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Welcome to the Master of Public Affairs (MPA) program at Indiana University South Bend. The MPA program is a professional degree program housed in the Department of Political Science. The IU South Bend MPA degree is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

The MPA program promotes a course of study that exposes students to the study of public policy and affairs that integrates professional management skills with the analysis of contemporary political, economic, and social issues. Understanding the political, economic, and social contexts in which public sector, nonprofit, and health enterprises operate are emphasized in the program's curriculum as well as a commitment to management skills-building and applications to policy making. The MPA program provides a foundation for equipping managers to excel in their jobs and to become leaders in their workplaces and communities.

This handbook serves as a guide to the policies, requirements, and expectations of students within the program. Students should take the time to read this handbook in its entirety as they begin their graduate school career and keep it as a reference for the future. Students should feel free to contact their faculty advisor or the MPA Director should they have any question that is not adequately addressed in the handbook.

MPA/Political Science Office: 2188 Wiekamp Hall
MPA/Political Science Office Phone Number: (574) 520-4334

Additional information about the MPA program is available on the MPA webpage located at: www.iusb.edu/political-science/graduate-program/
Program Mission

The mission of the Master of Public Affairs program is to prepare students to lead and manage community organizations. The MPA program further commits itself to enhance competency:

- in organizational management – by developing an appreciation for and an ability to use theoretical knowledge about management and public policy;
- in governance – by developing expertise in policy and management, developing an awareness of the economic and legal constraints within which leaders and managers operate, and developing the ability to understand and adapt to the ethical, social, economic, and political context of public policy;
- in strategic action and analysis – by developing the ability to use quantitative skills and developing problem solving and critical thinking skills;
- in coping with globalization and its ramifications – by developing an appreciation for the changing scope of governance and the impact of global action on public institutions from the local to the international; and,
- in professionalization – by developing an ethical consciousness and improving communication skills.
Program Requirements

Admission

Applicants to the Master of Public Affairs (MPA) program and its certificate programs come from a variety of educational backgrounds, including from the social sciences, education, social work, medicine, nursing and the humanities. Students are admitted to the program by the MPA Graduate Admissions Committee, which meets on a regular basis during the academic year to review applications for admission. Students may begin the program in any semester (Fall, Spring, or Summer). The following deadlines should be noted to be considered for full admission to the program:

- June 30 for admission to the Fall semester
- October 31 for admission to the Spring semester
- March 31 for admission to the Summer sessions

Requirements for admission in full standing in the MPA program include:

1. A complete application to Indiana University – South Bend with a paid application fee.
2. Possession of a bachelor’s degree, or its equivalent, from a regionally accredited college or university.
3. An undergraduate grade point average (GPA) of at least a 3.0 on a 4-point scale.
4. Applicants who have a GPA lower than 3.0 are required to take the Graduate Record Exam (GRE) and score at least 150 in each Verbal and Quantitative Reasoning and a 4 in Analytical Writing. (450 in each Verbal and Quantitative Reasoning on the pre-2012 GRE scoring system)
5. Statement explaining the applicant’s interests and goals in pursuing an MPA degree.
6. Three letters of recommendation from references who are familiar with the applicant’s academic and work abilities.
7. Submission of official transcripts from all postsecondary education institutes in which the applicant has been enrolled.

The MPA program has the following prerequisite courses within the past six (6) years and a grade of “C” or better.

1. A course in statistics
2. A course in political science or public affairs
3. A course in economics

Applicants who have not taken at least one course in each of the three areas should arrange to enroll in these courses before or at the time of application to the program.

Under certain circumstances (such as relevant work experience), students may be admitted on a provisional basis. This provisional status is removed upon fulfillment of stipulated conditions. Generally, applicants admitted on a provisional basis must enroll in certain courses and must obtain a 3.0 GPA in all provisional course work before they are granted full admittance to the degree program.
General Requirements
The program requires the completion of thirty-nine (39) credit hours of graduate coursework. Students complete program coursework in three areas: core coursework, concentration coursework, and elective coursework.

