (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)
SPEA-V 561 Public Human Resources Management (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 564 Urban Management (3 cr.)
SPEA-V 566 Executive Leadership (3 cr.)
SPEA-V 569 Managing Interpersonal Relations (3 cr.)
SPEA-V 570 Public Sector Labor Relations (3 cr.)

Nonprofit Management
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)

Finance
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 542 Governmental Financial Accounting and Reporting (3 cr.)

Information Systems
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 518 Intergovernmental Systems Management (3 cr.)
SPEA-V 519 Database Management Systems (3 cr.)
SPEA-V 550 Topics in Public Affairs (non-criminal justice topics) (3 cr.)

Other appropriate courses approved by a faculty advisor; plus a sufficient number of additional courses to meet the minimum degree requirement of 48 credit hours with a 3.0 cumulative grade point average.

Environmental Management Concentration

(21 credit hours)
The environmental management concentration is designed to prepare students for roles in the formulation and implementation of environmental policies.

Required Courses (15 credit hours)
SPEA-E 510 Environmental Regulation and Compliance (3 cr.)
SPEA-E 520 Environmental Toxicology (3 cr.)
SPEA-E 533 Environmental Management Systems: ISO Based (3 cr.)
SPEA-E 560 Environmental Risk Assessment (3 cr.)
SPEA-H 519 Environmental Health (3 cr.)

Electives (6 credit hours)
Two of the following courses:
SPEA-E 431 Water Supply and Wastewater Treatment (3 cr.)
SPEA-E 515 Fundamentals of Air Pollution (3 cr.)
SPEA-E 549 Environmental Planning (3 cr.)
SPEA-E 562 Solid and Hazardous Waste Management (3 cr.)
SPEA-H 533 Industrial Hygiene (3 cr.)
SPEA-P 515 Physical Systems Development and Infrastructure (3 cr.)
SPEA-P 525 Geographic Information Systems for Planning (2 cr.)
SPEA-V 645 Environmental Law (3 cr.)

Other specialized courses approved by a faculty advisor; plus a sufficient number of additional courses to meet the minimum degree requirement of 48 credit hours with a 3.0 cumulative grade point average.

Nonprofit Management Concentration

(18 credit hours)
The nonprofit management concentration prepares persons for leadership positions in nonprofit and philanthropic organizations. Students receive a professional degree structured around theories, concepts, and practices essential to the policy and management of nonprofit organizations. Students who choose careers in the third sector will be more enlightened practitioners through a clear understanding of the philanthropic tradition in the broadest sense (that is, voluntary action for the public good) and of modern management techniques.

Note: A student must include the following M.P.A. core courses to fulfill requirements for the Nonprofit Management Concentration:
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)

Required Courses (6 credit hours)
SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)

Electives (1 credit hours)
Group A
One of the following nonprofit theoretical courses:
SPEA-V 523 Civil Society and Public Policy (3 cr.)
SPEA-V 524 Civil Society in Comparative Perspective (3 cr.)
ECON-E 514 The Nonprofit Economy and Public Policy (3 cr.)
HIST-H 509 History of Philanthropy in the West (3 cr.)
HIST-H 516 History of Philanthropy in the United States (3 cr.)
PHIL-P 542 Ethics and Values of Philanthropy (3 cr.)

Other courses approved by the faculty advisor

Group B
Three of the following nonprofit application courses:
SPEA-V 544 Marketing for Nonprofit Organizations (3 cr.)
SPEA-V 550 Topics in Public Affairs: Leadership and Board Development (3 cr.)
SPEA-V 557 Proposal Development and Grant Administration (3 cr.)
SPEA-V 558 Fund Development for Nonprofit (3 cr.)
SPEA-V 559 Principles and Practices of Social Entrepreneurship (3 cr.)
SPEA-V 602 Strategic Planning of Public and Nonprofit Organizations (3 cr.)
PHST-P 535 Law of Nonprofit Organizations (3 cr.)

Other courses approved by a faculty advisor.

Group C
Recommended Electives:
SPEA-V 504 Public Organizations (3 cr.)
SPEA-V 509 Administrative Ethics in the Public Sector (3 cr.)
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 539 Management Science of Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 566 Executive Leadership (3 cr.)

Other courses approved by a faculty advisor; plus a sufficient number of additional courses to meet the minimum degree requirement of 48 credit hours with a 3.0 cumulative grade point average.

Policy Analysis Concentration

(18 credit hours)
The policy analysis concentration prepares students for professional work in policy analysis in the public, nonprofit, or private sectors. The concentration focuses on techniques for the rigorous evaluation of public policies and programs and on the application of those techniques to the analysis of policies. Students in the concentration are required to select required policy field courses in addition to policy skills courses.

Required Policy Process Course (3credit hours)
SPEA-V 512 Public Policy Process (3 cr.)

Required Policy Skills Courses (9credit hours)
Three of the following courses:
SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.) **or**
SPEA-J 502 Research Methods in Criminal Justice and Public Affairs (3 cr.)
SPEA-V 654 Public Program Management and Contracting (3 cr.)

Required Policy Field Courses (6 credit hours)
Select two courses with the permission of a faculty advisor. Courses include, but are not limited to, the following:
SPHA-H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges (3 cr.)
SPHA-H 515 Seminar in Health Policy Process Special Topics (3 cr.)
SPHA-H 640 Topics in Health Services Administration: Health Care Policy Planning (3 cr.)
SPEA-J 501 Evolution of Criminological Thought and Policy (3 cr.)
SPEA-J 550 Topics in Criminal Justice (policy topics approved by an advisor)
SPEA-J 582 Criminal Justice Systems (3 cr.)
SPEA-J 587 Criminal Violation: Problems and Characteristics (3 cr.)
SPEA-J 588 Law and Control in Society (3 cr.)
SPEA-J 666 Criminal Justice Policy and Evaluation (3 cr.)
SPEA-V 520 Environmental Policy Analysis (3 cr.)
SPEA-V 523 Civil Society and Public Policy (3 cr.)
SPEA-V 550 Topics in Public Affairs (3 cr.) (public policy topics approved by an advisor)
SPEA-V 580 Readings in Public Affairs (3 cr.)
SPEA-V 590 Research in Public Affairs (3 cr.)

Other appropriate courses approved by a faculty advisor; plus a sufficient number of additional courses to meet the minimum degree requirement of 48 credit hours with a 3.0 cumulative grade point average.

Public Management Concentration

(18 credit hours)
The public management concentration is intended to prepare students for professional work as managers in government or other public sector agencies. The concentration is structured around theories, concepts, and practices essential to the policy and management of public organizations.

A student must include the following M.P.A. core courses to fulfill requirements for the Public Management Concentration:
SPEA-V 502 Public Management (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)

Required Courses (18 credit hours)
In consultation with their advisors, students must select two courses from **each** of the following areas:

Managing People
SPEA-V 504 Public Organizations (3 cr.)
SPEA-V 561 Public Human Resources Management (3 cr.)
SPEA-V 566 Executive Leadership (3 cr.)
SPEA-V 569 Managing Interpersonal Relations (3 cr.)
SPEA-V 652 Managing Workforce Diversity in Public Organizations (3 cr.)

Managing Processes and Programs
SPEA-V 509 Administrative Ethics in the Public Sector (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)
SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
SPEA-V 639 Managing Government Operations (3 cr.)
SPEA-V 654 Public Program Management & Contracting (3 cr.)

Managing Information and Evaluating Effectiveness
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.)
SPEA-V 542 Governmental Financial Accounting and Reporting (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)

Other appropriate courses approved by a faculty advisor; plus a sufficient number of additional courses to meet the minimum degree requirement of 48 credit hours with a 3.0 cumulative grade point average.

Specialized Concentration

(18 credit hours)
This specialized concentration in public financial management equips students with skills in and understanding of budgeting, revenue administration, debt financing and financial management, and analysis in public organizations. Courses are taught on both Indianapolis and Bloomington campuses. Students in this concentration may apply for and receive a certificate in public financial management from SPEA-Bloomington.

Each of the following courses:
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.) (IUPUI or Bloomington)*
SPEA-V 542 Public Accounting and Financial Reporting (3 cr.) (IUPUI or Bloomington)*
SPEA-V 609 Seminar in Revenue Theory and Administration (3 cr.) (Bloomington)*
SPEA-V 610 Seminar in Government Budgeting and Program Analysis (Bloomington)*
SPEA-V 667 Seminar in Public Capital and Debt Theory (Bloomington)*

Two of the following:
SPEA-V 507 Advanced Statistics (3 cr.)
SPEA-V 539 Management Science (3 cr.)
SPEA-V 562 Program Evaluation (3 cr.)
SPEA-V 541 Benefit-Cost Analysis (3 cr.)

Or other courses approved by your faculty advisor.

*Required or elective courses of the financial management certificate.

Experiential Requirement (6 credit hours)
A combination of SPEA-V 585 Practicum in a state or local agency or a nonprofit organization **and** SPEA-V 590 Research in Public Affairs.

Accelerated Master of Public Affairs
This program allows the School of Public and Environmental Affairs' top undergraduates to complete both their undergraduate and graduate

degrees in five years. To be considered for this program, a student must have earned a minimum GPA of 3.5, completed 96 undergraduate credits hours and satisfied all general education requirements. Because of the specialized nature of this program, potential applicants should contact their advisor for details.

Master of Public Affairs Joint Degree Programs

Master of Public Affairs–Doctor of Jurisprudence (M.P.A.–J.D.)

The combined M.P.A.–J.D. program enables the student to take a sequence of courses leading to the attainment of both degrees.

Application and Admission

The student must have a bachelor's degree from an accredited institution of higher education and must apply to both the School of Law—Indianapolis and the School of Public and Environmental Affairs. If the applicant is admitted to only one school, the applicant is permitted to attend that school and is required to meet the graduation requirements of that school. It is preferred that the student apply to both schools simultaneously for the combined M.P.A.–J.D. program. It is possible, however, for a person already enrolled in the School of Law to apply for admission to the School of Public and Environmental Affairs up to the end of the second year of law study. It is also possible for a student enrolled in the School of Public and Environmental Affairs to seek admission to the School of Law up to the end of the first year of the M.P.A. course of study.

Academic Standing Grade point averages in the School of Law—Indianapolis and the School of Public and Environmental Affairs are computed separately. To continue in the program, the student must meet the academic standards in each school. A student failing in one school but meeting academic standards in the other may complete work for the degree in the school in which the student is able to meet the academic standards. Such completion must be according to the same conditions (credit hours, residency, etc.) required of regular (noncombination) degree candidates. Students are eligible for honors in each school based on the criteria of each school.

School Residency Students in the joint M.P.A.–J.D. program should enroll in courses through the School of Law—Indianapolis in the first year of the program and through the School of Public and Environmental Affairs in the second year of the program. In the third and fourth years, or until the program is completed, students should enroll through the school in which the majority of their credit hours reside in each enrollment period.

Program Requirements

(118 credit hours)

Master of Public Affairs Requirements

(34 credit hours)
Students are required to complete 34 credit hours of SPEA courses distributed among the M.P.A. core and a specialization.

Required Courses (12 credit hours)
SPEA-V 502 Public Management (3 cr.) **or**
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 540 Law and Public Affairs (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.) **or**
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SPEA-V 598 Governing and Leading in a Global Society (3 cr.)
SPEA-V 600 Capstone in Public and Environmental Affairs (3 cr.)

Specialization (12 credit hours)
The student chooses a field of specialization and develops a program of specialization courses in consultation with the SPEA program advisor.

Research Paper (1 credit hours)
SPEA-V 590 Research in Public Affairs, a required research paper, is written during the final year of the program.

Doctor of Jurisprudence Requirements

(84 credit hours)
Students are required to complete 84 credit hours of law courses and satisfy all requirements for the degree Doctor of Jurisprudence.

Master of Public Affairs–Master of Arts in Philanthropic Studies (M.P.A.–M.A.)

The combined Master of Public Affairs with a concentration in nonprofit management and Master of Arts in Philanthropic Studies enables a student to take a sequence of courses leading to the receipt of both degrees. This joint degree program focuses on the history, culture, and values of philanthropy as well as the managerial frameworks of public service and quasi-governmental institutions.

Application and Admission

To participate in the joint degree program, students must apply and be accepted into both the Master of Public Affairs program and the Master of Arts in Philanthropic Studies program. Most students will apply for admission to both programs simultaneously. However, if admitted to one program first, the student should submit an application for admission to the other program before completing 24 credit hours toward the first program.

Academic Standing Grade point averages for the programs are computed separately. To continue in the program, the student must meet the academic standards in each school. A student failing in one school but meeting academic standards in the other school may complete work for the degree in the school in which he or she is able to meet the standards. Such completion must be upon the same conditions as required of regular (noncombination) degree candidates. Students are eligible for honors in each school based on the criteria of each school.

Program Advisors Students enrolled in the combined programs are assigned co-advisors; one from each school. The co-advisors are responsible for reviewing each semester's progress to assure attainment of educational objectives. The co-advisors also help students resolve scheduling problems that might develop as a result of the combined program.

Program Requirements

(60 credit hours)
The following degree requirements are required of all students admitted to the program.

Master of Public Affairs Requirements

(36 credit hours)
Students are required to complete 36 credit hours of SPEA courses and to satisfy all requirements for the joint degree.

M.P.A. Core Requirements (21 credit hours)
SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)
SPEA-V 517 Public Management Economics (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SPEA-V 540 Law and Public Affairs (3 cr.)
SPEA-V 598 Governing and Leading in a Global Society (3 cr.)
SPEA-V 600 Capstone in Public and Environmental Affairs (3 cr.)

Required Nonprofit Management Courses (6 credit hours)

The following course:
SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.) **or**
PHST-P 521 The Nonprofit and Voluntary Sector (3 cr.)
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)

Nonprofit Application Courses (9 credit hours)

Three of the following:
SPEA-V 544 Marketing for Nonprofit Organizations (3 cr.)
SPEA-V 550 Topics in Public Affairs: Leadership and Board Development (3 cr.)
SPEA-V 557 Proposal Development and Grant Administration (3 cr.)
SPEA-V 558 Fund Development for Nonprofits (3 cr.)
SPEA-V 559 Principles and Practices of Social Entrepreneurship (3 cr.)

SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
PHST-P 535 Law of Nonprofit Organizations (3 cr.)

Or other appropriate courses approved by a faculty advisor.

Master of Arts in Philanthropic Studies Requirements

(24 credit hours)
Students are required to complete 24 credit hours in philanthropic degree courses and satisfy all requirements for the Master of Arts in Philanthropic Studies degree.

Master of Health Administration (M.H.A.)

General Information

The graduate program in health administration is offered by the School of Public and Environmental Affairs. Recognized for its outstanding faculty, professional integration, and strong business ethics, the Indianapolis program reflects the exciting frontiers of the contemporary health care industry.

This advanced program attracts professionals and students interested in a variety of leadership opportunities in hospitals, managed care, ambulatory care, and voluntary health agencies. Opportunities also exist in consulting firms, corporate health programs, insurance, government, and other regulatory agencies. The program is fully accredited by the Commission on Accreditation of Healthcare Management Education and is a member of the Association of University Programs in Health Administration.

Approximately one-third of the students in the program have professional backgrounds; the remaining two-thirds come directly from undergraduate programs. In the classroom, this mix creates a dynamic environment of fresh perspectives and practical experience. The versatile faculty teaches a rigorous interdisciplinary curriculum interwoven with current research and events. The M.H.A. program consists of 51 graduate semester credit hours.

A summer internship between the first and second year of study is an excellent opportunity to learn from a health industry employer. The internship offers students valuable experience in the health care field and is an excellent opportunity to blend academic preparation with hands-on experience. Positions at leading organizations are available throughout the United States.

