

Memorandum

TO: Kurt Zorn
Associate Dean for Academic and Fiscal Affairs

RE: Proposal from Barry W. Hancock
Director and Assistant Dean, SPEA IPFW

SUBJ: Accelerated Master of Public Management (MPM) for IPFW

DATE: October 26, 2005

As you will recall the Master of Public Management degree was approved by the SPEA Academic Council, the IU Board of Trustees, and the Indiana Commission for Higher Education last academic year. SPEA-IPFW now is proposing extending the accelerated masters program to the MPM. The current Accelerated Master of Public Affairs 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 and School of Public and Environmental Affairs undergraduate core requirements."

Because an undergraduate degree typically requires 120 credit hours, this means that undergraduates in the accelerated MPA program can complete 24 hours of accelerated work and 24 hours of regular graduate work for the total of 48 hours. In other words, half of the 48 hours is accelerated work and half normal graduate work.

The MPM requires 36 total credit hours of work. In order to align the accelerated MPM program with the accelerated MPA program, SPEA-IPFW is proposing that half (18 hours) of the 36 hours required for the degree be allowed as accelerated undergraduate coursework and the remaining 18 hours be normal graduate coursework.

Master of Public Affairs: Core and Concentration Revisions
SPEA South Bend
19 October 2005

What follows are proposed revisions to the MPA core and concentrations as we in South Bend would like to offer them. The core as proposed is very similar to the existing one. We do propose to make V561 Public Human Resources Management a part of the core because we perceive that to be an integral part of management. For students in the health care concentration, we are proposing to give them the options to take H516 Health Services Delivery and the Law in place of V540 Law and Public Affairs and to take H514 Health Care Economics in place of V517 Public Management Economics. The proposal attempts to capitalize on the strengths of existing faculty and resources. The proposal also gives students more electives which we expect they will choose from courses listed here. This will thereby reduce the number of courses that we have to offer each year.

New Concentrations
The two proposed Governmental Administration and Policy Concentrations and Nonprofit Administration and Policy concentrations are similar to the present Public and Community Service Administration and Policy Concentration. Because of the growing proportion of our students who are interested in the non-profit sector, we want to offer two concentrations that address the more specific interests of both the governmental and the non-profit sectors. We have re-conceptualized these concentrations to more appropriately address these two different interests.

Unlike the old health concentration, the proposed concentration now specifies courses that students are required to take. It also reduces the number of required courses but allows students to take two health care related courses to satisfy core requirements. Thus students in this concentration still acquire the health care related expertise that the larger number of concentration courses previously did.

The old core and concentrations and the proposed core and concentrations are as follows.

PRESENT CORE (18 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 Affairs (3 cr.)

We have also encouraged all students to take:

SPEA-V 500 Quantitative Tools for Public Affairs

SPEA-V 680 Research Design and Methods in Public Affairs

PRESENT CONCENTRATIONS

Public and Community Service Administration and Policy (18 credit hours)

Required Courses (9 credit hours)

SPEA-V 512 Public Policy Process (3 cr.)

SPEA-V 542 Governmental Financial Accounting and Reporting (3 cr.)

SPEA-V 595 Managerial Decision Making (3 cr.)

Two of the following: (6 credit hours)

SPEA-V 504 Public Organization (3 cr.)

SPEA-V 561 Public Human Resources Management (3 cr.)

SPEA-V 569 Managing Interpersonal Relations (3 cr.)

SPEA-V 570 Public Sector Labor Relations (3 cr.)

An elective related to the concentration (3 credit hours)

Electives Choose one (3 credit hours)

SPEA-V 518 Intergovernmental Systems Management (3 cr.)

SPEA-V 525 Management in the Nonprofit Sector (3 cr.)

SPEA-V 562 Public Program Evaluation (3 cr.)

SPEA-V 563 The Planning Process (3 cr.)

Health Systems Administration and Policy (18 credit hours)

Choose six (18 hours)

SPEA-H 501 U.S. Health Care: Systems, Policies, and Ethical Challenges (3 cr.)

SPEA-H 503 Principles of Health Systems Management and Policy Development (3 cr.)

SPEA-H 509 Financial Management Principles of Health Care (3 cr.)

SPEA-H 514 Health Care Economics (3 cr.)

SPEA-H 516 Health Services Delivery and the Law (3 cr.)

SPEA-H 517 Managerial Epidemiology (3 cr.)

SPEA-H 521 Management Science for Health Services Administration (3 cr.)

SPEA-H 604 Ambulatory Care and Managed Care Programs (3 cr.)

SPEA-H 626 Health Services Human Resources Management (3 cr.)

SPEA-V 631 Health Planning (3 cr.)

Electives (6 credit hours)

We propose to replace the above core and concentrations with those listed below.

PROPOSED CORE (24 credit hours)

Management

SPEA-V 502 Public Management (3 cr.)

SPEA-V 561 Public Human Resources Management (3 cr.)

Statistics-Methods

SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.)

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

Economics

SPEA-V 517 Public Management Economics (3 cr.)

or

SPEA-H 514 Health Economics (3 cr.)

Law

SPEA-V 540 Law and Public Affairs (3 cr.)

or

SPEA-H 516 Health Services Delivery and the Law (3 cr.)

Finance

SPEA-V 560 Public Finance and Budgeting (3 cr.)

Capstone

SPEA-V 600 Capstone in Public Affairs (3 cr.)