Of the thirty-nine (39) credit hours of graduate work required for the degree, up to six (6) credit hours of appropriate graduate course work may be transferred from other universities, including other Indiana University campuses, and applied toward the program requirements. Approval of credit transfer is at the discretion of the MPA Director and the MPA Admissions Committee.

Core Courses
The core curriculum of twenty-four (24) credit hours of courses is required of all students. Students should take the core courses at the beginning of their matriculation in order to prepare them for the materials in their elective coursework and research projects. All MPA core courses are offered at least once during an academic year. Students earning a grade of “C-“ or less in a core course must retake it the next semester in which the course is offered. Core courses include the following:

- POLS-Y 524: Research Design for Public Affairs (POLY 501 and undergraduate statistics are each prerequisites for this course)
- POLS-Y 503: Statistics for Public Management (POLY 524 is a prerequisite for this course)
- POLS-Y 505: Personnel Management in Public Organizations
- POLS-Y 509: International Public Affairs
- POLS-Y 615: Capstone in Public Affairs (POLY 503 is a prerequisite for this course)

Select one of the following:
- POLS-Y 507: Public Law
- POLS-Y 516: Legal Aspects of Health Care Delivery

Select one of the following:
- POLS-Y 511: Public Economics (Undergraduate economics is a pre-requisite for this course)
- POLS-Y 514: Political Economy of Health Care

Concentrations
All students in the MPA program choose a concentration within the MPA degree framework. Concentrations give students an educational foundation and skill set in a substantive area of interest. The course of study in each concentration is determined in conjunction with an advisor. Currently, the MPA program offers concentrations in Government Administration and Policy, Nonprofit Administration, and Health System Administration.

Students wishing to tailor the MPA program around their career goals may also choose a Generalist Option. The Generalist Option allows the student to select twelve (12) credit hours of public affairs courses with the approval of the advisor.
**Government Administration and Policy**
The government administration and policy concentration consists of twelve (12) credit hours within the MPA curriculum. Students are required to take the follow course:

POLS-Y 513 Public Policy

Additionally, students must complete nine (9) credit hours from the following list of courses:

- POLS-Y 517 Civic Groups and Public Policy
- POLS-Y 521 Comparative Public Management and Affairs
- POLS-Y 522 Public Budgeting and Finance
- POLS-Y 582 Financial Management for Public Affairs
- POLS-Y 625 Topics in Public Affairs

Other appropriate courses can be taken within the concentration upon approval of the student’s advisor and the MPA Director.

**Non-Profit Administration and Policy**
The non-profit administration and policy concentration consists of twelve (12) credit hours within the MPA curriculum. Students are required to take the follow course:

POLS-Y 515 Nonprofit Management

Additionally, students must complete nine (9) credit hours from the following list of courses:

- POLS-Y 517 Civic Groups and Public Policy
- POLS-Y 519 Resource Development for Nonprofits
- POLS-Y 582 Financial Management for Public Affairs
- POLS-Y 635 Topics in Non-Profit Management

Other appropriate courses can be taken within the concentration upon approval of the student’s advisor and the MPA Director.

**Health Systems Management and Policy**
The health systems management and policy concentration consists of twelve (12) credit hours within the MPA curriculum. Students are required to take the follow course:

POLS-Y 502 Health Care Delivery Issues

Additionally, students must complete nine (9) credit hours from the following list of courses:

- POLS-Y 504 Management and Governance of Health Services Organizations.
- POLS-Y 582 Financial Management for Public Affairs
- BUS-B 502 Organizational Behavior

Other appropriate courses can be taken within the concentration upon approval of the student’s advisor and the MPA Director.
Electives
Each student is typically required to take an additional three (3) credit hours from the other graduate course offerings within the MPA program to complete the thirty-nine (39) credit hour requirement. In order to maximize the flexibility of the program to meet the career needs of students, the MPA program may accept courses from other departments. Students should investigate courses that interest them and fit their schedules and then consult their assigned advisor or the MPA Director if they have questions about such courses. Students should seek approval prior to taking outside courses to be counted towards completion of the MPA degree.
Graduate Certificate Programs

The Department of Political Science offers a graduate certificate in Public Affairs with concentrations in public management, nonprofit management, or health systems management. The Public Affairs graduate certificate is a fifteen (15) credit hour program designed for individuals who want a short course in management, as in the following examples:

- Those in public and community or health care organizations or agencies who wish to supplement their primary fields of professional or technical expertise.
- People who are changing from professional or technical roles to managerial roles in their organizations.
- Career employees or public and community agencies or health care organizations who are interested in studying public or health care management.