As an option, students may choose an Administrative Residency, a 10–12 month, paid residency that can assist in the transition from classroom to workplace through intensive exposure to a selected management career. It blends academic preparation with administrative practice. Students with little health administration experience may find the residencies beneficial. Residents are selected through competitive application processes.

A mentorship program utilizing local M.H.A. alumni and friends of the school gives students the opportunity to meet a variety of practicing health care professionals. Mentors are available in all segments of the health care field, and range from recent graduates to corporate officers and senior public officials.

Our students compete successfully for national administrative fellowships after graduation. Fellowships awarded to M.H.A. program graduates include Good Samaritan Health System in Nebraska, Winston Fellowship and Washington Hospital Group in Washington, D.C., the American College of Healthcare Executives in Chicago, the Cleveland Clinics in Cleveland, Ohio, and Baylor Medical Center in Houston, Texas. Most fellowships provide a one-year, paid administrative experience.

Admission

In addition to the general requirements for admission to graduate study in the School of Public and Environmental Affairs, the following requirements must be met for admission to the Graduate Program in Health Administration:

1. Applicants must possess an undergraduate degree from an accredited institution and have a minimum overall undergraduate grade point average (GPA) of 3.0 (B) on a 4.0 scale. Applicants with a minimum GPA of 3.0 during the last half of their undergraduate education are shown preference; however, a 3.0 GPA does not guarantee admission.
2. Applicants must complete at least 3 credit hours each of undergraduate courses in introductory accounting or finance, microeconomics, and statistics at an accredited institution with a minimum grade of C in each course. Students who have not completed these courses but who meet all other requirements may be accepted with deficiencies. These students are not usually permitted to enroll in the classes that require these courses as prerequisites until the deficiencies are removed.
3. Applicants must take the Graduate Record Examination (GRE) and achieve a composite score of at least 1,000 total in the quantitative and verbal sections or a GMAT total score of at least a 550. Note that achieving these scores does not guarantee admission. An applicant with a GRE score lower than 500 in any section may be required to receive special academic counseling and evaluation prior to any admission decision. Additional course work may be required, and admission as a provisional student may be stipulated. Applicants who have been awarded an advanced degree may petition the admissions committee for waiver of the GRE requirement.

Accelerated Master of Health Administration
This program allows the School of Public and Environmental Affairs' top undergraduates to complete both their undergraduate and graduate degrees in five years. To be considered for this program, a student must have earned a minimum GPA of 3.5, completed 96 undergraduate credits hours, and satisfied all general education requirements. Because of the specialized nature of this program, potential applicants should contact their advisor for details.

Mid-Career Option Credit

The Graduate Admissions Committee of the School of Public and Environmental Affairs may grant up to a maximum of 12 credit hours toward the M.H.A. degree for students who have had **significant professional level work experience** in management and policy development. Professional level work is that requiring extensive education or specialized training (e.g., at least an undergraduate degree) and gives substantial control over the manner in which it is done to the person performing it.

Credit will be granted for work experience gained before the student completes 36 credit hours of course work in the M.H.A. program.

The following guidelines will be used by the Admissions Committee to award these credits:

1. To receive 3 credit hours, a student must have had one to three years of professional experience in policy development or management with a health care organization in any of the following areas:
   a. directing programs
   b. preparing budgets
   c. making decisions on organizational or staff development
   d. analyzing, developing, and evaluating policies
   e. conducting public or legislative relations programs
   f. program planning
2. To receive 6 credit hours, a student must have had three to five years of managerial experience in a health care organization that includes significant responsibility for at least two of the following:
   a. directing programs
   b. preparing budgets
   c. making decisions on organizational or staff development
   d. analyzing, developing, and evaluating policies
   e. conducting public or legislative relations programs
   f. program planning

Note: Credit hours will be given in the M.H.A. program only for managerial experience.

3. To receive 9 credit hours, a student must have had at least five years of executive responsibility in a health care organization for at least four of the following:
   a. directing programs
   b. preparing budgets
   c. making decisions on organizational or staff development
   d. analyzing, developing, and evaluating policies

e. conducting public or legislative relations programs
f. program planning

This experience must include supervising a significant number of staff, including other supervisors, managers, or contract employees.

Note: Credit hours will be given in the M.H.A. program only for managerial experience.

4. 12 credit hours may be awarded by the Admissions Committee in *exceptional circumstances* to students who have had at least 10 years of executive responsibility for multiple areas of a health care organization.

Note: Credit hours will be given in the M.H.A. program only for managerial experience.

Application Process and Policies Students are eligible to apply for mid-career credit at the time of application for graduate study or until they have competed 36 hours of course work in the M.H.A. degree program. Professional experience acquired after the completion of 36 hours of course work in the M.H.A. degree program will not be considered in awarding mid-career credit. Students may be awarded more mid-career credit than they can use to fulfill their degree requirements.

Tuition Charge for Mid-Career Option Credit For every three credit hours of mid-career credit awarded, students will be charged for 1 credit hour at the tuition rate applicable to them.

Send completed Mid-Career Option forms to:
Office of Student Services–Graduate Program
School of Public and Environmental Affairs
801 W. Michigan Street, BS 3027
Indianapolis, IN 46202-5152

Degree Requirements

(51 credit hours)
A minimum of 51 credit hours with a cumulative 3.0 GPA, divided between required and elective courses, is required in the Master of Health Administration degree program. The M.H.A. curriculum begins with a foundation of theory and skill-building courses and makes a transition to course work that requires practical application of those skills in a variety of health care settings.

Part-time students must complete at least 6 credit hours each semester to remain in good standing. All students must complete the program's academic requirements within five calendar years of matriculation.

Required Courses (42 credit hours)
SPHA-H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges (3 cr.)
SPHA-H 507 Management of Individual and Group Behavior (3 cr.)
SPHA-H 508 Managing Health Care Accounting Information for Decision Making (3 cr.)
SPHA-H 509 Financial Management Principles of Health Care (3 cr.)
SPHA-H 514 Health Economics (3 cr.)
SPHA-H 516 Health Services Delivery and the Law (3 cr.)
SPHA-H 518 Statistical Methods for Health Services (3 cr.)
SPHA-H 521 Management Science for Health Services Administration (3 cr.)
SPHA-H 523 Health Services Human Resources Management (3 cr.)
SPHA-H 612 Marketing for Health Services Delivery (3 cr.)
SPHA-H 615 Healthcare Outcomes and Decision Making (3 cr.)
SPHA-H 623 Health Care Applications of Strategic Management (3 cr.)
SPHA-H 624 Developing Strategic Capability (3 cr.)
SPHA-H 628 Health Care Information Systems (3 cr.)

Experiential Requirement (3-6 credit hours)
One of the following courses:
SPHA-H 702 Internship in Health Services Management (3 cr.) **or**
SPHA-H 735 Research in Health Administration (3-6 cr.) **or**
SPHA-H 700 Residency (6 cr.)

Electives (6 credit hours)
Select courses from the following list of potential courses:

SPHA-H 510 Health Services Financial Management (3 cr.)
SPHA-H 515 Seminar in Health Policy: Special Topics (3 cr.)
SPHA-H 517 Managerial Epidemiology (3 cr.)
SPHA-H 606 Health Services Quality Improvement and Risk Management (3 cr.)
SPHA-H 630 Readings in Health Services Administration (3 cr.)
SPHA-H 640 Topics in Health Services Administration (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)
SPEA-V 566 Executive Leadership (3 cr.)

Other courses approved by a faculty advisor.

Course Waivers, Substitutions, and Challenge Examinations

Students may petition the program director to waive or substitute for required courses based on completion of satisfactory equivalent course work or by examination (if available). The following guidelines govern the consideration of these types of petitions.

Waivers of Required Courses The requirement for a particular course may be waived if the student furnishes evidence of equivalent graduate course work completed within a reasonable period of time from an accredited institution. It should be noted that credit is not given with a waiver—only an exemption from a particular course; another course is always substituted.

Substitutions As a general rule, the substitution of a course for one that is required in the M.H.A. curriculum is prohibited. On rare occasions, petitions for substitutions may be considered, and students who believe they would benefit from such a procedure should discuss the matter with their advisors.

Challenge Examination Students who believe they possess mastery of the subject matter stipulated in a given required course may request a challenge examination. If, in the opinion of the faculty, the student has demonstrated the requisite knowledge, academic credit for the course is authorized. The university fee structure for the cost of such an examination applies.

Master of Health Administration Joint Degree Programs

Master of Health Administration–Doctor of Jurisprudence (M.H.A.–J.D.)

The School of Public and Environmental Affairs and the School of Law—Indianapolis have established a four-year, full-time program for the combined study of law and health administration. This course of study addresses the needs of health services for professionals who understand the legal and administrative frameworks necessary to function successfully as a health lawyer or a health services administrator.

The Master of Health Administration (M.H.A.) and the Doctor of Jurisprudence (J.D.) are awarded when the student meets the degree requirements of each school. All courses are offered on the Indianapolis campus. Successful completion of this rigorous 127-credit-hour program provides the graduate sufficient depth and breadth in each discipline to be able to function effectively in the swiftly changing health field.

The delivery of health care and health services is the second largest industry in the United States, accounting for almost 14 percent of the gross national product. The importance of health care to our citizens has long been obvious.

What has become more apparent fairly recently, however, is the growing impact of case law, statutes, and regulations on access to and availability of care; on the delivery of health care services; and increasingly, on decisions relating to the appropriateness of individual treatment. For this reason, the Schools of Law and Public and Environmental Affairs have sought jointly to develop a strong academic curriculum to address the educational needs of health lawyers and health service administration executives as they seek to serve the public's needs.

Application and Admission

Applicants must apply for admission to each school and must meet the admission criteria published in each school's bulletin. Normally, applicants should apply to both the School of Law—Indianapolis and the School of Public and Environmental Affairs at the same time. However, a person enrolled in the School of Law may apply for admission to the Graduate Program in Health Administration up to the end of the second year of law study (approximately 57 credit hours). A student formally enrolled in the study of health

administration may seek admission to the School of Law—Indianapolis up to the end of the first year of full-time study leading to the award of the Master of Health Administration (approximately 30 graduate credit hours).

Academic Standing Grade point averages in the School of Law—Indianapolis and the School of Public and Environmental Affairs are computed separately. To continue in the program, the student must meet the academic standards in each school. A student failing in one school but meeting academic standards in the other may complete course work for the degree in the school in which the student is able to meet the academic standards. Such completion must be according to the same conditions (credit hours, residency, etc.) required of regular (noncombination) degree candidates. Students are eligible for honors in each school based on the criteria of each school.

Residency The student customarily completes the first 34 credit hours in the School of Law—Indianapolis. Thereafter, the student divides the remaining course work between the two schools, taking health administration courses and law courses concurrently. Thus, the student has a continuing educational experience in both schools.

Program Requirements

(127 credit hours)

Master of Health Administration Requirements

(45 credit hours)
Students must complete 45 credit hours distributed among the M.H.A. required core, electives, and a joint research paper.

Required Courses (33 credit hours)
SPHA-H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges (3 cr.)
SPHA-H 507 Management of Individual and Group Behavior (3 cr.)
SPHA-H 508 Managing Health Care Accounting Information for Decision Making (3 cr.)
SPHA-H 509 Financial Management Principles of Health Care (3 cr.)
SPHA-H 514 Health Economics (3 cr.)
SPHA-H 518 Statistical Methods for Health Services (3 cr.
SPHA-H 521 Management Science for Health Services Administration (3 cr.)
SPHA-H 523 Health Services Human Resources Management (3 cr.)
SPHA-H 612 Marketing for Health Services Delivery (3 cr.)
SPHA-H 623 Health Care Applications of Strategic Management (3 cr.)
SPHA-H 624 Developing Strategic Capability (3 cr.)
SPHA-H 628 Health Care Information Systems (3 cr.)

Required Joint Research Paper (6 credit hours)
SPHA-H 735 Research in Health Administration is to be completed in the last year of the combined program.

Elective Courses (6 credit hours)
Six credit hours of elective courses, chosen from the following:
SPHA-H 510 Health Services Financial Management (3 cr.)
SPHA-H 515 Seminar in Health Policy: Special Topics (3 cr.)
SPHA-H 517 Managerial Epidemiology (3 cr.)
SPHA-H 615 Health Care Outcomes and Decision Making (3 cr.)
SPHA-H 630 Readings in Health Services Administration (3 cr.)

Doctor of Jurisprudence Requirements

(82 credit hours)
Students are required to complete 82 credit hours of law courses and to satisfy all requirements for the Doctor of Jurisprudence degree.

Master of Health Administration–Master of Business Administration (M.H.A.–M.B.A.)

The combined M.H.A.–M.B.A. program enables the student to take a sequence of courses leading to the attainment of both degrees. Successful completion of this 78 credit hour program provides the graduate student with sufficient depth and breadth in each discipline to function more effectively in a health care delivery system that is driven by business principles.

Application and Admission

To participate in the joint program, students must apply and be accepted into both the School of Public and Environmental Affairs Master of Health Administration program and the Indianapolis Kelley School of Business Master of Business Administration program. To streamline the admission process, SPEA will accept the results of the GMAT exam in place of the GRE from applicants to the joint program.

Academic Standing Grade point averages for the two schools are computed separately. To continue in the program, the student must meet the academic standards in each school. A student failing in one school but meeting academic standards in the other school may complete work for the degree in the school in which he or she is able to meet the standards. Such completion must be upon the same conditions as required of regular (noncombination) degree candidates. Students are eligible for honors in each school based on the criteria of each school.

Program Advisors Once students have been accepted into this joint degree program, they should meet with the academic advisors to plan the course sequencing. All M.B.A. core courses must be taken as intact modules. Full-time students would typically take two M.H.A. and two M.B.A. courses each semester. Part-time students would take either two M.H.A. or two M.B.A. courses each semester. Since M.B.A. courses must be taken with a cohort, part-time students will need to sequence all the M.B.A. courses in a block.

Program Requirements

(78 credit hours)
The following degree requirements are required of all students admitted to the program.

Master of Health Administration Requirements

(39 credit hours)
Students are required to complete 39 credit hours of SPEA courses and to satisfy all requirements for the joint degree.
SPHA-H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges (3 cr.)
SPHA-H 507 Management of Individual and Group Behavior (3 cr.)
SPHA-H 508 Managing Health Care Accounting Information for Decision Making (3 cr.)
SPHA-H 509 Financial Management Principles of Health Care (3 cr.)
SPHA-H 514 Health Economics (3 cr.)
SPHA-H 516 Health Services Delivery and the Law (3 cr.)
SPHA-H 518 Statistical Methods for Health Services (3 cr.)
SPHA-H 521 Management Science for Health Services Administration (3 cr.)
SPHA-H 523 Health Services Human Resources Management (3 cr.)
SPHA-H 612 Marketing for Health Services Delivery (3 cr.)
SPHA-H 623 Health Care Applications of Strategic Management (3 cr.)
SPHA-H 624 Developing Strategic Capability (3 cr.)

One of the following courses:
SPHA-H 702 Internship in Health Services Management (3 cr.) **or**
SPHA-H 735 Research in Health Administration (3 cr.)

Master of Business Administration Requirements

(39 credit hours)
Students are required to complete 39 credit hours and to satisfy all requirements for the joint degree. For specific guidelines, see the Indianapolis Kelley School of Business Graduate Bulletin.

Master of Health Administration-Master of Public Health (M.H.A.-M.P.H.)

The combined M.H.A.-M.P.H. program enables the student to take a sequence of courses leading to the attainment of both degrees. Successful completion of this 64 credit hour program provides the graduate student with sufficient depth and breadth in each discipline. Contact the SPEA Health Programs Office for further details at (317) 278-0308.