Proposed core course coverage of program competencies					
	V502	V506	V517	H514	V561
Organizational management	mod		min	min	mod
Governance	sub		mod	mod	min
Strategic analysis and action		sub	sub	sub	min
Globalization	min		min	min	
Professionalization	mod				

Note: min = the course makes a *minor* contribution to the competency.

mod = the course makes a *moderate* contribution to the competency.

sub = the course makes a *substantial* contribution to the competency.

	V540	H516	V560	V561	V600	V680
Organizational management	min	min		mod	mod	
Governance	sub	sub	mod	min	mod	
Strategic analysis and action	min	min	sub	min	sub	sub
Globalization	min	min			min	
Professionalization						mod

Note: min = the course makes a *minor* contribution to the competency.
 mod = the course makes a *moderate* contribution to the competency.
 sub = the course makes a *substantial* contribution to the competency.

PROPOSED CONCENTRATIONS

Governmental Administration and Policy (24 credit hours)

Required Courses (12 credit hours)

SPEA-V 512 Public Policy Process (3 cr.)

SPEA-V 523 Civil Society and Public Policy (3 cr.)

SPEA-V 563 The Planning Process (3 cr.) or

SPEA-V 575 Comparative Public Management and Administration (3 cr.)

SPEA-V 595 Managerial Decision Making (3 cr.)

Electives (12 hours)

	V512	V523	V563	V575	V595
Organizational management	mod			mod	Sub
Governance	mod	mod	sub	mod	Mod
Strategic analysis and action	sub		sub	min	Mod
Globalization	min	mod	min	sub	
Professionalization	mod	min		min	Min

Note: min = the course makes a *minor* contribution to the competency.
 mod = the course makes a *moderate* contribution to the competency.
 sub = the course makes a *substantial* contribution to the competency.

Health Systems Administration and Policy (24 credit hours)

At least four of the following (12 credit hours)

SPEA-H 501 Health Care: System, Policies and Ethical Challenges (3 cr.)

SPEA-H 503 Principles of Health Systems Management and Policy Development (3 cr.)

SPEA-H 509 Financial Management Principles of Health Care (3 cr.)

SPEA-H 604 Ambulatory Care and Managed Care Programs (3 cr.)

Electives (12 credit hours)

Table 7a				
Health systems administration and policy concentration – coverage of program competencies (Part I)				
	H501	H503	H509	H604
Organizational management	min	sub	mod	sub
Governance	sub	mod	mod	sub
Strategic analysis and action	mod	sub	sub	min
Globalization	min	min		sub
Professionalization	min	min		

Note: min = the course makes a *minor* contribution to the competency.
 mod = the course makes a *moderate* contribution to the competency.
 sub = the course makes a *substantial* contribution to the competency.

Nonprofit Administration and Policy (24 credit hours)

Required Courses (12 credit hours)

SPEA-V 523 Civil Society and Public Policy (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.)

Electives (12 credit hours)

Table 6b				
Non-Profit administration and policy concentration – coverage of program competencies				
	V523	V525	V526	V558
Organizational management		mod		mod
Governance	mod	sub	sub	mod
Strategic analysis and action		min	sub	mod
Globalization	mod	min	min	
Professionalization	min	mod		min

Note: min = the course makes a *minor* contribution to the competency.
 mod = the course makes a *moderate* contribution to the competency.
 sub = the course makes a *substantial* contribution to the competency.

**SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS
(SPEA)**

**PROPOSAL FOR THE
MASTER OF PUBLIC MANAGEMENT (MPM)**

**To be offered by
Indiana University Kokomo
(In the future to include:
IUPUI, IU Bloomington, IU Northwest, and IU South Bend)**

2005-2006

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ABSTRACT

**Master of Public Management (MPM)
School of Public and Environmental Affairs (SPEA)
To be offered by Indiana University Kokomo
(In the future to include:
IUPUI, IU Bloomington, IU Northwest, and IU South Bend)**

A. Abstract

Objectives:

Indiana University Kokomo is a public university, created by the Indiana state government to serve the higher education needs of North Central Indiana. Its mission is to offer a broad spectrum of high quality undergraduate, graduate, and continuing education programs that meet regional needs, support excellence in teaching and learning, advance and share knowledge through research and creative endeavor, and work with the community to develop intellectual, cultural, economic, and human resources. The objective of the proposed MPM is to enhance the administrative and evaluative skills of managerial practitioners with substantial professional experience in our service area and to advance the School of Public and Environmental Affairs (SPEA) commitment to public service and regional responsiveness.

Significant interest has been identified both on and off-campus for the degree. As well, the School of Public and Environmental Affairs is already offering several of the public affairs courses required for the degree as a part of its graduate certificate in Public Management. The addition of the MPM, will therefore serve the clearly identified interests from mid-career practitioners as well as the governmental, nonprofit, and business sectors in North Central Indiana.

Clientele to be served:

Graduate level students from North Central Indiana seeking positions of leadership within governmental agencies, non-profit organizations, health care administration, and other related public sector professions. It is expected that students seeking the MPM degree will already have significant professional experience. As such, it will address the needs of graduate students desiring to pursue senior management careers in government service at the federal, state, county, or local levels, as well as work in the nonprofit or business arenas. Given the degree's emphasis on human service management, technical skills and techniques of management in the public sector, policy analysis and evaluative skills, it should also have appeal to those interested in attending law school and mid career bureaucrats from other countries.