To apply to a certificate program, applicants must meet the same eligibility requirements as applicants seeking admission to the MPA degree program. Applicants must also follow the same application procedures as those for the MPA program. The rules for maintaining good academic standing in the MPA program also apply to the certificate program.

Public Management Certificate
To complete the public management certificate, students are required to take the following courses:

- POLS-Y 501 Fundamentals of Public Management
- POLS-Y 505 Personnel Management in Public Organizations
- POLS-Y 582 Financial Management for Public Affairs
- Two additional political science graduate courses

Nonprofit Management Certificate
To complete the nonprofit management certificate, students are required to take the following courses:

- POLS-Y 505 Personnel Management in Public Organizations
- POLS-Y 515 Nonprofit Management
- POLS-Y 582 Financial Management for Public Affairs
- Two additional political science graduate courses

Health Systems Management Certificate
To complete the health systems management certificate, students are required to take the following courses:

- POLS-Y 502 Health Care Delivery Policy Issues
- POLS-Y 504 Management Governance of Health Services Organizations
- POLS-Y 582 Financial Management for Public Affairs
- Select two additional courses with advisor approval
Directed Readings

Students may undertake individual study through Directed Readings (POLS-Y 594). Such studies are not intended to substitute for scheduled courses, but rather supplement areas of interest or study that the student would like to expound upon. Prior to registration, interested students must approach the professor they would like to work with to oversee the readings project. When approaching a professor, students should have a proposal for what they would like to study and accomplish. Students are limited to three (3) credit hours of directed readings credit. Proposal forms are available from the MPA Director or any MPA professor.
Internships

Internships provide students with an applied exposure to the works of a government or nonprofit organization. Up to three (3) credit hours of practicum/internship credit may be awarded to a student engaged in an off-campus internship or professional work experience. Students generally arrange their own internships/practica and work with an advisor to determine the academic requirements for obtaining credit prior to beginning the experience. Course credit can only be accumulated for internships completed while enrolled in the MPA program. Internships/practica must be approved by a faculty advisor and the MPA Director.
Midcareer Credit

Individuals applying to the MPA program may be eligible to receive up to six (6) credit hours for relevant work experience in a professional setting. Experience in managerial or in program or policy development with a public, quasi-public, or private agency can be petitioned for graduate credit towards the degree. It is rare for students to receive six (6) credits unless they were in a significant leadership position in an organization, such as director.

It is strongly recommended that individuals wishing to pursue this option contact the MPA Director for consultation.

Review Process

All applications for the mid-career credit options are reviewed and evaluated by the Admissions Committee to the MPA program. Time served in a managerial position does not automatically qualify itself for mid-career credit. Decisions on the granting of mid-career credits are at the discretion of the MPA Graduate Admissions Committee.

If the application of mid-career credit is granted, the MPA Graduate Admissions Committee will determine how many credits will be awarded. Credits awarded are normally applied to the elective credits in the MPA program. If successful applicants for mid-career credits wish to apply the credits to specific courses, they must consult with the MPA Director before they begin their graduate program.
Academic Integrity

The Indiana University Code of Student Rights, Responsibilities, and Conduct contains the rules and regulations by which Indiana University students must abide. This book includes information on student rights and responsibilities, complaint procedures, misconduct, disciplinary procedures, and due process. The Code is available at: http://www.iu.edu/~code/

According to the Code, the following conduct is prohibited as violating those standards:

1. Cheating

   Cheating is considered to be an attempt to use or provide unauthorized assistance, materials, information, or study aids in any form and in any academic exercise or environment.