Doctoral Minor in SPEA

Nonprofit Management Minor

(12 credit hours)
Students in a Ph.D. program at Indiana University may select nonprofit management as an outside minor.

Requirements

1. The doctoral student must secure an advisor from the faculty of the School of Public and Environmental Affairs. The faculty advisor will serve as the representative of SPEA in all examinations and other requirements of the student's Ph.D. program that pertain to the minor.
2. The minor in nonprofit management requires 12 credit hours of courses approved by the advisor. Three of the four courses must be SPEA courses. The additional course may come from SPEA or from any of a variety of disciplines relevant to nonprofit management. Some examples of courses appropriate for the SPEA minor in nonprofit management are:
   SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)
   SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
   SPEA-V 523 Civil Society and Public Policy (3 cr.)
   SPEA-V 524 Civil Society in Comparative Perspective (3 cr.)
   SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
   SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
   SPEA-V 558 Fund Development for Nonprofits (3 cr.)
   SPEA-V 562 Public Program Evaluation (3 cr.)
   SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
   SPEA-V 672 Public Organization and Management II (3 cr.)
   SPEA-V 685 Research Seminar in Management (approved topics) (3 cr.)
3. A minimum cumulative grade point average of 3.0 (B) must be attained in all courses used for the minor.
4. *Special requirement for 500-level courses.* Students taking a 500-level course (and SPEA-V 602) are required to show that they have completed doctoral-level work in conjunction with the course in order to count the course for the minor. Students must alert the instructor to their doctoral status and request additional/alternative assignments. If the instructor is unwilling to provide them, the student should select a different course in conjunction with the candidate's advisor.

Certificate Programs

Six graduate certificates are offered on the Indianapolis campus:

- Executive Graduate Certificate in Library Management
- Certificate in Health Policy
- Certificate in Health Systems Management
- Certificate in Nonprofit Management
- Certificate in Public Management
- Certificate in Social Entrepreneurship

Certificate programs are flexible and adaptable to the needs of either pre-career or in-service students.

Admission

Admission Eligibility The student must have a bachelor's degree from an accredited college or university to apply. For the Certificate in Social Entrepreneurship, applicants must be enrolled in the M.P.A. program in SPEA or the M.B.A. program in the Kelley School of Business.

Application An online application and information can be found at www.spea.iupui.edu or obtained from the Graduate Program Office.

Students should apply to the SPEA admissions office on the IUPUI campus.

Application Deadlines Application deadlines for the certificate programs are June 15 for the fall semester, October 15 for the spring semester, and April 1 for summer sessions.

Application Fee Students must pay a nonrefundable application fee.

Program Restrictions

1. Students enrolled in a certificate program must complete it within 18 credit hours of approved SPEA course work with a minimum cumulative GPA of 3.0 (B). Failure to do so results in automatic dismissal from the certificate program. A student will be dismissed if, after 9 credit hours of coursework, the GPA is below 3.0.
2. Students who have completed more than three SPEA courses are not eligible for admission to a certificate program.
3. Transfer credit, course substitutions, or course waivers are not accepted for meeting the Public Management, Nonprofit Management, or Health Systems Management certificate requirements. Students in the Hazardous Materials Management Certificate Program may utilize these options; however, they must first have the approval of their campus graduate program advisors.
4. Students admitted to a SPEA graduate degree program are not eligible for admission to the certificate program or eligible for the awarding of a certificate.
5. Admission to or successful completion of a certificate program does not guarantee subsequent admission to a SPEA graduate degree program.
6. Students enrolled in the certificate program who apply to SPEA's graduate degree programs must meet all existing admission requirements.
7. Students planning to request admission to a SPEA graduate degree program after successfully completing a certificate program should refer to the application procedure presented earlier in this bulletin.

Executive Graduate Certificate in Library Management

The Executive Graduate Certificate in Library Management is a 15 credit hour program of study. It is designed for students who have *completed* a Master's degree in Library or Information Science and wish to obtain organizational management skills through the SPEA certificate. Career employees of public and private sector agencies seeking courses in public management, and especially those changing from professional or technical roles to managerial roles, will find this certificate program beneficial.

All SPEA courses are offered both online as well as in residence.

Certificate Requirements

Public Management Track Requirements
(15 credit hours)
SPEA-V 502 Public Management (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)
SPEA-V 561 Public Human Resource Management (3 cr.)
SLIS-S 505 Evaluation of Library Sources and Services (3 cr.) **or**
SLIS-S 602 Directed Research (formerly SLIS-L 594) (3 cr.)
SLIS 605 Internship in Library and Information Science: Community Leadership and Management (3 cr.)

Nonprofit Management Track Requirements (15 credit hours)
SPEA-V 522 Human Resources Management in Nonprofit Organizations (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SLIS-S 505 Evaluation of Library Sources and Services (formerly SLIS-L 651) (3 cr.) **or**
SLIS-S 602 Directed Research (formerly SLIS-L 594) (3 cr.)
SLIS 605 Internship in Library and Information Science: Community Leadership and Management (3 cr.)

Certificate in Health Policy

The Certificate in Health Policy is a 17–18 credit hour program of study. The goal of this certificate is to provide a health policy education program that will incorporate the rapid changes occurring in health care, the escalating costs, complex ethical issues, and complicated financing systems.

Students must have a 2.5 cumulative undergraduate GPA to be admitted. Prior to enrolling in SPHA-H 514, students must have completed a microeconomics course.

Certificate Requirements

(17-18 credit hours)

Required Courses (11–12 credit hours)
SPHA-H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges 3 cr.) **or**
PBHL-H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges (3 cr.) **or**
LAW-N 845 Financing and Regulating Health Care (3 cr.) **or**
NURS-N 530 Policy and Practical Perspectives of Advance Nursing Practice (2.0)
SPHA-H 515 Seminar in Health Policy (3 cr.)
SPHA-H 517 Managerial Epidemiology (3 cr.) **or**
NURS-H 537 Community Epidemiology (3 cr.)
SPHA-H 514 Health Economics (3 cr.)

Electives (6 credit hours)
SPHA-H 516 Health Services Delivery and the Law (3 cr.)
SPHA-H 518 Statistical Methods for Health Services (3 cr.)
SPHA-H 615 Health Care Outcomes and Decision Making (3 cr.)
LAW-D 695 The New Genetics: Ethical, Legal, and Policy Issues (3 cr.)
LAW-D 696 AIDS: Ethical, Legal, and Policy Issues (3 cr.)
LAW-D 714 Public Policy Mediation (3 cr.)
LAW-D 761 Law and Public Health (3 cr.)
LAW-N 763 Topics in Health Care Law (3 cr.)
LAW-D 838 Bioethics and Law (3 cr.)
NURS-H 546 Action Research and Community Health Policy (3 cr.)
NURS-H 734 Advanced Model Building in Community Health Nursing and Health (3 cr.)
PBHL-G 651 Biostatistics for Public Health (3 cr.)
PBHL-H 546 History of Medicine and Public Health (3 cr.)
PHIL-P 547 Foundations of Bioethics (3 cr.)
PHIL-P 555 Ethical Policy Issues in International Research (3 cr.)
SOC-R 515 Sociology of Health and Illness (3 cr.)
SOC-R 585 Social Aspects of Mental Health and Mental Illness (3 cr.)

For School of Law classes, students need the permission of the instructor to enroll. For M.P.H. classes (PBHL-H 517 and PBHL-H 501), students need permission from the Department of Public Health.

Certificate in Health Systems Management

The Certificate in Health Systems Management is a 15 credit hour program of study. The certificate program is designed to serve administrators and physicians who are actively engaged in managerial duties, physicians and health care workers who may want to pursue managerial duties in the future, or those who want to gain greater understanding of the structure, processes, and goals of their health care organizations and the environment in which they operate.

Students must have a 2.5 cumulative undergraduate GPA to be admitted. Students must also have completed an accounting course prior to enrolling in SPHA-H 508.

Certificate Requirements

(15 credit hours)

Required Courses (9 credit hours)
SPHA-H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges (3 cr.) ***or*** SPEA-V 545 The U.S. Health Care System (3 cr.)
SPHA-H 508 Managing Health Care Accounting Information for Decision Making
SPHA-H 523 Health Services Human Resources Management (3 cr.)

Electives (6 credit hours)
Two additional SPEA graduate courses are selected with the approval of the student's advisor.

Certificate in Nonprofit Management

The Certificate in Nonprofit Management is a 15 credit hour program of study. The certificate is designed to serve the needs of individuals who would like exposure to the nonprofit sector and nonprofit management issues but who do not wish or need to pursue a degree in nonprofit management. The certificate complements other courses of study or career experience in such areas as social work, library science, and philanthropic studies. Students pursuing a nonprofit management certificate gain an understanding of the managerial skills required to work in and with nonprofit organizations.

Certificate Requirements

(15 credit hours)

Required Courses (9 credit hours)
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)

Electives (6 credit hours)
Two additional SPEA graduate courses, which require class attendance, are selected with the approval of the student's advisor.

Students interested in continuing for the Master of Public Affairs (M.P.A.) should consider selecting the electives from the nonprofit management concentration and include SPEA-V 521 The Nonprofit and Voluntary Sector.

Certificate in Public Management

The Certificate in Public Management program is a 15 credit hour program of study in public management. The certificate program is flexible enough to be adapted to the needs of precareer and inservice individuals. Graduate students in other disciplines can use the program to supplement their primary fields with course work in public management, possibly using the certificate courses as part or all of a doctoral or master's degree minor. Career employees of public and private sector agencies seeking courses in public management, and especially those changing from professional or technical roles to managerial roles, find the certificate program beneficial.

Certificate Requirements

(15 credit hours)

Required Courses (9 credit hours)
SPEA-V 502 Public Management (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)
SPEA-V 561 Public Human Resources Management (3 cr.)

Electives (6 credit hours)
Two additional SPEA graduate public affairs courses which require class attendance and are approved by the program director.

Note: Students interested in continuing on for the Master of Public Affairs degree should consider selecting the two elective courses from the M.P.A. core. Before enrolling, some core courses require prerequisites; for example, SPEA-V 506 Statistical Analysis for Effective Decision Making requires an undergraduate statistics course, and SPEA-V 517 Public Management Economics requires a course in undergraduate microeconomics.

Certificate in Social Entrepreneurship

The Certificate in Social Entrepreneurship is an 18 credit hour program of study. The certificate is a cooperative program between the School of Public and Environmental Affairs, the Kelley School of Business, and the Center on Philanthropy at Indiana University–Purdue University Indianapolis and is available only for students enrolled in the M.P.A. or M.B.A. programs. The Social Entrepreneurship Certificate prepares students for innovatively approaching public needs with a combination of entrepreneurial practices and social purposes—through the for-profit, nonprofit, and governmental sectors.

Certificate Requirements

(18 credit hours)

Required Courses (9 credit hours)
SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)*
SPEA-V 559 Principles and Practices of Social Entrepreneurship (3 cr.)
BUS-W 511 Venture Strategy (3 cr.)

Electives (9 credit hours, at least 3 of which must be taken in school other than one offering degree)
SPEA-V 502 Public Management (3 cr.)
SPEA-V 504 Public Organizations (3 cr.)
SPEA-V 516 Public Management Information Systems (3 cr.)
SPEA-V 519 Database Management Systems (3 cr.)

SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.)
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SPEA-V 539 Management Science for Public Affairs (3 cr.)
SPEA-V 541 Benefit-Cost Analysis for Public and Environmental Affairs (3 cr.)
SPEA-V 542 Government Financial Accounting and Reporting (3 cr.)
SPEA-V 544 Marketing for Nonprofit Organizations (3 cr.)
SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.)
SPEA-V 558 Fund Development for Nonprofits (3 cr.)
SPEA-V 560 Public Finance and Budgeting (3 cr.)
SPEA-V 561 Public Human Resource Management (3 cr.)
SPEA-V 562 Public Program Evaluation (3 cr.)
SPEA-V 598 Governing and Leading in a Global Society (3 cr.)
SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.)
BUS-F 509 Advanced Capital Budgeting (1.5 cr.)
BUS-F 517 Venture Capital and Entrepreneurial Finance (1.5)
BUS-J 522 Strategic Management of Technology and Innovation (1.5 cr.)
BUS-M 501 Strategic Marketing Management (3 cr.)
BUS-M 503 Applied Marketing Research (1.5 cr.)
BUS-M 524 Marketing of Medical Products and Services (1.5 cr.)
BUS-M 527 Effective Brand Marketing (1.5 cr.)
BUS-P 510 Service Operations (1.5 cr.)
BUS-P 552 Project Management (1.5 cr.)
BUS-W 516 Organizational Development and Change: The Change Agent (1.5 cr.)
BUS-W 525 New Ventures and the Venture Community of Indianapolis (1.5 cr.)

Other courses approved by a faculty advisor.

*With approval, Kelley students desiring a public policy emphasis may substitute SPEA-V 502 Public Management (3 cr.).

Supply Chain Management Certificate Courses (available through Kelley Direct Online)

Course 1 Supply Chain Overview (3 cr.)
Course 2 Supply Chain Management Sourcing (3 cr.)

An internship practicum is also required that can be satisfied by SPEA-V 585 Practicum in Public Affairs (0–6) credit hours, BUS-X 523 and BUS-X 524 Enterprise Experience I and II (1.5 credit hours each), or approved experiential credit.

The internship consists of:
1. A two-month project development period the semester before the internship.
2. A three-month full-time (40 hour per week) internship on site at the host organization, agency, or business to execute the project.
3. A final evaluation of the project, related to social entrepreneurial approaches.

American Humanics Certificate in Nonprofit Management and Leadership

What is American Humanics? The American Humanics certificate at IUPUI is a certificate program for graduate students from ***all academic majors*** who are interested in working with nonprofits after graduation. American Humanics is a national alliance of approximately 70 colleges and 20 national nonprofits that certify professionals to work in the nonprofit area. Its mission is to educate, prepare, and certify professionals to strengthen and lead nonprofit organizations. American Humanics' students participate in the student association, attend the national conference, and have the opportunity for networking, mentoring, and recognition at special events. An added benefit is the opportunity for scholarships and outside funding for internships; specifically for American Humanics students.

AH Certification: The School of Public and Environmental Affairs sponsors the American Humanics Program for IUPUI. Any IUPUI student is eligible to enroll in the AH certificate program, which is granted by the AH National Office. Students may simultaneously obtain SPEA's Nonprofit Management Certificate and the American Humanics Certificate.

Opportunities: Nationwide, nonprofit organizations need to fill more than 50,000 professional positions annually—program directors, human resource managers, fund raisers, volunteer coordinators, etc. The AH certification prepares college students for professional careers in the expanding job market of nonprofit organizations. Upon completion of the program, students will be certified for entry level leadership positions with collaborating organizations such as the YMCA, YWCA, American Red Cross, Big Brothers Big Sisters, Habitat for Humanity, The Humane Society, and many other nonprofit agencies at both the local and national level.

Requirements: The Humanics Program offers hands-on opportunities such as internships and co-curricular activities, as well as coursework to help you achieve certification competencies. This certificate program requires the demonstration of a prescribed set of competencies and an internship.

Coursework Requirements: Complete the following coursework, either as part of the Nonprofit Management Certificate, the M.P.A., or the joint M.P.A- Philanthropic Studies degree:

SPEA-V 267 American Humanics Management Institute (1 cr.)
SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.) (same as PHST-P 521)
SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.)
SPEA-V 525 Management in the Nonprofit Sector (3 cr.)
SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.)
SPEA-V 558 Fund Development for Nonprofits (3 cr.)

Upon completion of coursework and co-curricular requirements, graduate students must apply for the award of the AH certificate by completing a certificate application, available through SPEA's Student Services.