The MPM degree should also appeal to those interested in a management career in the criminal justice arena, but who would like a greater emphasis in public leadership/public policy than is available in the Master of Science in Criminal Justice. This is especially true for those who aspire to a senior supervisory and/or management position.

Curriculum:

Course requirements for the Master of Public Management

Total number of credit hours required	36
Number of credit hours included in the core	18
Number of credit hours included in each concentration	12
Elective	3
Experiential Component or Professional Experience Credit	3

Very few MPA programs include substantial content on executive leadership or nonprofit management. The MPM will provide a broad interdisciplinary background in the values and ethics of public management. The program is designed as a preparation for executive leadership positions in:

- Public Administration and Policy Analysis
- Health Administration and Nursing
- Criminal Justice Administration
- Non-profit Management

Prerequisites and Graduate Preparation:

Candidates for the Master of Public Management must apply for program admission according to the procedure outlined in section B.2.a-b. Candidates must have earned a bachelor’s degree from an accredited institution and satisfy other customary standards for graduate students at Indiana University Kokomo. Substantial and significant professional experience will also be considered as a prerequisite for admission.

Unique or Innovative Features of the Curriculum:

The SPEA’s current and future graduate students are managerial practitioners whose educational objectives would be best served by a program with a stronger executive management focus. This contrasts with the broad-based curriculum of the Masters of Public Affairs (MPA) currently offered by other universities in Indiana. The MPA is a valuable degree for pre-service students, students seeking advanced terminal degrees, and students that may want to study disciplinary areas that are broader, national, and international in scope. The heightened managerial component of the MPM program would advance SPEA at Kokomo’s commitment to public service and regional responsiveness. By offering a degree that is more appropriate to experienced managerial practitioners in our service area, the administrative and evaluative skills of MPM degree students will be enhanced. The creation of a master’s degree option in our program, geared to those who have substantial and significant professional experience, parallels

the approach now being taken by leading schools of public affairs and administration, such as The Kennedy School at Harvard University, the Maxwell School at Syracuse University and Indiana University-Purdue University at Fort Wayne. These schools now offer an executive master's degree for the practitioner with significant professional experience who requires additional theoretical, analytical, and implementation skills to meet the challenges of public and nonprofit organizations and institutions in the 21st century.

Employment Possibilities:

Kokomo is a regional city in North Central Indiana with a metropolitan population well over 55,000. Additionally, Indiana University Kokomo serves an 11 county region containing numerous city and county governments, healthcare facilities and providers, and criminal justice agencies of North Central Indiana. The region contains a large number of non-profit organizations, manufacturing industries and practitioners. All of these provide excellent opportunities for employment for students with a Master of Public Management degree.

B. Program Description

1. Description of Proposed Program and Program Objectives

The proposed master's program is designed to produce graduates who are committed to public service and have the theoretical foundations and skill sets to make strong contributions to their organizations and agencies. The program will consist of 36 credit hours. Students must take 18 hours in the MPM core, 12 hours in the concentration area of their choice, 3 hours of electives approved by the Director of Graduate Studies, and a 3 credit hour experiential component. Students with at least one year of full-time management and/or policy experience may apply for an award of 3 credits to fulfill their experiential requirement. Those who do not have this experience will be required to take SPEA V585 (Practicum in Public Affairs) for 3 credit hours.

The core MPM courses will provide students with critical managerial, analytic, and leadership skills. The core courses are supplemented with three concentrations that will further enhance students' professional capabilities; students can choose the public administration and policy option, the nonprofit management option, health system administration and policy option or the criminal justice administration and policy option. Each option is designed to strengthen students' evaluative and planning aptitudes so that they can professionally and effectively take on oversight functions in a variety of public and non-profit settings. The concentration courses are further supplemented by additional electives selected to match student interests and career goals and practical experience in their concentration.

2. Admission Requirements, Anticipated Student Clientele, and Student Financial Support

a. Admission Requirements

Admissions requirement are consistent with those of the Indiana University School of Public and Environmental Affairs.

Applicants will also be required to provide records of accomplishment in the public service or nonprofit sector and qualifications as evidence by a professional portfolio consisting of vocational attainment and recognition and any other supportive materials.

b. Prerequisite Course Work and/or Degrees

Regular admission to the MPM program will require a bachelor's degree from an accredited institution, with an undergraduate GPA of 3.0 or better. Any major is acceptable. Applications to the program must include official transcripts of all college and university work, references from three people familiar with the applicant's academic or professional abilities or potential, scores on the Graduate Record Examination general test or the Graduate Management Admissions Test, and a nonrefundable university application fee.

c. Specific Student Clienteles

This program is designed to meet the needs of full-time and part-time students, currently employed students, and non-traditional students. Courses will be offered during evenings and weekends, with the option to offer classes during the weekday as the need arises. Students will generally be expected to have substantial and significant professional experience as a prerequisite for admission.

d. Limitations on Enrollment

Enrollment restrictions are not anticipated at this time. The expectation is for the enrollment of 10-15 students in the first year, with numbers increasing as the program becomes established.

e. Anticipated levels of Student Financial Support from the Institution and other sources

Consideration for financial aid requires full time enrollment of 9 credit hours per semester. Students who enroll at this level will be eligible for graduate student assistance through federally funded programs. Other options, such as chancellor's scholarships and some graduate

assistantships are available as well. It is anticipated that some employer organizations and agencies will provide some form of tuition assistance.