   a. A student must not use external assistance on any “in-class” or “take-home” examination, unless the instructor specifically has authorized external assistance. This prohibition includes, but is not limited to, the use of tutors, books, notes, calculators, computers, and wireless communication devices.

   b. A student must not use another person as a substitute in the taking of an examination or quiz, nor allow other persons to conduct research or to prepare work, without advanced authorization from the instructor to whom the work is being submitted.

   c. A student must not use materials from a commercial term paper company, files of papers prepared by other persons, or submit documents found on the Internet.

   d. A student must not collaborate with other persons on a particular project and submit a copy of a written report that is represented explicitly or implicitly as the student’s individual work.

   e. A student must not use any unauthorized assistance in a laboratory, at a computer terminal, or on fieldwork.

   f. A student must not steal examinations or other course materials, including but not limited to, physical copies and photographic or electronic images.

   g. A student must not submit substantial portions of the same academic work for credit or honors more than once without permission of the instructor or program to whom he work is being submitted.

   h. A student must not, without authorization, alter a grade or score in any way, nor alter answers on a returned exam or assignment for credit.

2. Fabrication

   A student must not falsify or invent any information or data in an academic exercise including, but not limited to, records or reports, laboratory results, and citation to the sources of information.
3. Plagiarism

Plagiarism is defined as presenting someone else’s work, including the work of other students, as one’s own. Any ideas or materials taken from another source for either written or oral use must be fully acknowledged, unless the information is common knowledge. What is considered “common knowledge” may differ from course to course.

a. A student must not adopt or reproduce ideas, opinions, theories, formulas, graphics, or pictures of another person without acknowledgment.

b. A student must give credit to the originality of others and acknowledge indebtedness whenever:

1. directly quoting another person’s actual words, whether oral or written;
2. using another person’s ideas, opinions, or theories;
3. paraphrasing the words, ideas, opinions, or theories of others, whether oral or written;
4. borrowing facts, statistics, or illustrative material; or
5. offering materials assembled or collected by others in the form of projects or collections without acknowledgment

4. Interference

A student must not steal, change, destroy, or impede another student’s work, nor should the student unjustly attempt, through a bribe, a promise of favors or threats, to affect any student’s grade or the evaluation of academic performance. Impeding another student’s work includes, but is not limited to, the theft, defacement, or mutilation of resources so as to deprive others of the information they contain.

5. Violation of Course Rules

A student must not violate course rules established by a department, the course syllabus, verbal or written instructions, or the course materials that are rationally related to the content of the course or to the enhancement of the learning process in the course.

6. Facilitating Academic Dishonesty

A student must not intentionally or knowingly help or attempt to help another student to commit an act of academic misconduct, nor allow another student to use his or her work or resources to commit an act of misconduct.
Program Administration

Admissions
Applicants who satisfy published admissions criteria may be considered to be fully admitted to the MPA program. After a review of applications, the Department of Political Science issues a letter with the formal decision of all admission decisions.

A provision or conditional admission into the program may be offered to applicants at the discretion of the MPA Director in consultation with the MPA admissions committee. This provisional status is removed upon fulfillment of stipulated conditions, such as taking more preparatory undergraduate courses. Generally, applicants admitted on a provisional basis must enroll in certain courses and must obtain a 3.0 GPA in all preliminary course work before they are granted full admittance to the degree program.

Advisor
Upon entering the MPA program, students must choose a faculty advisor. The faculty advisor’s primary responsibility is to assist students in developing a plan of study for their path through the program. Students work with their advisors to select courses in key areas of interest to fulfill their concentration requirements. A student may choose any full time MPA faculty member as an advisor. Students are also free to contact any MPA faculty member, regardless of whether that faculty member is the student’s advisor, or the MPA Director with substantive questions about their studies. All students should consult with a faculty advisor or the Director at least one a year.

Course Loads
In the MPA program a full course load is considered to be nine (9) credits hours per semester. The program is designed to be completed in a two-year period of full time enrollment. The two year plan requires full time enrollment during Fall and Spring semesters and enrollment in a three (3) credit hour course during the Summer between the first and second year. However, students that maintain employment during the program should consult with their faculty advisor before attempting a full course load. It is common for students to enroll as a part time student, attempting only one or two courses during a semester.