Co-Curricular Requirements for both undergraduate and graduate students)

1. **AHSA:** (a) Actively participate in the American Humanics Student Association (AHSA) for at least 9 months or 2 semesters. This includes meeting attendance and participation in at least 4 student association events, i.e., AHMI fund raising, fund raising for other nonprofit organizations, seminars, etc. (b) Register with American Humanics, Inc., for at least 9 months. (c) Complete 4 nonprofit agency visits.
2. **AHMI:** Attend one or more American Humanics Management Institutes.
3. **Special events:** Organize/attend one or more special events.

For additional American Humanics information at IUPUI, contact the American Humanics Campus Director Laura Littlepage at llittlep@iupui.edu or (317) 261-3061, or a SPEA academic advisor at (317) 274-4656.

Graduate Courses

The abbreviation "P" refers to course prerequisites, and the abbreviation "C" indicates courses that should be taken concurrently. The number of credit hours is indicated in parentheses following the course title.

Arts Administration Courses (AADM)

Y 500 Topics in Arts Administration (1-6 cr.) Selected research and discussion topics organized on a semester by semester basis.

Y 505 Programming the Performing Arts (3 cr.) This course examines how programming relates to marketing and public relations; the role of programming in the public and professional identity of artists and arts organizations; the external factors that condition program choice; and how programming affects relationships with society and the arts community on local, national, and international levels.

Y 511 Performing Arts Center Management (3 cr.) This course focuses on the aspects of managing a performing arts program and facility. Indiana University Auditorium and other performing arts facilities will serve as laboratories to provide you with a balance between academic and real-world issues.

Y 515 Financial Management for the Arts (3 cr.) The course introduces students to the role of financial management in the modern not-for-profit organization. This course covers applications of budgeting, financial and managerial accounting principles, and procedures and financial analysis for nonprofit organizations. Materials covered should be considered required knowledge for the mid- to senior-level arts administrator.

Y 525 Museum Management (3 cr.) General management of art and historical museums. The museum, its legal status, the building, management and staff, goals and objectives, fund raising and budgeting, collections and exhibitions, education and community outreach.

Y 530 Audience Development and Marketing the Arts (3 cr.) Course includes basic marketing principles as well as audience development and marketing strategy. In addition to introducing the fundamentals of marketing, it fosters and encourages the thought processes necessary to market the products/services that are creative arts.

Y 535 Arts Administration and the Cultural Sector (3 cr.) The market structure of the cultural sector, especially the implications of the differences between artistic goods and other goods and services. Topics include the process by which artistic creations pass through various "gatekeepers" en route to the customer, and the structure of contracts in creative industries.

Y540 Computer Applications for the Arts (1.5 cr.) Computer Applications concentrates on acquiring usable skills with applications found in the Microsoft Office XP suite. Course offers the general management professional an overview of technology itself and the technology management issues likely to be encountered in professional practice.

Y 550 Practicum in Arts Administration (3 cr.) Managerial and administrative experience in three of six arts groups: Musical Arts Center, Department of Theatre and Drama, IU Auditorium, IU Foundation, IU Art Museum, or Mathers Museum.

Y 559 Public Policy and the Arts (3 cr.) This course considers cultural policy in the U.S. and elsewhere. Topics include the ends and means of government funding for the arts, multiculturalism, freedom of expression, copyright, other legal rights of artists, international trade in cultural goods, and international treaties on cultural diversity.

Y 564 Economics and Administration of Artistic Organizations (3 cr.) In this course students analyze the unique challenges facing arts organizations in the public, nonprofit, and for-profit sectors. Among other topics, the course deals with the multiple and often-conflicting goals faced by arts organizations, consumer demand and price setting, experimentation and innovation, and setting the rules for decision-making and oversight.

Y626 Desktop Computer Communications (1.5 cr.) Instructs the arts administration professional in using desktop computer applications to create printed and Web-based materials that promote effective communications. The course provides instruction in design theory, page layout, Web design, digital photo editing, graphics, desktop publishing, and Web publishing as used in creating promotional materials.

Y 650 Seminar in Arts Administration (3 cr.) Seminar involving the promotion of the arts: planning, management, labor relations, fundraising, funding sources, communications, and similar topics in relation to arts centers, museums, and performing organizations. Course includes guest speakers.

Y 680 Readings in Arts Administration (cr. arr.) P: consent of instructor and departmental chairperson. Supervised readings in arts administration.

Y 690 Independent Study in Arts Administration (cr. arr.) P: consent of instructor and department chairperson.

Y 750 Internship in Arts Administration (3 cr.) The internship shall consist of at least 280 hours in an arts related organization. Students may take the internship during the summer following the second semester of course work or in the spring following the third semester of course work.

Criminal Justice Courses

J 501 Evolution of Criminological Thought and Policy (3 cr.) This course provides an intensive introduction to the theoretical literature on crime and delinquency. Its purpose is to develop students' ability to critically evaluate and compare theories of crime as they apply to public policy and the criminal justice system.

J 502 Research Methods in Criminal Justice and Public Affairs (3 cr.) This course examines research techniques necessary for systematic analysis of the criminal justice system, offenders' behavior, crime trends, and program effectiveness. The course requires that students actively pursue such techniques as conducting interviews, coding data, and designing studies. Criminological research will be critically examined.

J 520 Mapping and Analysis for Public Safety (3 cr.) The use of geographic information systems to map locations of events and analyze patterns for decision making and facility location in areas of public safety including criminal justice, fire services, emergency management, and homeland security and the management and application of those systems.

J 524 Crisis Management in Public Safety (3 cr.) The identification and management of criminal justice and public safety crisis. Issues of psychological and behavioral responses to crisis, mitigation, contingency and response plans, coordination with governmental and nonprofit agencies and private corporations, crisis decision making, communication, infrastructure and proactive planning. Practical crisis management techniques for use in public safety.

J 528 Risk Analysis for Public Safety (3 cr.) An examination of theoretical foundations of risk analysis including the history of risk analysis, risk assessment, perception and communication; models for decision making, techniques for generating alternative courses of action and definitions of risk opportunity within a context of local, state and federal regulatory guidelines, media and social context.

J 550 Topics in Criminal Justice and Public Safety (1-3 cr.) Selected topics in criminal justice and public safety including terrorism, violent behavior, crime prevention, domestic and international threats, white-collar and organized crime, cyber crime, prisoner re-entry; issues of gender, race, and ethnicity in criminal justice and public safety; and case studies in disaster and catastrophic incident response.

J 582 Criminal Justice Systems (3 cr.) Detailed examination of operations of police, courts, and correctional agencies. Study of management problems in system response to criminal activity. Development of understanding of interrelationships among system components. Examination of major policy issues in criminal justice, with emphasis on decision-making techniques.

J 587 Criminal Violation: Problems and Characteristics (3 cr.) Commonalities in criminal behavior. The criminal act: circumstances leading to commission, subsequent perceptions of them. Family, community, and other environments affecting criminal behavior. Behavioral consequences of processes of crime control.

J 588 Law and Control in Society (3 cr.) The role of law versus other forms of social control. How social change and social institutions shape the law. Social factors influencing the administration of law.

J 666 Criminal Justice Policy and Evaluation (3 cr.) An empirical assessment of the foundations of contemporary and historical attempts to control or prevent crime. Major policies, programs, and strategies are reviewed and critically analyzed. Specific topics and policies will vary in this capstone seminar.

J 682 Planning and Management for Criminal Justice and Public Safety (3 cr.) Methods and procedures involved in criminal justice and public safety planning and management. Administration and implementation of public policies in policing, courts, corrections, emergency management, and homeland security. Organization, decision making, evaluation, and human resource issues of public policy.

Environmental Science Courses

The SPEA 400-level environmental science courses listed below, which are described in the School of Public and Environmental Affairs Undergraduate Programs Bulletin, may be taken for graduate credit if specifically listed within degree requirements or approved by a graduate advisor.

E 400 Topics in Environmental Studies (approved sections) (3 cr.)
E 410 Introduction to Environmental Toxicology (3 cr.)
E 431 Water Supply and Wastewater Treatment (3 cr.)
E 440 Wetlands: Biology and Regulation (3 cr.)
E 451 Air Pollution and Control (3 cr.)
E 452 Solid and Hazardous Waste Management (3 cr.)
E 455 Limnology (4 cr.)
E 460 Fisheries and Wildlife Management (3 cr.)
E 461 Fisheries and Wildlife Management Laboratory (3 cr.)
E 470 Elements of Fluid Mechanics (3 cr.)
E 475 Techniques of Environmental Science (3 cr.)

E 510 Environmental Regulations and Compliance (3 cr.) This course provides an overview of the principles and practice of environmental law, regulation, and compliance. Topics include introduction to the U.S. regulatory framework, survey of regulations and statutes, and problems/case studies for applying legal and regulatory concepts.

E 512 Risk Communication (3 cr.) Risk communication is the means by which technical information is communicated to others (the public included), especially in the context of making decisions about environmental-related policy, such as siting of a landfill. The course emphasizes both theory (in lectures) and practical experience through developing and acting in role-play scenarios.

E 515 Fundamentals of Air Pollution (3 cr.) The purpose of the course is to provide the student with an understanding of the field of air pollution, including the behavior of the atmosphere and pollutants in the atmosphere, effects of air pollution, regulatory programs, engineering controls, and air quality management programs.

E 518 Vector-based Geographic Information Systems (3 cr.) Geographic information systems using vector data structure. Vector GIS capabilities and uses. Data structure and file management of spatial data. Laboratory exercises using ARC/INFO software.

E 519 Applied Remote Sensing of the Environment (3 cr.) Applications of remotely sensed data and raster geographic information systems in environmental research. Concepts of remote sensing. Image acquisition from different sensors ranging from aerial photography to various types of satellite imagery. Image processing and analysis. Raster geographic information systems. Raster-vector integration. Concepts of spatial analysis.

E 520 Environmental Toxicology (3 cr.) An examination of the principles of toxicology and the toxicity resulting from environmental exposure to chemical substances.

E 522 Urban Forest Management (3 cr.) Originally an outgrowth of arboriculture, urban forestry now encompasses the broader concepts of managing the trees, forests, and other natural resources of cities for ecological, economic, and social benefits. Lectures, discussion, and field projects will be supplemented by outside speakers. (IUB and Bloomington will be the field laboratory.)

E 526 Applied Mathematics for Environmental Science (2-3 cr.) P: differential and integral calculus. Applications of mathematics to modeling environmental processes. Applied calculus, numerical analysis, differential equations.

E 527 Applied Ecology (3 cr.) Ecosystem concepts in natural resource management. Techniques of ecosystem analysis. Principles and practices of ecological natural resource management.

E 528 Forest Ecology and Management (3 cr.) P or C: SPEA-E 538 or V 506. Field and laboratory exercises in quantitative analysis of forest ecosystems. Sampling and data collection methodologies. Data analysis and interpretation. Concepts in forest ecology and forest management.

E 529 Application of Geographic Information Systems (3 cr.) Conceptual and technical overview of geographic information systems (GIS). Applications in various fields of public affairs and environmental science.

E 532 Introduction to Applied Ecology (3 cr.) This course provides an introduction to applied ecology for non-science majors.

E 533 Environmental Management Systems: ISO 14001 Based (3 cr.) This course provides students with the knowledge and skills to establish or improve an environmental management system that is compatible with ISO (International Organizations for Standardization) 14001, an international, voluntary standard that is emerging as a best-management practice for environment.

E 534 Restoration Ecology (3 cr.) P: SPEA-E 440 or SPEA-E 527 or permission of instructor. The development and application of ecological principles to restore or re-create ecological structure and function of terrestrial and aquatic ecosystems. This course covers basic concepts of ecosystem restoration, including development of energy flow and nutrient cycles, soil formation, mechanisms of species dispersal and colonization, and mutualistic relationships.

E 535 International Environmental Policy (3 cr.) This course examines the forces in society alternately promoting and impeding cooperation in the environmental realm. Our inquiry is guided by four, interrelated course units: (1) international environmental law; (2) international political order; (3) the environment and global markets; and (4) sustainable development.

E 536 Environmental Chemistry (3 cr.) P: one course in chemistry with lab. Gas law calculations, stoichiometry, steady and nonsteady state box models, stratospheric ozone, chemical kinetics, photochemical smog, greenhouse effect, CO_2 equilibria, chemodynamics, pesticides, and toxic metals.

E 537 Environmental Chemistry Laboratory (3 cr.) P or C: SPEA-E 536 or consent of instructor. Experimental work in environmental chemical analysis to demonstrate analytical methods and instrumentation used in environmental laboratories, having reference to air, water, and soil quality.

E 538 Statistics for Environmental Science (3 cr.) P: calculus and introductory statistics. Data analysis and statistics for environmental research and policy-making. Logic and illogic hypothesis testing with emphasis on power. Sampling and design of experiments. Group comparisons, analysis of variance, regression.

E 539 Aquatic Chemistry (3 cr.) The distribution and cycling of chemical components in natural and engineered systems. Emphasis is on practical aspects of aquatic chemistry. Graphical and computational methods, as well as chemical equilibrium modeling, will be used to solve applied problems in water chemistry.

E 541 Controversies in Environmental Health (3 cr.) Research, presentation, writing, and argumentation skills will be developed using a debate format. The course focuses on topics related to environmental health and the health of the environment.

E 542 Hazardous Materials (3 cr.) Provides a technical basis for managing hazardous materials. Topics of discussion include properties and chemistry of hazardous materials; recognition of potential hazards associated with the use, storage, and transport of these materials; emergency and spill response; health effects; and transportation regulations.

E 543 Environmental Management (3 cr.) Introduces advanced management concepts needed for environmental professionals by increasing their understanding regarding: 1) How implementing program, resource and political management relates to environmental issues; 2) the organizational and legal structure/function of environmental management in the United States; and 3) how

professionals develop a strategic implementation approach toward successfully managing the environment.

E 544 Subsurface Microbiology and Bioremediation (3 cr.) P: BIOL-M 310 or BIOL-M 350; CHEM-C 126. This course explores how microorganisms and microbial processes affect the degradation of organic and inorganic pollutants in the subsurface. Topics include measurements of subsurface microbial activity, thermodynamics and biochemistry of degradation processes, degradation kinetics, and the control and enhancement of these processes in environmental matrices.

E 545 Lake and Watershed Management (3 cr.) Students will learn to apply basic limnological principles to diagnose lake and watershed problems, to understand lake response to pollution, to identify appropriate management solutions, and to predict lake response to management.

E 546 Stream Ecology (3 cr.) P: SPEA-E 455. Advanced limnology course that explores patterns and processes characterizing stream ecosystems. Takes a holistic approach that includes: physical, chemical and biological stream characteristics; watershed patterns; and stream processes (trophic dynamics, colonization and dispersal, community dynamics, and responses to change). A four-hour weekly lab and group project develop necessary analytical skills.

E 547 Applied Earth Science (3 cr.) Principles of the earth sciences and their applications to environmental analysis and management. Identification, quantification, and analysis of critical components of watershed systems. Interaction of human activities with the physical environment.

E 548 Applied Earth Science Laboratory (3 cr.) Principles and methods of sampling, collection, measurement, analysis, and interpretation of data concerning processes and features of the physical environment. Students will become familiar with field and laboratory equipment within the context of research projects. Emphasis is placed on practical application of basic techniques to real problems.

E 549 Environmental Planning (3 cr.) Concepts and methodologies in environmental planning. The planning process. Topics may include environmental impact assessment, economic approaches to environmental decision making, use of computer models in environmental planning, geographic information systems in environmental planning, environmental perception, and construction of environmental indices. Team projects with planning agencies.

E 552 Environmental Engineering (3 cr.) Concerned with biological, chemical, physical, and engineering knowledge essential to the achievement of environmental quality objectives. Theory and design of unit operations and processes for air, water, and land pollution abatement. Emphasis on water quality control, industrial wastewater treatment, and solid waste management.