3. The Proposed Curriculum for the Master of Public Management

a. Requirements

The Master of Public Management is a 36 credit hour program made up of a core and three (3) concentrations. The core is comprised of six courses (18 credit hours). The core is designed to provide foundation-level knowledge that is applicable to general public management and provide the ground work for the concentrations. The three (4) concentrations (Public Management and Policy, Nonprofit Management, Health Systems Administration and Criminal Justice Administration and Policy) are 12 credit hours. Students will focus on an area of concentration that best reflects their career goals and plans. The six (6) remaining credit hours will be for the student to choose based on their own professional needs and goals (see additional requirements below).

b. Sample Curriculum/Sequence of Courses

Master of Public Management

All courses listed below are for 3 credit hours

Core Requirements = 18 credit hours

SPEA V502 Public Management

SPEA V506 Statistical Analysis for Effective Decision Making

SPEA V509 Administrative Ethics in the Public Sector

SPEA V560 Public Finance and Budgeting

SPEA V562 Public Program Evaluation

SPEA V566 Executive Leadership

Concentration Requirements = 12 credit hours

Public Administration and Policy:

SPEA-V504 Public Organizations

SPEA-V512 Public Human Resource Management

SPEA-V517 Public Management Economics

SPEA-V540 Law and Public Affairs

Criminal Justice Administration and Policy:

SPEA-J501 Criminological Thought and Policy

SPEA-J502 Research Methods in Criminal Justice and Public Affairs

SPEA-J582 Criminal Justice Systems

SPEA-J682 Criminal Justice Planning and Management

Non-profit Management:

SPEA-V525 Management in Nonprofit Sector
SPEA-V521 The Nonprofit and Voluntary Sector
SPEA-V524 Civil Society in Comparative Perspective
SPEA-V681 Seminar in Development Policy and Management

Health Systems Administration and Policy:

SPEA H517 Managerial Epidemiology
SPEA V543 Health Services Management
SPEA V545 The U.S. Health Care System
SPEA V546 Health Services Utilization

Additional Requirements = 6 credit hours

Three (3) credit hours are electives, based on the theoretical and applied interests of students. These hours will be subject to the approval of the Director of Graduate Studies. MPM students can select from SPEA graduate courses or courses offered in other graduate programs. Additionally, students will complete a three (3) credit hour experiential component. Students with at least one year of full-time management and/or policy experience can apply for an award of three (3) credit hours; those who do not have this experience will be required to take SPEA V585 (Practicum in Public Affairs) for three (3) credit hours.

c. Courses in the Proposed Curriculum that already exist

All courses in the core requirements and in the concentration areas already exist in the School of Public and Environmental Affairs graduate course offerings at Indiana University and SPEA state-wide. Elective courses are already offered by the School of Public and Environmental Affairs and other graduate programs at Indiana University.

d. Courses that must be introduced by the Sponsoring Campus

None.

e. Required Courses Delivered by another Institution

The required courses may also be available from other campuses which have School of Public and Environmental Affairs degree programs, including those at Bloomington, Indianapolis, Fort Wayne, South Bend, and Gary.

f. Collaboration with Forth Wayne and Nursing Program at Kokomo

Special arrangement has been made for students in the Master of Public Management to take some web based courses from Indiana University Purdue University Forth Wayne with similar program pending when the SPEA program at Indiana University Kokomo would be able to hire the required number of faculty as specified by NASPAA for accreditation. Further, a collaborative endeavor between the School of Nursing and the SPEA program at Indiana University Kokomo has been established. Under this partnership SPEA courses in the Health System Administration concentration area will be cross-listed with Nursing. The Dean of the School of Nursing has already agreed to provide faculty members with doctoral degrees to teach the required courses. The Vice Chancellor for Academic Affairs at Indiana University Kokomo, the Dean and Associate Dean of SPEA state wide are fully in support of the partnership between SPEA and Nursing. This partnership will enable students in the Master of Public Management to link their research to the full range of interdisciplinary academic expertise available in both the Nursing and SPEA programs. The focus of the MPM program, however, is broadly on the field of public management, which includes an emphasis on executive leadership, the processes of policy formation, and implementation, and the analysis and evaluation of policy output and results. The institutional setting and design of the program offer a unique educational opportunity. The MPM program will combine rigorous social science training, knowledge of government and nonprofit decision-making processes, problem-solving capabilities, and an understanding of the substantive aspects of public and nonprofit organizations' problems and their effects on public institutions.

4. Form of Recognition

a. Type of Degree to be awarded

Upon successful completion of the requirements, students will be awarded a Master of Public Management degree.

b. CIP code

440401

c. Program, Organizational, and Site Information to appear on the Diploma

Master of Public Management, Indiana University, Kokomo

5. Program Faculty and Administrators

a. Public and Environmental Affairs Faculty Members

(Complete vitae in Appendix B)

Karl Besel, Ph.D., University of Louisville, Kentucky
Assistant Professor
Urban & Public Affairs, Public Policy, Public Management, Research
Methods, Nonprofit and Organizational Administration.

Kelly L. Brown, Ph.D., University of Cincinnati, Ohio
Assistant Professor
Criminal Justice, Criminology, Juvenile Delinquency, Corrections,
Corrections Policy and law.

Robert Dible, Ph.D., Western Michigan University
Assistant Dean and Professor
Public Management, Public Policy, Nonprofit Administration,
Organizational Behavior, Ethics in the Public Sector, Finance and
Budgeting, and Research Methods.