Students should use the following as a guide in planning their course schedule and when registering: if working full time, one or two courses is appropriate; if working 20 to 30 hours per week, two or three courses; and if working less than one-half time, three courses. Students should consult with their advisor concerning the number of courses to take each semester.

It should also be noted that a student must take at least four (4) credit hours to be eligible for financial aid.

Dropping Courses and Withdrawal
Throughout the pursuit of a degree, situations may arise where students may need to drop or withdrawal from a course. During the first week of classes, individual courses may be added or dropped. Courses dropped during the first week will not appear on a student’s academic transcript.
Students may continue to drop from courses through the tenth week of a semester using eDrop through OnCourse. Any course that is dropped after the first week but before the tenth will receive an automatic “W” (Withdrawal) on their transcript.

After the tenth week eDrop is not available and drop forms should be obtained from the student’s advisor or office of the Registrar. The signatures of the student’s faculty advisor, the Dean, and the course instructor are required. Completed forms must be submitted for processing at the Office of the Registrar by the deadline indicated on each semester’s calendar. After the tenth week the student may receive a “W” (Withdrawal) or “F” (Fail) at the discretion of the instructor. No withdrawals will be processed after the last day of classes. Students who choose to complete paper drop forms must submit them at the Office of the Registrar by 5 p.m. on or before each deadline date. Depending on how far into the semester the schedule adjustment is requested, a late schedule adjustment fee may be charged.

If a course is dropped, tuition and fees will be refunded on a percentage basis according to the university’s refund schedule. Students receiving financial aid should contact the Office of Financial Aid before making a schedule adjustment to determine how the change will affect eligibility and payment. For additional information on dropping courses, contact the Office of Registrar (https://www.iusb.edu/registrar/index.php).

**Transfer Credit**
Up to six (6) credit hours of appropriate graduate course work may be transferred from other regionally accredited universities and applied toward the MPA degree. Approval of credit transfer is at the discretion of the MPA Director and the MPA Graduate Admissions Committee. Applicants seeking to apply transfer credits to the MPA program should contact the MPA Director.

Students may transfer from another regionally accredited university a maximum of six (6) credit hours under the following conditions:

a) The credit is fully acceptable to the transferring institution in satisfaction of its own advanced degree requirements;
b) The credit is applicable to the student’s program of study for an advanced degree at Indiana University South Bend;
c) The student received a grade of “B” or better for the credit;
d) The student received the credit within six (6) years prior to the transfer;
e) The transfer of credit occurs at the time of admission to the program of study and becomes part of the student’s MPA study plan or the student receives permission from their faculty advisor and the MPA Director to take a transfer course at another regionally accredited university and it becomes part of the study plan.

**Repeated Courses**
A student may repeat a course once in an attempt to receive a higher grade. A total of two courses in the MPA program may be repeated. The grade received from the second attempt of a course is be used in computing a student’s GPA, regardless of whether the grade is higher or lower than the original grade.
Time Limit for Degree Completion
All course work taken for credit towards the MPA degree, including accepted transfer credit, must be completed within a seven (7) year period. The seven (7) year period begins with enrollment in the first course to be applied towards the degree. A student who does not anticipate finishing within the allotted time must meet with the MPA Director to determine whether out-of-date courses must be retaken or revalidated.

Graduation
The process of applying for graduation begins at least one semester before the student intends to graduate. The application deadline for graduation in May or August is October 1st of the previous year. The deadline for a December graduation is March 1st of the same year. For example, students wanting to graduate in May or August 2014 must apply by October 1, 2013. Alternatively, students wanting to graduate in December 2014 do not need to apply for graduation until March 1, 2014.

Applications for graduation are available from the MPA director and from the Department of Political Science office, Wiekamp 2188.