E 553 Creation and Solution of Environmental Models (3 cr.) Description of the environmental system in terms of steady-state and nonsteady-state material and energy balances. Formulation of the balances as differential equations with appropriate boundary conditions, solution techniques.

E 554 Groundwater Flow Modeling (3 cr.) Fundamentals of groundwater flow modeling demonstrated through exercises in one-dimensional and radial flow. Two-dimensional flow is treated by use of a semianalytic approach. Alternative modeling techniques, such as finite elements and finite differences, are discussed. Streamline tracing is discussed to study spreading of contaminants.

E 555 Topics in Environmental Science (2-3 cr.) Selected research and discussion topics in environmental science. Usually organized in a seminar format.

E 557 Conservation Biology (3 cr.) P: a 300-level ecology course. Ecological principles associated with rare species and with biodiversity, laws and statutes used to conserve biodiversity, and land and species management practices. Our aim is to understand scientific and political complexities of conservation biology, and to study different methods used to conserve living resources and resolve conflicts associated with conservation.

E 559 Field Techniques in Ecology (3 cr.) P: one semester of statistics. Course provides an introduction to field research on ecology. Field labs teach techniques associated with geographic and map work, population estimation, habitat measurement in a variety of settings, and soil sampling. Indoor work covers descriptive univariate and bivariate statistical techniques, data display, and report writing.

E 560 Environmental Risk Analysis (3 cr.) P: SPEA-E 538 or V 506, or consent of instructor. Methods of probabilistic risk analysis applied to environmental situations. Event trees, fault trees, toxicological estimation, ecological risk analysis. Social and psychological aspects of risk. Individual and group projects assessing some real environmental risk are an important part.

E 562 Solid and Hazardous Waste Management (3 cr.) The purpose is to provide students with a technical foundation in areas of solid and hazardous waste management which can be applied to the examination of policy options. Topics include characterization of the waste stream, regulations, health and environmental risks, liability issues, management technologies, and treatment and disposal options.

E 564 Organic Pollutants: Environmental Chemistry and Fate (3 cr.) P: SPEA-E 536 or permission of instructor. This course provides students with both a quantitative and intuitive understanding of the relationship between chemical structure, environmental properties, and the behavior of organic contaminants in the environment, particularly aquatic environments. Physical/chemical properties of organic chemicals, fate determining processes, and modeling concepts will be examined in detail.

E 570 Environmental Soil Science (3 cr.) Soil chemistry can affect forest and crop productivity, pollutant degradation, surface and groundwater quality, and other environmental processes. This course emphasizes chemistry of soil minerals and organic matter, mineral solubility, the soil biota, redox transformations and reaction kinetics, soil colloid and surface chemistry, and biogeochemical cycling of metals.

E 579 Readings in Environmental Science (1-3 cr.) Readings on selected topics in environmental science to be arranged with the individual instructor.

E 589 Practicum in Environmental Science (0-6 cr.) Professional experience in environmental science with public agencies or private sector firms or organizations. Usually arranged through the Placement and Internship Office.

E 620 Environmental Analysis Workshop (3 cr.) Projects in environmental analysis.

E 625 Research in Environmental Science (1-12 cr.) Research on selected topics in environmental science to be arranged with the individual instructor.

E 680 Seminar in Environmental Science and Policy (1 cr.) P: doctoral student status or consent of the instructor. A seminar series on current topics in environmental science and policy. This course can be repeated for credit for a maximum of 8 credit hours.

E 710 Advanced Topics in Environmental Science (1-3 cr.) P: consent of instructor. For advanced students. Topics will vary and will cover subjects not available in other courses. May be repeated with different topics for a maximum of 12 credit hours.

E 890 Ph.D. Thesis: Environmental Science (cr. arr.) (S/F option available)

Health Administration Courses

The SPEA 400-level course listed below, which is described in the School of Public and Environmental Affairs Undergraduate Programs Bulletin, may be taken for graduate credit if specifically listed within degree requirements or approved by a graduate advisor. *Note: Health Administration courses are listed with the prefix SPHA.*

H 433 Industrial Hygiene and Radiological Health (3 cr.)

H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges (3 cr.) Study of health, illness, and disease trajectories and the systemic components that mold the health care system. Ideological paradigms predicting utilization and health behaviors are addressed as are guidelines for ethical decision making/problem analysis. Formulation and implementation of organizational and governmental policies and their associate theoretical assumptions are addressed.

H 503 Principles of Health Systems Management and Policy Development (3 cr.) Explores management roles in public, nonprofit, and for-profit health system environments. Application of management theories, concepts, and principles; development

of ethical, professional values; and understanding managerial roles in organizational and public policy development emphasized. Managerial process, resource dependence, population ecology, contingency theory, corporate culture, ethics, and quality management processes examined.

H 504 Quantitative Health Planning Methods (3 cr.) P: SPEA-H 501 and H 503. An examination of health planning theory, methods, and techniques, including quantitative and subjective forecasting, determination of health service area, identifying need/demand for health services, health resource allocation decision models, and standards for the design of services and facilities.

H 505 Health Program Design, Implementation, and Evaluation (3 cr.) P: SPEA-H 501, H 503, H 504, and V 595, or consent of instructor. Study and application of techniques to conduct, interpret, and present the design, implementation, and evaluation of health services programs. Includes collecting, analyzing, interpreting, and reporting information. Emphasis on computer utilization and statistical analysis as a management tool. Field project required.

H 507 Management of Individual and Group Behavior (3 cr.) This course provides a conceptual framework for understanding behavior in the work environment by introducing concepts concerning effective management of people in organizations. Key theories and concepts in the field of organizational behavior will be introduced. The focus of this course is at the micro level of analysis, addressing topics such as individual theories of motivation; job design; diversity issues; management of work teams; group decision making; managing conflict; and leadership, influence, and power issues.

H 508 Managing Health Care Accounting Information for Decision Making (3 cr.) P: undergraduate principles of accounting. Provides a user-oriented understanding of how accounting information should be utilized, focusing on balance sheet and income statement and cash flow analysis, budgeting, cost analysis, and responsibility accounting.

H 509 Financial Management Principles of Health Care (3 cr.) P: SPEA-H 508 (Indianapolis only). Provides knowledge of corporate finance practice in health care organizations. Establishes an understanding of the basic elements of financial theory used to address business service expansion or contraction, capital investment issues, developing business plans, and working capital management.

H 510 Health Services Financial Management (3 cr.) P: SPEA-H 509. An examination of cost accounting techniques used in health care organizations, with emphasis on measuring and using cost accounting information for planning, control, and nonroutine decision making. Conceptual and quantitative practice is provided using cases and computer spreadsheet programs.

H 514 Health Economics (3 cr.) P: 3 credit hours of undergraduate economics. Examines the principles and application of economic analysis in the health field and the economist's approach to health care issues. Provides insights offered by economic analysis of specific health issues and problems.

H 515 Seminar in Health Policy: Special Topics (3 cr.) P: SPEA-H 501, H 503, or consent of instructor. Exploration of health policy topics from economic, financial, sociological, political, and psychological perspectives. Analytical paradigms are applied to organizational or macro-policy making issues that vary in response to changing environments. May be repeated once with advisor's approval.

H 516 Health Services Delivery and the Law (3 cr.) Medical-legal concepts related to hospitals and other health services organizations. Course provides an in-depth understanding of the relationships of the law and the legal processes affecting the health services system. Presentation of the elements of administrative and agency processes, torts, contracts, facilities, physicians, patients, and personnel.

H 517 Managerial Epidemiology (3 cr.) Examines general epidemiologic methods such as population descriptive techniques, use of health indicators, and secondary health-related data sources. Includes design, administration, and analysis of observational and experimental studies. Emphasis will be on the use of epidemiologic techniques to assess community health, determine community risk factors, and evaluate community-based programs.

H 518 Statistical Methods for Health Services (3 cr.) P: 3 credit hours of undergraduate statistics. Study of the quantitative techniques commonly used to examine health-related data. Includes univariate, bivariate, and multivariate techniques. Emphasis is on using statistical techniques to make policy and administrative decisions in a health services setting. Students use standard computer software to analyze data.

H 519 Environmental Health (3 cr.) This course provides a broad yet in-depth investigation of human interaction with the environment, the major elements of environmental health, and the effects which uncontrolled environmental hazards may have on people's physical, mental, and social well-being.

H 521 Management Science for Health Services Administration (3 cr.) Focus is on management science methods, as applied to health sciences administration. Includes treatment of decision theory, constrained optimization, and probability simulation.

H 523 Health Services Human Resources Management (3 cr.) This course provides the knowledge and skills needed to understand the application of personnel and labor relations techniques to the health services sector, with particular emphasis on human resources management, employees' benefit programs, and labor relations as applied to the health services delivery organization.

H 533 Industrial Hygiene (3 cr.) P: One semester each of algebra, organic chemistry, and inorganic chemistry. Survey of technical and regulatory aspects of protecting the health and safety of workers. Topics include basic toxicology; skin, eye, and respiratory hazards; measuring hazardous atmospheres; ventilation systems; fire and explosion hazards; emergency response; occupational hearing loss; radiation; prevention of accidents; cumulative trauma; and personal protective equipment.

H 601 Hospital Organization and Management (3 cr.) P: SPEA-H 501, H 503, or V 504, or consent of instructor. Study of the organization and management of hospital clinical, support, and administrative functions. Examination of performance evaluation techniques for health managers. Analysis of special operational problems and administrative ethics. Requirements of the Joint Commission Accreditation of Hospitals emphasized.

H 602 Mental Health Services Organization and Management (3 cr.) P: SPEA-H 501, H 503, or V 504, or consent of instructor. Study of the organizations and systems for delivery of mental health services; emphasis on the management and financing of psychiatric services.

H 603 Nursing Home Organization and Management (3 cr.) P: SPEA-H 501, H 503, or V 504, or consent of instructor. Study of the purpose, organization, and management of nursing homes and residential care facilities involving long-term, specialty treatment. Emphasis on personal and professional skills necessary to provide a wide range of services and quality care in these environments.

H 604 Ambulatory Care and Managed Care Programs (3 cr.) P: SPEA-H 501, H 503, or V 504, or consent of instructor. Study of the organizational and managerial aspects of ambulatory health services delivery. Focus on delivery strategies and organizational models and on the operational issues of financial control, personnel, regulation, and evaluation.

H 605 Multi-Institutional Systems and Arrangements (3 cr.) P: SPEA-H 501, H 503, or V 504, or consent of instructor. Students will be exposed to developing innovations in health services delivery structures in both the proprietary and nonprofit sectors. Emphasis will be placed on the organization and management of multi-institutional arrangements such as sharing, mergers, management contracts, consortium, and so forth.

H 606 Health Services Quality Improvement and Risk Management (3 cr.) P: SPEA-H 501, H 503, and V 504. Critically examines the concepts, strategies, and techniques related to the improvement of the quality of health service delivery. Addresses the increasing need to enhance productivity given the impact of external and other factors on the workplace. Principles and application of risk management concepts and techniques, including insurance, are emphasized.

H 607 Public Health Organization and Management (3 cr.) The course provides a broad overview of the history of public health in

the United States and an analysis of the structure and function of public health and voluntary health agencies.

H 612 Marketing for Health Services Delivery (3 cr.) P: SPEA-H 501, H 503, H 504, or consent of instructor. The course provides a working knowledge and the skills required to market health services. Health institution–based projects are emphasized.

H 615 Health Care Outcomes and Decision Making (3 cr.) P: SPEA-H 501, H 502, H 514, H 518. Application of health outcomes measures in decision making and evaluation in various health service settings. Includes designing and implementing evaluation plans of health and social programs. Emphasis on evaluation strategies, measurement of health outcomes, and management decision making.

H 620 Health Services Seminar (3 cr.) Characterized as the program's capstone course, this seminar is designed to assist the student in synthesizing and summarizing all previous course work. Course emphasizes "real-world" situations and requires active participation by the students.

H 621 Management Applications Skills I (3 cr.) P: all required SPEA-H 500-level courses except H 510. A study of the complexities of multi-institutional arrangements and integrated services in the health industry. Topics include the shift to regional alliances, multiprovider networks, integrated physician-hospital relationships, shared risk contracting, and capitated insurance products. This course focuses on understanding the forces driving shifts in the roles of different settings in the health care environment.

H 622 Management Applications Skills II (3 cr.) P: SPEA-H 621. This second of three courses in the management application skills sequence focuses on applying skills to and making comparisons among specific health care settings. Topics include quality assurance, quality improvement, and risk management; cost finding, rate setting, financing, payment, and reimbursement; and human resource management, recruiting, and labor relations.

H 623 Health Care Applications of Strategic Management (3 cr.) P: SPEA-H 501, H 502, H 510, H 521. Students will synthesize the previous course work into their capstone experience. Includes strategic management analytical models and their use in evaluative decision making. Students will gain competencies in strategic and managerial analytical skills through class discussion and practical application through a required interactive group project.

H 624 Developing Strategic Capability (3 cr.) An introduction to tools for strategic management and the complexities involved in determining long-term strategies in a health care environment. An examination of the dynamics of the competitive environment, how both the pace and direction of industry change are influenced by the resources, capabilities, and interactions of rival organizations.

H 627 Seminar in Advanced Health Finance (3 cr.) P: SPEA-H 509 and H 510. An advanced seminar in health services management dealing with cases, problems, and contemporary health finance issues. Student presentations emphasized.

H 628 Health Care Information Systems (3 cr.) A study of the terminology, technology, and application of information systems in various health care settings. Topics include the gathering, organization, storage, and retrieval of complex data banks, as well as assessment of health service data needs and considerations in developing information systems. Includes many computer-based exercises.

H 630 Readings in Health Services Administration (1-3 cr.) Supervised readings in selected areas of health services management and policy and planning. For advanced students; open to others by arrangement.

H 640 Topics in Health Services Administration (1-3 cr.) Selected research and discussions emerging in health services administration. Topics, organized in a semester-by-semester seminar format, will not cover topics available in other courses.

H 650 Strategies for Career Preparation (1.5 cr.) P: SPEA-H 501, H 502, H 508, H 514. This course will provide guidance in finding and preparing for a summer health care internship. Covers skills necessary to successfully obtain and have a health care summer internship. Skills include interviewing, presentation, resume development, and other work-related skills.

H 700 Residency (1-6 cr.) Requires the equivalent of 6 credit hours of on-site experience under the supervision of a qualified preceptor and program faculty; students who opt for longer residencies may continue to register for this course each semester. Grading is on an S/F basis.

H 702 Internship in Health Services Management (3 cr.) P: SPEA-H 501, H 509, H 514, H 650. Requires the equivalent of a minimum of 3 credit hours of on-site experience under the supervision of a qualified preceptor and program faculty. Grading is on an S/F basis.

H 735 Research in Health Administration (3-6 cr.) P: all core courses or consent of instructor. Field research conducted under the direction of a faculty member. Designed for advanced students and those who elected not to take the residency or internship. Grading is on an S/F basis.

Public Affairs Courses

V 500 Quantitative Tools for Public Affairs (1-3 cr.) A modular presentation of mathematical and statistical concepts designed to prepare students for V 506 Statistical Analysis for Effective Decision Making. Representative module topics include basic algebraic concepts, probability, computer use, and matrix algebra.

V 502 Public Management (1-3 cr.) Analysis of concepts, methods, and procedures involved in managing public organizations. Problems of organization, planning, decision making, performance evaluation, and management of human resources are considered. Cases are drawn from a variety of public services found at federal, state, and local levels of government.

V 504 Public Organizations (1-3 cr.) This course focuses on the behavior and theory of public organizations in four areas: (1) individuals and groups in public organizations, (2) the design of public organizations, (3) organization-environment relations, and (4) interorganizational relations.