Susan Hendricks, Ed. D., Ball State University, Muncie, Indiana.
Associate Professor
Psychiatric Mental Health Nursing, Health Services Utilization, Nursing
Statistics and Research.

Debra Fawcett, Ph.D., University of Cincinnati, Ohio.
Assistant Professor
Managerial Epidemiology, Health Services Management, Surgical
Positioning, Growth and Empowerment, and Nutrition

Nancy Schlapman, Ph.D., University of Wisconsin, Milwaukee.
Associate Professor
Childhood Socialization, Planned Behavior, Health Care System, Health
Services Management, Human Kinetics, and Philosophy of Nursing.

Linda Wallace, Ed. D., Ball State University, Muncie, Indiana.
Associate Professor
Community Education, Cognate Nursing, Health Service Utilization,
United States Health Care System and Hospital Ethics.

Penny Cass, Ph.D., University of Michigan, Ann Arbor
Professor of Nursing
Health Service Management, Health Care System and Health Services
Utilization.

b. New Faculty Positions Required

The program needs a half faculty member in Fall of 2007. One and half faculty in the second year (Fall 2008) and two faculty members in of Fall 2009. The program will also require a half support staff in the first year and three quarter support staff in the second year. It will, however need a full time secretary in the third year.

6. Needed Learning Resources

a. Available Resources

The Indiana University Kokomo library offers numerous resources to support a graduate program in the School of Public and Environmental Affairs. The library at Indiana University Kokomo already has a strong core of materials focusing on public management, nonprofit management, health administration and criminal justice. The document delivery agreement and data base resources available through the Indiana University Kokomo library system provide timely access to additional current materials to support the curriculum. Many journals on public management, health administration, nonprofit management, criminal justice, and the policy concentration areas are available on-line. Locally, the library maintains many journals relevant to public management, as well as indexes such as ERIC and the Wilson indexes.

A variety of computing services are available to Indiana University Kokomo students. There are multiple open computing labs across campus, which are updated continuously in terms of computers and software. Specifically, the labs provide image and text scanning capability, web cams, printers, TI calculator uploading capability, and an extensive set of software applications.

All Indiana University Kokomo students are provided an email account and ten megabytes of web space. There is a presentation practice room available for student use, as well as free technical training and technical support (e.g., Help Desk, lab consultants, and free classes). Students also can purchase software at a discounted price.

b. Additional Learning Resources Needed

The implementation of this proposal requires no additional resources for the School of Public and Environmental Affairs at Indiana University Kokomo. All courses for the MPM will be offered on an ongoing, two year, rotational basis. With the current tenured and tenure-track faculty

(N=3) in the school and their disciplinary specialties, the proposed M.P.M. is immediately deliverable.

7. Other Program Strengths

a. Special Features of the Program

The proposed M.P.M. is distinctive from the M.P.A. offered by other Indiana Universities (See Appendix C-current M.P.A. requirements) in that it provides an opportunity for the experienced public manager to obtain the knowledge and skill sets necessary to be an effective manager in the 21st century public sector. The public administration and policy, health administration and policy, and the criminal justice administration and policy concentrations are supported by a common, integrated core. The core will offer sufficient foundation skills and knowledge to make the degree accessible to students with diverse educational and experiential backgrounds. Building on a core foundation and providing concentrations that are applied and focused on specific public management areas is distinctive. The proposed M.P.M. degree is only offered by Indiana University Purdue University Fort Wayne at this time. The proposed program is designed to develop graduates who can apply their skills and knowledge to their current positions and to prepare graduates for future public management positions. As noted earlier, such an innovative degree option is now available at Harvard's Kennedy School and Syracuse University's Maxwell School.

b. Anticipated Collaborative Arrangements

Because the School of Public and Environmental Affairs is part of a university-wide division of Indiana University, other campuses may adopt the M.P.M. to support their regional missions. The potential exists in the university-wide school for a variety of joint efforts such as distance education, collaborative research projects, internships, and joint colloquia and symposiums.

C. Program Rationale

1. Institutional Factors

a. Program Compatibility with the Indiana University mission

Indiana University Kokomo is dedicated to providing affordable, quality higher education while preparing students for a rapidly changing, multicultural world. The 2005 strategic plan incorporates the University's mission to provide graduate study to meet the growing needs of organizations in the North Central Indiana region. Indiana University

constituents are residents of Kokomo, 11 counties, and surrounding communities who choose this campus because they can continue their studies without uprooting families or disrupting careers. Indiana University is committed not only to contributing to the economic well-being of this area, but also to preparing students to be active and responsible members of a global society and workplace. Increasingly, that means post-baccalaureate study designed to develop the knowledge and skills to effectively manage public organizations. The proposed Master of Public Management meets these goals in the following ways:

(1) It will offer North Central Indiana students the opportunity to obtain an accessible, affordable, high quality executive master's degree in public management from a state-assisted institution of higher learning.

(2) It will offer concentrations in public administration and policy, health administration and policy, nonprofit management, and criminal justice administration and policy which are vital managerial areas for North Central Indiana.