Financial Aid
Indiana University South Bend offers an array of resources for students seeking financial aid. Students are heavily encouraged to speak with a financial aid representative as soon as possible to discuss the options available to them. The Office of Financial Aid may be contacted at:

Office of Financial Aid
Administration Building 157
1700 Mishawaka Avenue
Post Office Box 7111
South Bend, IN 46634-7111

Phone: (574) 520-4357
Toll free: 1-877-462-4872, Extension 4357
Fax: (574) 520-5561
E-Mail: sbfinaid@iusb.edu
Website: https://www.iusb.edu/finaid/index.php
Organizations

The public administration-affairs field is focused on the development of an individual’s managerial skills during the pursuit of the MPA degree and throughout their career. To assist in this manner, there are several organizations with which students may choose to get involved.

American Society of Public Administration
The American Society of Public Administration (ASPA) is the largest, most prominent association for public administrators. As a national association, ASPA provides opportunities for networking, conferences, and a public administration focused career website. Additionally, it promotes professionalism and training through its chapters and sections. ASPA also sponsors regular webinars on topics of interest to public managers. For more information about ASPA, students are encouraged to visit the ASPA website (www.aspanet.org). Students can receive many of the benefits from membership at greatly reduced price while in student status.

MPA Student Association
The MPA Student Association (MPASA) is a recognized student group on campus and is engaged with the program as an avenue for students to improve their graduate experience through social, community, and career development activities. All students enrolled in the MPA program and all program alumni are automatically members in MPASA. Students wishing to become more engaged in the organization should contact the organization’s president (MPASASS@iusb.edu), or visit the MPASA website (http://sites.google.com/site/mpasaiusb/home) for more information.

Pi Alpha Alpha
Pi Alpha Alpha is the national honor society for the field of public affairs and administration. All memberships are national memberships with local chapter affiliation. Information detailing the organization is available through the NASPAA website (http://www.naspaa.org). MPA students are selected for membership based on the following criteria:

1. GPA of at least 3.7;
2. Completion of 20 hours of MPA credits

Students who meet the eligibility qualifications are notified by mail. Students who decide to accept membership pay a one-time membership fee. New members are honored at a special induction ceremony dinner each spring.

Other Professional Organizations
Other organizations whose membership is beneficial to students during their academic and professional careers include:

- Association for Research on Nonprofit Organizations and Voluntary Action (www.arnova.org)
- Government Finance Officers Association (www.gfoa.org)
- International City/County Management Association (www.icma.org)
- Society for Human Resource Management (www.shrm.org)
## Checklist for MPA Graduate Students (Pre-2012)

Name________________

Concentration__________________________ S.I.D.__________________

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Term</th>
<th>Grade</th>
<th>Professor</th>
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<tbody>
<tr>
<td>Y501</td>
<td>Fundamentals of Public Management</td>
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<tr>
<td>Y503</td>
<td>Statistics for Public Management</td>
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<tr>
<td>Y505</td>
<td>Personnel Management in Public Organizations</td>
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<tr>
<td>Y507 or Y516</td>
<td>Public Law or Legal Aspects of Health Care</td>
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<tr>
<td>Y511 or Y514</td>
<td>Public Economics or Economics of Health</td>
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<tr>
<td>Y509</td>
<td>International Public Affairs</td>
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<tr>
<td>Y615</td>
<td>Capstone in Public Affairs</td>
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### Electives (6 Credit Hours)

### Government Concentration (12 Credit Hours)

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<th>Course #</th>
<th>Course Title</th>
<th>Term</th>
<th>Grade</th>
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<tbody>
<tr>
<td>Y513</td>
<td>Public Policy</td>
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<tr>
<td>Y517</td>
<td>Civic Groups &amp; Public Policy</td>
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<tr>
<td>Y522</td>
<td>Public Budgeting &amp; Finance</td>
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<td>Y582</td>
<td>Financial Management for Public Affairs</td>
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<tr>
<td>Y625</td>
<td>Topics in Public Affairs</td>
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### Nonprofit Concentration (12 Credit Hours)