V 506 Statistical Analysis for Effective Decision Making (3 cr.) Noncalculus survey of concepts in probability, estimation, and hypothesis testing. Applications of contingency table analysis and analysis of variance, regression, and other statistical techniques. Computer processing of data emphasized.

V 507 Data Analysis and Modeling for Public Affairs (3 cr.) P: SPEA-E 538 or V 506. Focus on analytical models and their use in solving problems and making decisions in the public sector. Discussion of standard approaches to modeling and estimation of parameters.

V 508 Topics in Quantitative Analysis (1-3 cr.) P: consent of instructor. Study and application of selected quantitative methods of analysis. Additional topics that are not included in V 506 and V 507 may be presented, or more advanced examination of topics that are introduced in V 506 or V 507 may be presented.

V 509 Administrative Ethics in the Public Sector (3 cr.) Ethical conduct in the public sector is examined. Topics covered could include personal ethical responsibility, deception, corruption, codes of ethics, policy-making, morality, politics, and whistle blowing. Case studies and media material will be used to illustrate these and other such issues affecting the workplace.

V 510 Government Regulation in Market Economies (3 cr.) P: SPEA-V 517 or consent of instructor. An overview of government regulation and involvement in the private sector and of public policy consequences of government action in market economies. Analysis of case studies in business-government relations.

V 512 Public Policy Process (1-3 cr.) An examination of the role of public affairs professionals in policy processes. Focuses on relationships with political actors in various policy areas.

V 516 Public Management Information Systems (3 cr.) This course focuses on the application of information systems concepts and tools to challenges and opportunities in the public sector. Topics covered will include current trends in information systems; managerial use of information systems; hardware, software, and telecommunications; systems development processes and practices; and strategic and policy issues in IS.

V 517 Public Management Economics (3 cr.) This course focuses on applications of the principles and concepts of intermediate microeconomic theory and managerial economics to public-sector management decisions and policy analysis. The course utilizes case studies with the goal of giving students

opportunities to recognize the economic dimensions inherent in the public policy problems and to develop an analytical problem-solving orientation.

V 518 Intergovernmental Systems Management (1-3 cr.) Discussion of theories and approaches to systems management, including responsibilities and tasks of public systems. Examination of intergovernmental relationships and intralocal governmental relationships, treatment of organizational and systems design, as well as planning, decision making, and control of public systems. Discussion of applications to services such as environment, health, and human services.

V 519 Database Management Systems (3 cr.) This course provides students an in-depth knowledge of database design and management in public organizations. The students create a conceptual, logical, and physical design of databases; build models of data required by users with modeling formalisms and computer-aided software engineering tools; and design queries using leading database software packages.

V 520 Environmental Policy Analysis (3 cr.) The interrelationships among social, technical, and natural systems. Theories of growth. Causes and implications of environmental problems. Alternative policies and mechanisms for environmental control and bases for choice.

V 521 The Nonprofit and Voluntary Sector (3 cr.) Same as PHST-P 521. The theory, size, scope, and functions of the nonprofit and voluntary sector are covered from multiple disciplinary perspectives including historical, political, economic, and social.

V 522 Human Resource Management in Nonprofit Organizations (3 cr.) This course provides an overview of the human resource management areas necessary for the productive functioning of nonprofit organizations. Theories of motivation applicable to the management of staff and volunteers, and personnel topics of recruitment, selection, board-staff relations, compensation, training, and development are covered.

V 523 Civil Society and Public Policy (3 cr.) Exploration of interaction of public policy and nonprofit organizations, drawing on history, political theory, and social science. Includes examination of regulations and taxation. Depending on instructor's interests, course covers nonprofit role in selected policy arenas (such as environment and poverty) and industries (such as international development and health care).

V 524 Civil Society in Comparative Perspective (3 cr.) An exploration of state-society relationship in a variety of regimes and time periods. Focus on ways regimes' policies affect the existence and contribution of those nongovernmental and nonprofit organizations that stand between the individual and the state; how nonprofit organizations shape the policy agenda of a regime.

V 525 Management in the Nonprofit Sector (3 cr.) P: SPEA-V 521 or PHST-P 521. An examination of nonprofit organizations and their role in society. Management issues and public policy affecting these organizations are discussed. Primary emphasis is upon U.S. organizations, but attention is given to the global nature of the sector.

V 526 Financial Management for Nonprofit Organizations (3 cr.) This course emphasizes a thorough understanding of the language and key concepts of nonprofit financial management. A working knowledge of the basic analytical tools used in financial decision making for nonprofit organizations will be examined through the use of computer software.

V 529 Seminar in Career and Professional Development (1 cr.) Introduction to career development in public and environmental affairs. Orientation to career development approaches and resources. Discussion and practice of professional skills and techniques. Orientation to career development opportunities. Grading is on an S/F basis.

V 534 NGO Management in Comparative Perspective (3 cr.) This course takes an interdisciplinary, comparative perspective to achieve its primary goal: To help students engage in critical comparative analysis of the external environments in which NGOs function across different regions of the world in order to better "fit" internal organizational management processes to external constraints and opportunities.

V 539 Management Science for Public Affairs (3 cr.) P: SPEA-V 506. Focuses on management science methods as applied to public affairs. Includes treatment of decision theory, constrained optimization, and probability simulation.

V 540 Law and Public Affairs (1-3 cr.) Explanation of law in society and its influence on public-sector operations. Examination of some of the central substantive areas of the study of law, including regulatory processes, administrative adjudication, the Administrative Procedures Act, ombudsmen, and citizen rights, among others.

V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.) P: SPEA-V 517 or consent of instructor. A course applying benefit-cost analysis to public and environmental policies. The first part of the course develops the foundation of benefit-cost analysis. The second part of the course consists of case studies applying benefit-cost analysis to actual policy decisions.

V 542 Governmental Financial Accounting and Reporting (3 cr.) P or C: SPEA-V 560. An introduction to the fundamentals of accounting in business, nonprofit, and public sectors. Intended only for students without previous accounting courses. Primary emphasis is on municipal entity fund accounting, including the development and use of financial statements.

V 543 Health Services Management (3 cr.) A course that integrates theory and application with respect to management of health service organizations. Emphasis on the role of managers and management within formal health service organizations. Current management and organization theories are applied to an understanding of health care delivery settings.

V 545 The U.S. Health Care System (3 cr.) An analysis of the delivery of health care in the United States from 1900 to the present. Major system components are defined and studied with emphasis on current health care policy. Topics include the organization of health care delivery on federal, state, and local levels, in both public and private sectors.

V 546 Health Services Utilization (3 cr.) An examination of problems of access to health care and the utilization of health services. The social, political, and individual factors associated with utilization are studied, along with social change and control strategies. Special emphasis is given to power and the definition of power in the system.

V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.) Students will learn the skill of interest-based negotiation through role play and simulation. Students will learn about dispute resolution techniques such as mediation, arbitration, fact finding, early neutral evaluation, ombudsmanship, and facilitation. The course covers dispute resolution in federal government and in the context of public, environmental, labor, and business disputes.

V 550 Topics in Public Affairs (1-4 cr.) Selected research and discussion topics organized on a semester-by-semester basis, usually with significant student input in the course design.

V 551 Topics in Comparative Public Policy (3 cr.) The role of administrative and political systems in an international setting that focuses on industrial policy as developed between collaborative governments and their links to the key countries of Asia, Europe, the Americas, and Africa will be examined in topic settings. Related readings and published research will also be used.

V 554 Human Services Administration (3 cr.) Focus is on policy, management, and organization relating to a variety of human service systems. Special attention is given to the management of social programs in the environmental system.

V 556 Topics in Human Services Administration (3 cr.) Readings and research on selected topics in the field of the management of human services. Topics selected for study will vary.

V 557 Proposal Development and Grant Administration (3 cr.) This course provides the opportunity for each student to develop a complete proposal through participation in the entire grant application process. The integration of case studies, visual media, printed materials, and class discussions provides students with practical knowledge for writing successful proposals.

V 558 Fund Development for Nonprofits (3 cr.) Important aspects of the fund raising process in nonprofit organizations are covered, including techniques and strategies for assessing potential sources of support; effective use of human resources; process management; theory

to underlay practice; analysis of current practice; practice standards; and discussion of ethical problems.

V 559 Principles and Practices of Social Entrepreneurship (3 cr.) This course will survey issues in social entrepreneurship and engage students in completing class projects applying principles and practices of social entrepreneurship to problems of nonprofit organizations, government agencies, and social-purpose business.

V 560 Public Finance and Budgeting (1-3 cr.) The fiscal role of government in a mixed economy; sources of public revenue and credit; administrative, political, and institutional aspects of the budget and the budgetary process; problems and trends in intergovernmental fiscal relations.

V 561 Public Human Resources Management (3 cr.) Analysis of the structure, operations, and design of public personnel systems, including government agencies and public enterprise. Relationships between public policy and personnel concepts, values, and operations considered.

V 562 Public Program Evaluation (1-3 cr.) Examination of how the programs of public agencies are proposed, established, operated, and evaluated. Discussion of the role and conduct of research in the program evaluation process. In addition, techniques of effective evaluation and analysis are discussed.

V 563 The Planning Process (1-3 cr.) Seminar designed to familiarize students with planning ramifications of policy issues faced by governments. The focal topics selected for study will vary. Emphasis placed on identification and analysis of substantive issues, methods employed for resolution, and application of planning techniques for achieving goals.

V 564 Urban Management (3 cr.) This course deals with the management of public policy in American urban government, with special attention to the relationship of structure, process, and policy. Readings and case studies will focus on urban management problems relating to leadership, planning, and operations.

V 565 Environmental Conflict Resolution: Theory and Practice (3 cr.) Theories of environmental conflict resolution are examined. Students will ''practice by doing'' through participation in a series of environmental conflict resolution simulations.

V 566 Executive Leadership (3 cr.) The course offers an in-depth examination of factors that contribute to successful executive leadership practice in a wide variety of organizational settings. Topics include what leadership is, what impact leadership has, and how leaders use various approaches and powers to achieve their goals.

V 567 Public Financial Administration (3 cr.) Problems of financial management in governmental units; alternative revenue sources, financial planning, and control; cash debt management; and survey of modern expenditure management, control, and planning.

V 568 Management of Urban Government Services (1-3 cr.) The course deals with selected topics in urban services. The course may focus on a specific urban service or provide an overview for several urban services.

V 569 Managing Interpersonal Relations (3 cr.) P: SPEA-V 502. This course will teach students the theory and application of individual and group human behavior. Key interpersonal skills will be modeled expertly on videotape. Students will be expected to practice these key skills and receive feedback on their performance.

V 570 Public Sector Labor Relations (1-3 cr.) An introductory overview of labor relations concepts within the framework of the public sector. The development, practice, and extent of the collective bargaining process, as well as the administration of the labor agreement, will be examined for state agencies, local municipalities, and school districts.

V 571 State and Local Environmental Management (3 cr.) This course examines a mix of management and policy issues. Included are civic environmentalism, alternatives to environmental regulation, unfunded mandates, environmental justice, public relations, outsourcing, ethical challenges, and managing scientific and technical personnel.

V 572 Urban Topics (3 cr.) Selected topics in urban policy and administration. The course is sometimes restricted to a special group of students focusing on a particular research interest.

V 574 Environmental Management in the Tropics (3 cr.) This course provides an interface between ecology, economics, and policy in the context of non-Western cultures and environments. Students will explore resource use in unfamiliar physical and cultural settings. This examination will highlight common processes that in turn will help the student to understand better the cultural/social underpinnings necessary for analysis.

V 575 Comparative Public Management and Administration (3 cr.) Reading and discussion of case studies and comparative analyses of formal organizations, with emphasis on governmental bureaucracies, public corporations, and international organizations. Topics include bureaucratic environment and culture, technology and organizations, program evaluation, communication and decision making, and administrative structure and process.

V 576 Approaches to Development (3 cr.) Examination of the application of development theory to the public sector. Topics include modernization theory, urbanization, development administration, community development, ethnicity, ideology, and national planning. Area case study project to include problems of policy implementation in developing areas.

V 577 International Economic Strategies and Trade Policy (3 cr.) Examination of topics in international economics as related to problems of economic development policy. Topics include international trade, comparative economic policy, economic integration, foreign aid investment, exchange rates, and international economic organizations.

V 578 Introduction to Comparative and International Affairs (3 cr.) The purposes of this course are to enlighten future public professionals about the promises and challenges posed by globalization, and to introduce and examine major concepts and case material from the world of comparative and international affairs.

V 580 Readings in Public Affairs (1-6 cr.) P: written consent of instructor. Readings on selected topics in public affairs.

V 581 Public Safety Law (1-3 cr.) Survey of historical development of Anglo-American law of public safety, including criminal law, civil remedies, administrative regulation of risk, and recent developments in employee and consumer safety. Emphasis on understanding legal theory and practice as basis for management decisions. Comparison of jurisprudential viewpoints and other disciplinary approaches to causation, prevention, and correction of public safety problems.

V 585 Practicum in Public Affairs (0-6 cr.) Students hold work assignments with public agencies. Grading is on an S/F basis.

V 586 Public Safety in the U.S. (2-3 cr.) Overview of criminal justice and public safety. Definitions of public safety and identification of major components. Functional description of major public safety agencies. Discussion of basic issues in public safety. Management in public safety system.

V 589 Democratization and Transition in Eastern Europe and the Newly Independent States (3 cr.) This seminar focuses on how the governments of Eastern Europe and the newly independent states have responded to changes in their political, economic, and social environments. Discussion of constitutional development, legislative-executive relations, the development of intergovernmental relations, bureaucratic development, economic reform, budgetary systems, legislatures, and executive branches is included.

V 590 Research in Public Affairs (1-6 cr.) P: written consent of instructor. Research on selected topics in public affairs.

V 591 Investments and Portfolio Management (3 cr.) For M.P.A. students with interests in investment management and design of investment portfolios in the public and nonprofit sectors. Surveys the basic theory and practice of investment valuation; stocks, bonds, and hybrid securities; risk management; diversification; asset pricing models; and theory of tests of market efficiency.

V 592 Global Health Issues and Management (3 cr.) An overview of the theoretical underpinnings of, and current issues within, global health management. Topics include the impact of globalization on disease, health organization, program management, management of humanitarian events, and health system planning. The necessity of collective obligation and action for global health will be a recurring theme.

V 593 Analytical Methods in Planning and Policy Analysis (3 cr.) P or C: SPEA-V 507. Topics relate to goal setting and forecasting. Analytical methods include time series analysis, demographic projections, economic development and employment forecasting, and land use and transportation planning analysis. Optimization methods are applied to transportation and project management.

V 594 Principles of Urban and Regional Science (3 cr.) Discussion of the basic processes of change and development in regional systems, with emphasis on metropolitan regions. Includes economic, demographic, and environmental aspects of their interactions.

V 595 Managerial Decision Making (1-3 cr.) P: SPEA-V 504 and V 539. Applications of decision-making tools to substantive public management problems. A variety of managerial cases and issues are selected for intensive discussion and analysis.

V 596 Sustainable Development (3 cr.) Focuses on theories and policies of sustainable development. Course employs an interdisciplinary approach by combining approaches and models with neoclassical economics, ecological economics, political science, and ecology to study dynamical interrelationships between the macro-economy at the national and international levels of analyses, markets, political institutions, and the ecosystem.

V 597 Land Use Planning (3 cr.) The course examines the theoretical basis and practical need for land use planning. Emphasis is placed on the institutional context in which land use planning occurs. The course provides an in-depth analysis and exercise in plan preparations.