(3) It will enhance partnerships with organizations in Indiana University Kokomo's service area, which is a primary mandate of the School of Public and Environmental Affairs and the University as a whole.

b. Planning Process for the Program

The proposed Master of Public Management has evolved through discussion among faculty at Indiana University and within the University-wide school. As early as the 1990's, it was becoming evident that regional campuses around the state might need to either alter the Master of Public Affairs (M.P.A.) to better meet the needs of the constituents or create a new degree to offer along with the M.P.A. During the past few years, several factors converged to make this latter option salient. One was the recognition by faculty and administrators that having an executive M.P.M. degree would strengthen the School of Public and Environmental Affairs by being more responsive to changes in local markets and the needs expressed by its constituencies. Furthermore, there was a new emphasis in Indiana University Kokomo's strategic plan on making the university the graduate education center of north Central Indiana. Finally there was an increased interest expressed by current students, alumni in the field, and members of our community, alumni board for professional graduate-level training that would focus on knowledge and skills needed for the 21st century public and nonprofit organizations. Area employers also recognized the need for this type of degree program at Indiana University Kokomo.

c. Impact of the Master of Public Management on the Indiana University Kokomo Campus

The proposed M.P.M. executive degree will develop the knowledge and skills necessary for becoming an effective public manager. Although some of the specific content of courses may overlap with graduate programs in business (M.B.A.) and/or organizational leadership and supervision (O.L.S.), there are substantial differences because of this degree's emphasis on public management. No other division on the campus offers concentrations focusing on public administration and policy, health administration, nonprofit management, and criminal justice administration and policy. The M.P.M. degree courses will also be available to students enrolled in other graduate programs on the Indiana University Kokomo campus.

d. Utilization of Existing Resources

The Master of Public Management program will use a variety of existing resources on the campus. Students will use the services of the library system, computing resources, and the expertise of faculty in and outside of the School of Public and Environmental Affairs as they pursue their required course of study and related research projects.

2. Student Demand

a. Enrollment Narrative

As a regional institution of Indiana University, Indiana University Kokomo's mission is clear:

Indiana University Kokomo is a public university, created by Indiana University to serve the higher education needs of North Central Indiana. Our mission is to offer a broad range of high quality undergraduate, graduate, and continuing education programs that meet regional needs, to support excellence in teaching and learning, to advance and share knowledge through research and creative endeavor, and to work with the community to develop intellectual, cultural, economic, and human resources. (Indiana University Kokomo Mission Statement)

The vast majority of Indiana University Kokomo students reside in eleven counties in northeastern Indiana. Indiana University Kokomo is classified as a IIB category university with the capacity to offer limited master's degree in the millennial edition of the Carnegie Foundation for the Advancement of Teaching classification. Based on input by the SPEA's faculty, students, and Community Advisory Board, there is a clear

consensus that the 48 credit hour MPA, while addressing the needs of some students, does not match the educational needs of the clientele population in an optimum fashion. Most of SPEA's past and current graduate students are managerial practitioners whose educational objectives would be better addressed by a program with a greater executive management focus as opposed to the broad-based curriculum of the MPA. A heightened executive managerial component in the master's program would advance the Division's commitment to public service by offering a degree that was more useful to those seeking to enhance their managerial and administrative skills. In addition, such a degree would further enhance the professionalization of the corps of managers in northeastern Indiana. At present a 48-credit hour MPA is a significant deterrent to many in the region who might otherwise be inclined to matriculate. By way of illustration, as of the 2005/2006 academic year, there are 5 distinct master's programs offered at Indiana University Kokomo. The minimum requirements for degree completion are as follows:

Master of Business Administration	36 hours
Master of Science in Nursing	42 hours
Master of Science in Elementary Education	36 hours
Master of Science in Secondary Education	36 hours
Master of Liberal Studies	30 hours

Exclusive of the Master of Science in Nursing, the average number of credit hour required for a master's degree at Indiana University Kokomo is thirty-three.

The proposed Master of Public Management will be more competitive and attractive to prospective students in the north central region of the state who are seeking advancement in the public and nonprofit sector. The market for such students includes Kokomo, as well as the towns and cities in the North Central Indiana region. Input from the community, alumni, faculty and current students, as well as the data concerning other programs in the region, provide sufficient evidence that the student demand for a M.P.M. is high and that the degree has a significant potential for growth.

The proposed M.P.M. program will attract those already employed in public sector and nonprofit organizations wanting to pursue further credentials in public administration, health administration, nonprofit management and criminal justice administration as they fulfill their career plans. Additionally, the course offerings will provide options for students in other master's degree programs who want to expand their knowledge and skills in public management. Students from other programs may choose courses from the M.P.M. program to take as electives.

b. Enrollment and Completion Narrative

Year 1	0	full-time students
	12	part-time students
	0	graduates
Year 2	5	full-time students
	20	part-time students
	0	graduates
Year 3	5	full-time students
	30	part-time students
	10	graduates
Year 4	15	full-time students
	40	part-time students
	20	graduates

The enrollment of part-time students is expected to exceed that of full-time students, since most of the students interested in this degree already will be employed. Opportunities for full-time students will emerge as additional course offerings become available.

3. Transferability

The uniqueness of this program makes transferability unlikely, although a few students may transfer among SPEA programs offered at various Indiana University campuses. With approval from the graduate advisor, students may include up to six transfer credits in their plan of study. Most students are expected to complete the entire program at Indiana University Kokomo. Credits earned in this program are expected to be transferable to other campuses to the extent that those campuses permit coursework taken at other universities to be admissible.