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<th>Course Title</th>
<th>Term</th>
<th>Grade</th>
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<tbody>
<tr>
<td>Y515</td>
<td>Nonprofit Management</td>
<td></td>
<td></td>
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<tr>
<td>Y517</td>
<td>Civic Groups &amp; Public Policy</td>
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<tr>
<td>Y519</td>
<td>Resource Development for Nonprofits</td>
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<tr>
<td>Y582</td>
<td>Financial Management for Public Affairs</td>
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<tr>
<td>Y635</td>
<td>Topics in Nonprofit Management</td>
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### Health Concentration (12 Credit Hours)

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<th>Term</th>
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<th>Professor</th>
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<tbody>
<tr>
<td>Y502</td>
<td>Healthcare Delivery</td>
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<tr>
<td>Y504</td>
<td>Managing Healthcare Organizations</td>
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<tr>
<td>Y582</td>
<td>Financial Management for Public Affairs</td>
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<tr>
<td>B502</td>
<td>Organizational Behavior (Business)</td>
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### Generalist Option (12 Credit Hours)

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Term</th>
<th>Grade</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y_____</td>
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Checklist for MPA Graduate Students

Name_________________________________________________________________________
Concentration__________________________ S.I.D.__________________________________

<table>
<thead>
<tr>
<th>Course #</th>
<th>MPA Core (24 Credit Hours)</th>
<th>Term</th>
<th>Grade</th>
<th>Professor</th>
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</thead>
<tbody>
<tr>
<td>Y501</td>
<td>Fundamentals of Public Management</td>
<td></td>
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</tr>
<tr>
<td>Y524</td>
<td>Research Design for Public Affairs</td>
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<tr>
<td>Y503</td>
<td>Statistics for Public Management</td>
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<tr>
<td>Y505</td>
<td>Personnel Management in Public Organizations</td>
<td></td>
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<tr>
<td>Y507 or Y516</td>
<td>Public Law</td>
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<tr>
<td>Y511 or Y514</td>
<td>Public Economics</td>
<td></td>
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<tr>
<td>Y509</td>
<td>International Public Affairs</td>
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<tr>
<td>Y615</td>
<td>Capstone in Public Affairs</td>
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Electives (3 Credit Hours)

<table>
<thead>
<tr>
<th>Course #</th>
<th>Government Concentration (12 Credit Hours)</th>
<th>Term</th>
<th>Grade</th>
<th>Professor</th>
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</thead>
<tbody>
<tr>
<td>Y513</td>
<td>Public Policy</td>
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<tr>
<td>Y517</td>
<td>Civic Groups &amp; Public Policy</td>
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<tr>
<td>Y522</td>
<td>Public Budgeting &amp; Finance</td>
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<tr>
<td>Y582</td>
<td>Financial Management for Public Affairs</td>
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<tr>
<td>Y625</td>
<td>Topics in Public Affairs</td>
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Nonprofit Concentration (12 Credit Hours)

<table>
<thead>
<tr>
<th>Course #</th>
<th>Nonprofit Concentration (12 Credit Hours)</th>
<th>Term</th>
<th>Grade</th>
<th>Professor</th>
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</thead>
<tbody>
<tr>
<td>Y515</td>
<td>Nonprofit Management</td>
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<td></td>
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</tr>
<tr>
<td>Y517</td>
<td>Civic Groups &amp; Public Policy</td>
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<tr>
<td>Y519</td>
<td>Resource Development for Nonprofits</td>
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<tr>
<td>Y582</td>
<td>Financial Management for Public Affairs</td>
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<tr>
<td>Y635</td>
<td>Topics in Nonprofit Management</td>
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Health Concentration (12 Credit Hours)

<table>
<thead>
<tr>
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<th>Health Concentration (12 Credit Hours)</th>
<th>Term</th>
<th>Grade</th>
<th>Professor</th>
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</thead>
<tbody>
<tr>
<td>Y502</td>
<td>Healthcare Delivery</td>
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<tr>
<td>Y504</td>
<td>Managing Healthcare Organizations</td>
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<tr>
<td>Y582</td>
<td>Financial Management for Public Affairs</td>
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<tr>
<td>B502</td>
<td>Organizational Behavior (Business)</td>
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Generalist Option (12 Credit Hours)

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