V 598 Governing and Leading in a Global Society (3 cr.) This gateway course will increase student appreciation of the role of public affairs professionals in governance across multiple sectors of society within the global context. Students will learn norms associated with effective practice in public affairs and frame a professional development plan to acquire leadership skills to support these norms.

V 600 Capstone in Public and Environmental Affairs (3 cr.) Interdisciplinary course designed to give students exposure to the realities of the policy process through detailed analyses of case studies and projects. Course integrates science, technology, policy, and management.

V 601 Workshop in Public Affairs (1-6 cr.) Projects in public affairs. The students work on a research and resource team to complete a project for a public-sector client. Faculty act as project managers and resource personnel.

V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.) P: SPEA-V 502. Concepts, cases, and problem solving associated with the structure and process of strategic management in the public sector, broadly defined to include governmental and nongovernmental organizations.

V 606 Statistics for Research in Public Affairs I (3 cr.) P: Graduate-level introductory statistics. Focus is on estimation of model parameters using least square methods. Topics include properties of estimators, ordinary least square, instrumental variables, two- and three-stage least squares, assumptions, consequences when assumptions are false, and alternate methods when assumptions are false. Emphasis on matrix representations and simulation methods.

V 607 Statistics for Research in Public Affairs II (3 cr.) P: SPEA-V 606. The second part of a sequence introducing statistical techniques used in modern public policy research. It extends the single and multiple equation least squares models to include non-linear moments, bayesian, maximum likelihood, and simulation-based techniques. Applications to a number of situations that cannot be estimated using standard regression methods.

V 609 Seminar in Revenue Theory and Administration (3 cr.) P or C: SPEA-V 560. This seminar examines the basic objectives and the political and economic aspects of tax administration. In the course of an examination of the interrelationships of tax policy, tax laws, and tax administration, the course reviews the major economic issues raised by types of taxes and user charges. The seminar also examines the fundamentals of tax legislation. Major emphasis is on state and local administration, although some federal problems will be covered.

V 610 Seminar in Government Budget and Program Analysis (3 cr.) P or C: SPEA-V 560. Advanced study of management aspects of budgetary process. Special cases are analyzed and budget problem-solving exercises are utilized.

V 611 Design of Information Systems (3 cr.) P: SPEA-V 516 and V 519. Students in this course will learn the concepts, skills, methodologies, techniques, tools, and perspectives essential to successfully develop information systems for the public sector. To achieve this, students will learn how to conduct systems requirements analysis, translate them to process and logical models, and design the systems.

V 613 Implementation of Information Systems (3 cr.) P: SPEA-V 516, V 519, and V 611. This course is intended to build on prior courses in information systems management. The course covers advanced topics in systems implementation and evaluation. Special emphasis is placed on evaluation of alternative systems designs and their implementation in operational settings of public agencies.

V 620 Seminar in Professional Ethics (3 cr.) This seminar explores issues of personal and official ethics in public affairs. Various frameworks for professional ethics will be covered.

V 621 Seminar in Teaching Public and Environmental Affairs (2 cr.) This course is designed for Ph.D. students in SPEA's public policy, public affairs, and environmental science programs. Course will focus on a number of topics equally relevant to those students currently teaching and to students who expect future teaching assignments. Emphasis on student/teacher interaction, interest, and ethics.

V 622 Seminar in Urban Economic Development (3 cr.) P: SPEA-V 517 or course in urban economics or instructor's consent. Reading, discussion, and research into problems of urban economic development in the United States. Case study approach used to investigate job creation, financial incentives, development corporation, and other factors which have led to successful economic development plans and projects.

V 623 Seminar in Urban Management (3 cr.) P: SPEA-V 561, V 564, V 567. This course is the required capstone course for all graduate students with a concentration in urban management. Course is combined with student's required internship. Students are assigned selected reading in current urban management issues as well as research projects and case studies on/in the communities they are serving.

V 625 Environmental Economics and Policy (3 cr.) P: SPEA-V 517. The course develops the microeconomics-based environmental policy paradigm and uses the paradigm to evaluate the efficiency of current environmental regulations. The course also explores the incentive issues associated with the design of international environmental agreements and develops techniques (contingent valuation, hedonic pricing, travel cost method) for valuing environmental resources.

V 630 Advanced Management Topics (3 cr.) P: SPEA-V 502 or permission of instructor. Selected readings, research, and problems covering advanced public management applications and practices. Topics will vary. Course will not cover topics available in other courses. Course may be repeated.

V 631 Health Planning (3 cr.) A workshop in analysis and use of health data in a planning context. Course deals with the planning process and planning methods with an emphasis on systems theory. Class project or plan is developed, and presented and defended in a simulated public hearing format.

V 639 Managing Government Operations (3 cr.) P: SPEA-V 502. This is an introductory survey of operations management. Emphasis is placed on the analysis, design, and management of operation systems using models from operations management. Readings, lectures, and structured exercises are used to present the models and demonstrate their application.

V 640 Law, Public Management, and Public Policy (3 cr.) This is a capstone seminar that examines how courts and public actors interact to produce public policy. The nature of public policy and the capacity of judicial decisions to effect public policy will be examined and analyzed.

V 643 Natural Resource Management and Policy (3 cr.) P: SPEA-V 517. This course evaluates a broad range of contemporary resource policies, cases, and controversies, using bioeconomic resource management models as an intuitive aid, wherever possible. Topics include fishery management, forestry policy,

tropical deforestation, water management policy, nature preservation/endangered species, sustainable development, and national income accounting.

V 645 Environmental Law (3 cr.) An overview of U.S. environmental law. Key environmental statutes are examined, as are court decisions interpreting those statutes. Topics include water and air pollution, hazardous waste, toxins, pesticides, and environmental impact statements.

V 650 Topics in Public Personnel Management (1-3 cr.) P: SPEA-V 561. Readings and research on selected topics in the public personnel field. Topics may include such subjects as affirmative action, occupational health and safety, workforce forecasting and planning, and personnel approaches to position classification.

V 651 Introduction to Public Affairs (3 cr.) Covers the central organizing concepts in public affairs study, specialized areas of research in the field, and problems of knowledge and method in public affairs.

V 660 Cases and Problems in Fiscal Administration (3 cr.) P or C: SPEA-V 560 or consent of instructor. An advanced seminar in the management aspects of public finance. Focuses on the budgetary process. Special cases are analyzed and budget problem-solving exercises are utilized.

V 662 Seminar in Accountability and Performance (3 cr.) Examines the problems of measuring performance and establishing accountability in publicly sponsored institutions and organizations. Concepts are given concrete application through careful investigation of attempts to measure performance and productivity in activities that cross public, private, and nonprofit sectors.

V 663 Policy Analysis (3 cr.) An introduction to the field of policy analysis. Includes discussion of different models, approaches, conceptual foundations of the field, and the basic issues surrounding application. Students without appropriate previous course work are expected to do extra reading under the guidance of their instructor or to audit existing master courses.

V 664 Seminar in Policy Analysis (3 cr.) This course focuses on applications of such policy tools as the general linear model (GLM), optimization techniques, probability models, and management science techniques. Students complete a policy analysis project using one of these approaches.

V 665 Seminar in Policy and Administration (3 cr.) Politics of program development and management. Translation of plans into viable, administrable programs. Marshaling support, political processes, strategies, constraints, tradeoffs, etc.

V 666 Public Revenue (3 cr.) This course is designed to provide a foundation for policy-directed research into government revenue systems and the individual revenue sources entering into those systems. It includes both the nature of those sources and their administration.

V 667 Seminar in Public Capital and Debt Theory (3 cr.) P or C: SPEA-V 560. This seminar examines the options open to governments, especially state and local, and why they resort to debt finance. The issues raised by the alternatives are examined in detail. Among the topics are public authority debt, revenue bonds, methods of placement, lease-purchase finance, and maturity choice. In addition, management of idle cash balances will be considered.

V 668 Seminar in Public Budgeting (3 cr.) This seminar will examine a body of literature dealing with public-sector resource allocation in the United States. Primary emphasis will be on the budgetary process, the emergence of competing theories of budgeting, and contemporary budgeting research. Budgetary systems will be explored at the national, state, and local levels.

V 669 Economic Development, Globalization, and Entrepreneurship (3 cr.) This seminar examines the link between globalization, entrepreneurship, and regional economic development. It utilizes state-of-the art methodologies and theories to focus advanced graduate students on research topics in economic development policies.

V 670 Topics in Public-Sector Labor Relations (1-3 cr.) P: SPEA-V 570 or consent of instructor. Selected research and discussion topics in the field of public-sector labor relations arranged on a semester-by-semester basis. Possible topics are collective bargaining in the public sector and dispute settlement in public-sector labor relations.

V 671 Public Organization and Management I (3 cr.) This seminar focuses on management theory in the public sector. Subjects include historical development, major questions in theory and practice, managerial decision making, and managerial effectiveness.

V 672 Public Organization and Management II (3 cr.) This seminar focuses on public organization theory. Subjects include organizational theory, design, and change.

V 673 Public Policy Analysis and Management Science/Operations Research (3 cr.) P: SPEA-V 539 or consent of instructor. Applications of management science and operations research (MS/OR) techniques such as linear programming, goal programming, data envelopment analysis, stochastic processes, networks, decision analysis, and nonlinear programming to public policy problems analysis.

V 675 Issues and Problems in Public-Sector Personnel and Labor Relations (3 cr.) P: SPEA-V 561 and V 570. A capstone seminar providing a practical and integrated examination of significant current cases and problems confronting public-sector employees and employers.

V 680 Research Design and Methods in Public Affairs (3 cr.) Three major areas will be covered: philosophy of science, theory and design of research, and applied research methodologies. Topics play a major role in providing insights into how usable knowledge is created, defended, and replaced.

V 681 Seminar in Development Policy and Management (3 cr.) P: SPEA-V 575 and V 576, or consent of instructor. To explore linkages among policy analysis, management models, programs, and outcomes in a variety of development efforts in the less-developed countries. The primary focus is on empirical analysis of developing countries, with some attention to U.S. domestic ventures.

V 685 Research Seminar in Public Affairs (3 cr.) P: SPEA-V 680. Course will focus upon completion, revision, and presentation of completed original research. Class meetings will focus on progress reports by each participant and the critique and revision of draft papers. Students will present revised research papers to the faculty and students of the school in a series of research colloquia.

V 690 Seminar in the Public Policy Process (3 cr.) An evaluation of the theoretical and empirical literature on public policy processes. The findings of policy research are evaluated. An integrative paper is required.

V 691 Workshop in Public Policy (0-1 cr.) This workshop focuses on theory and research about public policy. Students are given opportunities to present and critique public policy research and to lead and participate in discussions of selected books and articles.

V 710 Topics in Public Policy (3 cr.) Doctoral seminar focusing upon various topics in public policy. Illustrative topics include public management, environmental policy, public finance, and urban affairs.

V 800 Public Affairs Tutorial (3 cr.) Readings in a substantive area of public affairs (e.g., health, criminal justice, human services, transportation) in preparation for development of a dissertation proposal.

V 890 Thesis (Ph.D.) (cr. arr.) (S/F only)

Faculty 2007–2009

Emeritus

AGRANOFF, ROBERT, Ph.D. (University of Pittsburgh, 1967), Professor Emeritus of Public and Environmental Affairs (IUB)

BAKER, RANDALL, Ph.D. (University of London, England, 1968), Professor Emeritus of Public and Environmental Affairs (Graduate School) (IUB)

BONSER, CHARLES F., D.B.A. (Indiana University, 1965), Dean Emeritus and Professor Emeritus of Public and Environmental Affairs; Professor Emeritus of Business Administration (IUB)

BUHNER, JOHN C., Ph.D. (Indiana University, 1963), Professor Emeritus of Public and Environmental Affairs; Professor Emeritus of Political Science (IUPUI)

DECOSTER, THOMAS A., Ph.D. (University of Notre Dame, 1968), Professor Emeritus of Public and Environmental Affairs (IUPUI)

GLEESON, MICHAEL E., Ph.D. (Syracuse University, 1973), Associate Professor Emeritus of Public and Environmental Affairs (IUPUI)

HOOLE, FRANCIS W., Ph.D. (Northwestern University, 1971), Professor Emeritus of Political Science; Professor Emeritus of Public and Environmental Affairs (IUB)

JOHNSON, CARLYN E., J.D. (Indiana University, 1963), Professor Emeritus of Public and Environmental Affairs (IUPUI)

JUMPER, ROY, Ph.D. (Duke University, 1955), Professor Emeritus of Public and Environmental Affairs (IUB)

LEHNEN, ROBERT G., Ph.D. (University of Iowa, 1968), Professor Emeritus of Public and Environmental Affairs (Graduate School) (IUPUI)

McHUGH, GERALD J., D.B.A. (George Washington University, 1973), Associate Professor Emeritus of Public and Environmental Affairs (IUPUI)

MENDELSOHN, ROBERT I., Ph.D. (Michigan State University, 1970), Associate Professor Emeritus of Public and Environmental Affairs (IUPUI)

MILLER, THEODORE K., Ph.D. (University of Iowa, 1970), Professor Emeritus of Public and Environmental Affairs; Professor Emeritus of Geography (Graduate School) (IUB)

PARKHURST, DAVID F., Ph.D. (University of Wisconsin, 1970), Professor Emeritus of Public and Environmental Affairs (Graduate School); Professor of Biology (part-time) (IUB)

PARKS, ROGER B., Ph.D. (Indiana University, 1979), Professor Emeritus of Public and Environmental Affairs (Graduate School) (IUB)

PATTERSON, D. JEANNE, D.B.A. (Indiana University, 1967), Associate Professor Emeritus of Public and Environmental Affairs (IUB)

PEVA, JAMES R., J.D. (Indiana University, 1961), Associate Professor Emeritus of Public and Environmental Affairs (IUPUI)

RUBIN, RICHARD S., Ph.D. (Cornell University, 1973), Professor Emeritus of Public and Environmental Affairs (IUB)

RYAN, JOHN W., Ph.D. (Indiana University, 1959), President Emeritus of Indiana University; Professor Emeritus of Political Science; Professor Emeritus of Public and Environmental Affairs (IUB)

SHIN, ROY W., Ph.D. (University of Minnesota, 1969), Professor Emeritus of Public and Environmental Affairs (IUB)

VILARDO, FRANK J., Dr.P.H. (University of North Carolina, 1971), Associate Professor Emeritus of Public and Environmental Affairs (IUB)

Faculty

AFOAKU, OSITA, Ph.D. (Washington State University, 1991), Clinical Professor of Public and Environmental Affairs (IUB)

ALLEN, DAVID, J.D. (Indiana University, 1967), Adjunct Professor of Public and Environmental Affairs (IUB)

ARRIETA, ALEJANDRO, Ph.D. (Rutgers University, 2008), Assistant Professor of Public and Environmental Affairs (IUPUI)

AUDRETSCH, DAVID, Ph.D. (University of Wisconsin, 1980), Ameritech Chair of Economic Development; Director, Institute for Development Strategies; Distinguished Professor, School of Public and Environmental Affairs; Adjunct Professor of Geography (Graduate School) (IUB)

AUER, MATTHEW, Ph.D. (Yale University, 1996), Dean, Hutton Honors College; Professor of Public and Environmental Affairs (Graduate School) (IUB)

BAKER, JOHN G., J.D. (Indiana University, 1971), Adjunct Professor of Public and Environmental Affairs (IUB)

BARNES, A. JAMES, J.D. (Harvard University, 1967), Dean of School of Public and Environmental Affairs, 1988-2000; Professor of Public and Environmental Affairs; Adjunct Professor of School of Law—Bloomington (Graduate School) (IUB)

BAUMER, TERRY L., Ph.D. (Loyola University of Chicago, 1980), Director, Criminal Justice, Law, and Public Safety Programs, Indianapolis; Associate Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