4. Access to Graduate and Professional Programs

The Master of Public Management is not specifically intended as a preparation for additional academic course work. However, the courses in the curriculum are designed to prepare students for continuous learning in their professional endeavors. The curriculum will build skills that may be applied to doctoral study in a variety of areas.

5. Demand and Employment Factors

U.S. Department of Labor statistics indicate that professional and service occupations will account for most new jobs over the next 8 years. Included in these categories are public administration, health systems administration and criminal justice administration. (U.S. Department of Labor, Occupational Outlook Quarterly, Winter 2003-2004). North Central Indiana has historically followed these trends.

Additionally, the nonprofit sector accounts for nearly 1 out of every 13 paid workers. This represents more individuals than are employed in the state's non-durable manufacturing industry and about 50 percent of those employed in construction.

\$ The 222,000 nonprofit employees in Indiana earned about \$6 billion in wages in 2001.

\$ Nonprofit employment is not restricted to any one region of Indiana, but is distributed broadly throughout the state.

\$ About half (49 percent) of nonprofit employment in the state is in health services, another 17 percent is in social services, and 12 percent is in education.

\$ Average weekly wages for nonprofit employees are 19 percent lower than those of for-profit workers and 18 percent lower than those of government workers. However, nonprofit weekly wages are similar to for-profit wages in industries where nonprofit employment is concentrated.

\$ The Indiana nonprofit sector grew faster than the for-profit or government sectors between 1995 and 2001.

\$ Overall wages for nonprofit employees in Indiana also increased faster than those of employees in for-profit or government organizations, although average weekly wages increased by a smaller amount.

\$ The growth in nonprofit employment was concentrated in health services, but rates of growth were higher for nonprofit social services and educational services.

\$ Rates of growth in nonprofit employment varied significantly among Indiana metropolitan regions.

Source:

(Indiana Non-profits: Scope and Community Dimensions: A Joint Project of the Center on Philanthropy at Indiana University and Indiana University School of Public and Environmental Affairs, Project Director: Kirsten Grønbjerg, January, 2004)

We expect a significant number of students seeking the Master of Public Management degree to be employed or seeking employment in non-profit organizations and/or government organizations.

6. Regional, State, and National Factors

a. Comparable Programs in the Region

The proposed Master of Public Management degree is unique to the state of Indiana. In fact the number of universities nationwide offering the M.P.M. is relatively small, though these programs are increasing in number as universities become cognizant of changing work environments and the need for programs that more directly support practitioners in the public sector. This not only differentiates the M.P.M. from other programs available to students in North Central Indiana, but, also the entire state of Indiana and neighboring states.

The Master of Public Affairs (M.P.A.), which is currently offered as part of the university-wide School of Public and Environmental Affairs, is a degree whose content prepares students for the general and broader field of public affairs by focusing on students' comprehension of the economic, environmental, political, and social context in which a public servant works. By contrast, the M.P.M. has a narrower and applied focus designed to provide the knowledge and skills that are critical for the successful public manager currently employed in the region who has substantial professional experience. The concentrations of public administration and policy, nonprofit management, health administration and policy, and criminal justice administration and policy are areas where particularly high interest and demand exist in the Indiana University service region of North Central Indiana.

Other programs in the region that could be considered to be comparable are:

Master of Business Administration (Indiana Tech)	36 hours
Master of Science in Management (Indiana Tech)	36 hours
Master of Business Administration (Indiana Wesleyan)	41 hours
Master of Science in Management (Indiana Wesleyan)	36 hours

The Indiana University Kokomo School of Public and Environmental Affairs have the expertise and area linkages to provide a graduate degree that meets the needs of students and employers in North Central Indiana. The combined educational background and research focus of the faculty provides the foundation for offering the commensurate M.P.M. concentrations with strong theoretical and applied components.

b. External Agencies

The current accrediting body for graduate programs in the School of Public and Environmental Affairs is the National Association of Schools of Public Affairs and Administration (N.A.S.P.A.A.). The Proposed Master of Public Management degree will undergo a peer review process and accreditation application four (4) years from the projected beginning date of Fall 2007. (Specifics about the N.A.S.P.A.A. standards, process and accreditation appear in Appendix D)

D. Program Implementation and Evaluation

Program implementation

Pending approval of this proposal, the program will be implemented in the Fall of 2007.

Evaluation

Graduate programs in the School of Public and Environmental Affairs are nationally accredited. The Indiana University Kokomo School of Public and Environmental Affairs will continue to assess the program based on the N.A.S.P.A.A. standards and by additional means. Assessment and evaluation processes will provide a vehicle for on-going program review and improvement.

Assessment will also be integrated as a professional skill in two courses in the core (public program evaluation and executive leadership) because these courses are designed to be culminating experiences that combine learning with application. This provides an opportunity to assess the transfer of learning to practice and to determine the accomplishment of program goals.

Exit interviews with graduating students will provide another opportunity to assess the degree program.

A follow-up program assessment measure will be based on an alumni survey to be piloted three years after the first group of graduates completes the master's degree. The survey will assess the usefulness of the degree in contributing to graduates' career goals; it will be conducted every three years thereafter. The School of Public and Environmental Affairs' community advisory board (See Appendix E) will provide regular assessment feedback and advice on new directions for the program.

TO: MPA Curriculum Committee

FROM: John L. Mikesell

SUBJ: Some Concentration Updating

For November 8, 2005 meeting:

While preparing the NASPAA Self-Study, I discovered that some concentrations include courses as options or electives that we have not offered in many years and are not likely to offer in the foreseeable future, given our staff availabilities. I propose that these courses be deleted from the concentrations so that we are not guilty of misleading advertising.