BEBIAK, JOHN (JACK) R., M.B.A. (Central Michigan University, 1968), Executive in Residence, Health Programs Indianapolis, Clinical Professor of Public and Environmental Affairs (IUPUI)

BERG, MARK T., Ph.D. (University of Missouri-Saint Louis, 2009), Assistant Professor of Public and Environmental Affairs (IUPUI)

BIELEFELD, WOLFGANG, Ph.D. (University of Minnesota, 1990), Director, SPEA-IUPUI Overseas Education and Programs; Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

BINGHAM, LISA, J.D. (University of Connecticut, 1979), Keller-Runden Chair in Public Service; Professor of Public and Environmental Affairs (Graduate School) (IUB)

BLACK, WILLIAM R., Ph.D. (University of Iowa, 1969), Professor of Public and Environmental Affairs (part-time); Professor of Geography (Graduate School) (IUB)

BLASINGAME, ANTHONY A., Ph.D. (University of Maryland, 2002), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUB)

BREHM, SHARON, Ph.D. (Duke University, 1973), Professor of Psychology; Adjunct Professor of Public and Environmental Affairs (IUB)

CLARK, MELISSA, M.S. (Indiana University, 1999) Lecturer of Public and Environmental Affairs (IUB)

CRAFT, CHRISTOPHER, Ph.D. (North Carolina State University, 1987), Professor of Public and Environmental Affairs (Graduate School) (IUB)

DUNNING, JEREMY D., Ph.D. (University of North Carolina, 1978), Professor of Public and Environmental Affairs (part-time); Professor of Geological Sciences (Graduate School) (IUB)

EDWARDS, MICHAEL, Ph.D. (North Dakota State University, 1999), Clinical Assistant Professor of Public and Environmental Affairs; Clinical Assistant Professor of Chemistry (IUB)

FERNANDEZ, SERGIO, Ph.D. (University of Georgia, 2004), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUB)

FISCHER, BURNELL, Ph.D. (Purdue University, 1974), Director, Undergraduate Programs, Bloomington; Clinical Professor of Public and Environmental Affairs (Graduate School) (IUB)

FOLEY, WILLIAM JR., Ph.D. (Indiana University, 2005), Lecturer of Public and Environmental Affairs (IUPUI)

GARCIA, CRYSTAL, Ph.D. (University of California, 1996), Associate Professor of Public and Environmental Affairs (IUPUI)

GAZLEY, BETH A., Ph.D. (University of Georgia, 2004), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUB)

GOOD, DAVID H., Ph.D. (University of Pennsylvania, 1985), Director, Transportation Research Center; Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

GRAHAM, JOHN D., Ph.D. (Carnegie-Mellon University, 1983), Dean, School of Public and Environmental Affairs; Professor of Public and Environmental Affairs (Graduate School) (IUB)

GRØNBJERG, KIRSTEN, Ph.D. (University of Chicago, 1974), Professor of Public and Environmental Affairs; Efroymson Chair in Philanthropy; Adjunct Professor of Philanthropic Studies (Graduate School) (IUB)

HAITJEMA, HENDRIK M., Ph.D. (University of Minnesota, 1982), Director, Master of Science in Environmental Science Program; Professor of Public and Environmental Affairs; Professor of Geological Sciences (part-time); Adjunct Associate Professor of Geology (Graduate School) (IUB/IUPUI)

HANDEL, DAVID J., M.B.A. (University of Chicago, 1968), Associate Director, Center for Health Policy, Indianapolis; Clinical Professor of Public and Environmental Affairs (IUPUI)

HARTZER, CRAIG E., Ph.D. (Miami University, 1978), Director, Executive Education, Clinical Professor of Public and Environmental Affairs (IUPUI)

HENSHEL, DIANE, Ph.D. (Washington University, 1987), Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

HERBERT, ADAM W., Ph.D. (University of Pittsburgh, 1971), President Emeritus of Indiana University; Professor of Public and Environmental Affairs (Graduate School) (IUB)

HERZIG, MONIKA, D.M.E. (Indiana University, 1997), Lecturer of Public and Environmental Affairs (IUB)

HITES, RONALD A., Ph.D. (Massachusetts Institute of Technology, 1968), Director, Environmental Science Research Center; Distinguished Professor, School of Public and Environmental Affairs; Distinguished Professor of Chemistry (part-time) (Graduate School) (IUB)

HO, ALFRED TAT-KEI, Ph.D. (Indiana University, 1998), Director, Public Affairs Programs, Indianapolis; Associate Professor of Public and Environmental Affairs (IUPUI)

HOLMES, ANN M., Ph.D. (University of British Columbia, 1993), Associate Director, Center for Health Policy, Indianapolis; Associate Professor of Public and Environmental Affairs; Associate Professor of Family Medicine (part-time); Adjunct Assistant Professor of Economics (Graduate School) (IUN/IUPUI)

HUNT, CHRISTOPHER, M.A. (Trinity College, Cambridge University, 1961), Clinical Professor of Public and Environmental Affairs (IUB)

JAIN, CHAMAN L., Ph.D. (Indiana University, 1975), Senior Lecturer of Public and Environmental Affairs (IUB)

JARJOURA, G. ROGER, Ph.D. (University of Maryland, 1990), Associate Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

JOHNSON, CRAIG, Ph.D. (State University of New York at Albany, 1993), Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

JONES, WILLIAM W., M.S. (University of Wisconsin, 1977), Clinical Associate Professor of Public and Environmental Affairs (IUB)

JOHNSON, SARA M., M.H.A. (Indiana University, 1988), Lecturer of Public and Environmental Affairs (IUPUI)

JUNG, HAEIL, Ph.D. (University of Chicago, 2009), Assistant Professor of Public and Environmental Affairs (IUB)

KARAAGAC, JOHN, Ph.D. (Johns Hopkins University, 1997), Visiting Assistant Professor of Public and Environmental Affairs (IUB)

KENNEDY, SHEILA SUESS, J.D. (Indiana University, 1975), Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

KRAUSS, JOHN L., J.D. (Indiana University, 1976), Director, IU Public Policy Institute, Center for Urban Policy and the Environment; Clinical Professor of Public and Environmental Affairs; Adjunct Professor of Law, Indiana University School of Law – Indianapolis (IUPUI)

KRUTILLA, KERRY M., Ph.D. (Duke University, 1988), Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

LAME, MARC L., D.P.A. (Arizona State University, 1992), Clinical Assistant Professor of Public and Environmental Affairs (IUB)

LANG, PAUL, M.P.A. (Indiana University, 1977), Director, Health Programs, Indianapolis; Lecturer of Public and Environmental Affairs (IUPUI)

LENKOWSKY, LESLIE, Ph.D. (Harvard University, 1982), Director of Graduate Programs for Philanthropic Studies (IUPUI); Clinical Professor of Public and Environmental Affairs (Graduate School) (IUB-IUPUI)

LI, YONG., Ph.D. (Wayne State University, 2007), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

LITTLEPAGE, LAURA, M.P.A. (New York University, 1982), Clinical Lecturer of Public and Environmental Affairs (IUPUI)

MALATESTA, DEANNA, Ph.D. (University of Georgia, 2007), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

MAN, JOYCE, Ph.D. (Johns Hopkins University, 1992), Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

McGREGOR, EUGENE B., Jr., Ph.D. (Syracuse University, 1969), Director, SPEA Overseas Program; Professor of Public and Environmental Affairs; Professor of Political Science (part-time) (Graduate School) (IUB)

McGUIRE, MICHAEL, Ph.D. (Indiana University, 1995), Associate Professor of Public and Environmental Affairs (IUB)

McSWANE, DAVID Z., H.S.D. (Indiana University, 1980), Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

MERETSKY, VICKY, Ph.D. (University of Arizona—Tucson, 1995), Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

MESCH, DEBRA J., Ph.D. (Indiana University, 1990), Director, Women's Philanthropy Institute, Indianapolis; Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

MIKESELL, JOHN L., Ph.D. (University of Illinois, 1969), Director, Public Affairs Program; Chancellor's Professor of Public and Environmental Affairs (Graduate School) (IUB)

MINETTI, ALFREDO, Ph.D. (Indiana University, 2007), Visiting Lecturer of Public and Environmental Affairs (IUB)

NELSON, ASHLYN, Ph.D. (Stanford University, 2005), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUB)

NELSON, CRAIG E., Ph.D. (University of Texas, 1966), Director, Center for Criminal Justice Research; Professor of Public and Environmental Affairs (part-time); Professor of Biology (Graduate School) (IUB)

NUNN, SAMUEL, Ph.D. (University of Delaware, 1981), Director, Center for Criminal Justice Research; Professor and Senior Scholar of Public and Environmental Affairs (Graduate School) (IUPUI)

O'MEARA, PATRICK, Ph.D. (Indiana University, 1970), Professor of Public and Environmental Affairs; Vice President International Affairs; Professor of Political Science (Graduate School) (IUB)

OSTER, CLINTON V., Jr., Ph.D. (Harvard University, 1977), Professor of Public and Environmental Affairs (Graduate School) (IUB)

OSTROM, ELINOR, Ph.D. (University of California, Los Angeles, 1965), Arthur F. Bentley Professor of Political Science (Graduate School); Professor of Public and Environmental Affairs (part-time); Co-director, Workshop in Political Theory and Policy Analysis (IUB)

OTTENSMANN, JOHN R., Ph.D. (University of North Carolina, Chapel Hill, 1974), Director of Urban Research; Professor of Public and Environmental Affairs; Adjunct Associate Professor of Geography (Graduate School) (IUPUI)

PAINE, JEFFREY R., D.P.A. (University of Illinois at Springfield, 2009), Lecturer of Public and Environmental Affairs (IUPUI)

PALMER, JUDITH G., J.D. (Indiana University, 1974), Director, Office of Legislative Policy Analysis; Associate Professor of Public and Environmental Affairs (part-time) (IUB)

PARRISH, MICHAEL, M.A.L.S. (Indiana University, 1959), Librarian, Business/SPEA Information Commons; Adjunct Associate Professor of Public and Environmental Affairs (IUB)

PERRY, JAMES L., Ph.D. (Syracuse University, 1974), Distinguished Professor of Public and Environmental Affairs; Adjunct Professor of Philanthropic Studies; Adjunct Professor of Political Science (Graduate School) (IUB)

PICARDAL, FLYNN W., Ph.D. (University of Arizona, 1993), Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

PIROG, MAUREEN A., Ph.D. (University of Pennsylvania, 1981), Co-Director, Institute for Family and Social Responsibility; Rudy Professor of Public and Environmental Affairs (Graduate School) (IUB)

PLATER, WILLIAM M., Ph.D. (University of Illinois, 1973), Chancellor's Professor; Director, International Community Development; Professor of English, Professor of Philanthropic Studies; Professor of Informatics; Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

POWELL, ORVILLE, M.P.A. (Pennsylvania State University, 1963), Clinical Associate Professor of Public and Environmental Affairs (IUB)

QUINET, KENNA, Ph.D. (University of Illinois, 1992), Associate Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

QUON, NICOLE, Ph.D. (Yale University, 2007), Assistant Professor of Public and Environmental Affairs (IUB)

RANDOLPH, JAMES C., Ph.D. (Carleton University, Canada, 1972), Director, Center for Research in Energy and the Environment; Director, Geographic Information Systems Laboratory; Professor of Public and Environmental Affairs; Professor of Biology (part-time) (Graduate School) (IUB)

REINGOLD, DAVID, Ph.D. (University of Chicago, 1996), Dean, Bloomington Programs; Associate Professor of Public and Environmental Affairs; Adjunct Assistant Professor of Philanthropic Studies (Graduate School) (IUB)

RENNER, TERRI L., M.B.A. (Indiana University, 1985), Senior Lecturer of Public and Environmental Affairs (IUB)

REUVENY, RAFAEL, Ph.D. (Indiana University, 1997), Professor of Public and Environmental Affairs (Graduate School) (IUB)

RHODES, EDWARDO L., Ph.D. (Carnegie Mellon University, 1978), Professor of Public and Environmental Affairs (Graduate School) (IUB)

RICHARDS, KENNETH R., Ph.D. (Wharton School, University of Pennsylvania, 1996), Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

RINGQUIST, EVAN, Ph.D. (University of Wisconsin–Madison, 1990), Director, Ph.D. Program in Public Policy and Public Affairs, Bloomington; Professor of Public and Environmental Affairs (Graduate School) (IUB)

RITCHIE, INGRID M., Ph.D. (University of Minnesota, 1980), Director, Academic Affairs, Indianapolis; Associate Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

ROSS, JUSTIN, Ph.D. (West Virginia University, 2008), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUB)

ROYER, TODD V., Ph.D. (Idaho State University, 1999), Assistant Professor of Public and Environmental Affairs (IUB)

RUBIN, BARRY M., Ph.D. (University of Wisconsin, 1977), Director, Instructional and Informational Technology; Professor of Public and Environmental Affairs (Graduate School) (IUB)

RUSHTON, MICHAEL, Ph.D. (University of British Columbia, 1990), Director, Arts Administration; Associate Professor of Public and Environmental Affairs (Graduate School) (IUB)

SARGEANT, ADRIAN, Ph.D. (University of Exeter, 1996), Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

SARGEANT, YUE (JEN), Ph.D., (Indiana University, 2008), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUB)

SAYWELL, ROBERT M., Ph.D. (Colorado State University, 1972), Professor of Public and Environmental Affairs; Professor of Family Medicine (part-time); Adjunct Associate Professor of Nursing (Graduate School) (IUPUI)

SHAW, JOSEPH, Ph.D. (University of Kentucky, 2001), Assistant Professor of Public and Environmental Affairs (IUB)

STAGER, NAN H., M.S. (Indiana University, 1978), Senior Lecturer of Public and Environmental Affairs (IUB)

STEVENS, PHILIP, Ph.D. (Harvard University, 1990), Director, Ph.D. Program in Environmental Science; Professor of Public and Environmental Affairs; Adjunct Assistant Professor of Geography (Graduate School) (IUB)

STUCKY, THOMAS, Ph.D. (University of Iowa, 2001), Associate Professor of Public and Environmental Affairs (IUPUI)

TRAN, ANH, Ph.D. (Harvard University, 2009), Assistant Professor of Public and Environmental Affairs (IUB)

USREY, TERRY R., M.S. (Indiana University, 1983), Senior Lecturer of Public and Environmental Affairs (IUB)

WAKHUNGU, HENRY, Ph.D. (Indiana University, 2004), Lecturer of Public and Environmental Affairs (IUB)

WHITE, JAMES R., M.A. (Butler University, 1982), Clinical Lecturer of Public and Environmental Affairs (IUPUI)

WHITE, JEFFREY R., Ph.D. (Syracuse University, 1984), Associate Vice Provost for Life Sciences; Professor of Public and Environmental Affairs; Professor of Geological Sciences (part-time) (Graduate School) (IUB)

WISE, CHARLES R., Ph.D. (Indiana University, 1972), Professor of Public and Environmental Affairs (Graduate School) (IUB)

WISE, LOIS R., Ph.D. (Indiana University, 1982), Director, West European Studies; Director, European Union Center of Excellence; Professor of Public and Environmental Affairs (Graduate School) (IUB)

WRIGHT, ERIC, Ph.D. (Indiana University, 1994), Associate Dean, Indianapolis Programs; Director, IU Center for Health Policy, Indianapolis; Professor of Public and Environmental Affairs (Graduate School) (IUPUI)

YAN, WENLI, Ph.D. (University of Kentucky, 2008), Assistant Professor of Public and Environmental Affairs (Graduate School) (IUB)

ZORN, C. KURT, Ph.D. (Syracuse University, 1981), Vice Provost for Undergraduate Education; Professor of Public and Environmental Affairs (Graduate School) (IUB)