The proposals:

Comparative and International Administration

Delete from a list of 10 courses from which 2 are to be picked:

V577 International Economic Strategies and Trade Policy. Last offered in Spring 1999 by Shin.

Economic Development

Delete from a list of 11 courses from which 3 are to be picked:

V593 Analytical Methods in Planning and Policy Analysis. My records, which go back to 1990, show no offerings.

Environmental Policy and Natural Resources Management

Delete from a partial list of 7 courses from which 1 is to be picked:

V512 Public Policy Process. Last offered in Fall 1996 by Freund.

Nonprofit Management

Delete from a partial list of 6 courses from which 1 is to be picked:

V577 International Economic Strategies and Trade Policy. Last offered in Spring 1999 by Shin.

Policy Analysis

Delete from a list of 13 courses from which 3 are to be picked.

V577 International Economic Strategies and Trade Policy. Last offered in Spring 1999 by Shin.

Nonprofit Management Concentration Proposed revisions

October 2005

(SPEA Consent Docket January 2006)

The Nonprofit and Civil Society faculty grouping has reviewed the Nonprofit Management Concentration of the MPA degree and recommends that the changes noted below be made to electives for the concentration. *See text in red italics below for justifications of proposed changes.*

Required courses (both are required for the concentration)

Course number and title	Recommendations
SPEA-V 521 The Nonprofit and Voluntary Sector	No change
SPEA-V 525 Management in the Nonprofit Sector	No change

Electives (Group I) – all three electives may be selected from this group

Course number and title	Recommendations
SPEA-V522 Human Resource Management in NPs	No change
SPEA-V523 Civil Society and Public Policy	No change
SPEA-V524 Civil Society in Comparative Spective	No change
SPEA-V526 Financial Management for Nonprofits	No change
SPEA-V558 Fund Development for Nonprofits	No change
SPEA-V602 Strategic Management for Gov't & NPs	No change
JOUR-J531 Public Relations for Nonprofits	No change
LAW-L761 <i>Philanthropy and the Law (2 SH, adjunct)</i>	<i>Add to list (see below)</i>
EDUC-C595 <i>Legal Aspects of Philanthropy</i>	<i>Remove, not taught at IUB</i>
HIST-H509 <i>Topics: History of Philanthropy in the West</i>	<i>Remove, not taught at IUB</i>
HIST-H750 <i>Seminar: History of American Philanthropy</i>	<i>Remove, status uncertain</i>
LAW-L794 <i>Seminar in Nonprofit Corporations</i>	<i>Remove, not taught recently</i>
REL-R770 <i>Social Ethics</i>	<i>Remove, status uncertain</i>
Law-B569 <i>Non-Profit Corporations (2 SH, adjunct)</i>	<i>Not currently listed</i>

Law (John Appelgate, Graduate Director): L794 is not regularly offered and probably won't be. B569 was offered spring 2005 for the first time in several years (by adjunct) and may not be continued (although hope to do so). It builds on technical concepts of corporate law. L761 has drawn a good number of students for two years running (by adjunct), and is likely to be taught yearly or every two years - would be accessible to MPA students.

Religious Studies (Richard Miller, philanthropic studies faculty): R770 is not currently on schedule for next two years. Religious Studies has filled position in religious ethics, but course may no longer be applicable.

History (John Bodnar, chair): H509 is not taught at IUB; Friedman, who has been teaching H750 is on leave.

Education (Andrea Walton, philanthropic studies faculty): C595 has not been taught at IUB as far as she is aware and is unlikely to be taught in the future.

Electives (Group II): one course in a nonprofit area may count towards the three electives.

Examples include:

Course number and title	Recommendations
AADM-Y525 Museum Management	No change
SPEA-V577 Internat'l Econ Strategies & Trade Policy	No change
SPEA-V622 Seminar: Urban Economic Development	No change
SPEA-V592 <i>Global Health Issues & Management</i>	<i>Added Fall '05</i>
SPEA-V576 <i>Approaches to Development</i>	<i>Added Fall '05</i>
SPEA-V589: <i>Democratization & Transition in Eastern Europe & the Newly Independent States</i>	<i>Added Fall '05</i>
SPEA-V568 <i>Delivery of Urban Services</i>	<i>Add to list</i>
SPEA-V669 <i>Economic Development, Globalization, and Entrepreneurship</i>	<i>Add to list</i>

V592, V576 and V589: *Discussions with the members of the Comparative and International Affairs faculty and the faculty scheduled to teach these courses suggest that they contain relevant content for nonprofit management students. The courses were added to the Professional Graduate Student Handbook in the fall of 2005. We request that these additions be formalized.*

V568: *Discussions with Orville Powell, the faculty of record for this course, suggest that it contains content that is appropriate for nonprofit management students. Many, perhaps most nonprofits must interact with their local governments and there are useful similarities (and differences) in how administrators should deal with the media and work with boards of directors (nonprofits) and city council members (local government).*

Electives (Group III): one course with a management skills focus may count towards the three electives. Examples include:

Course number and title	NPM Issues
SPEA-V516 Public Management Info. Systems	No change
SPEA-V 541 Benefit-Cost Analysis	No change
SPEA-V562 Public Program Evaluation	No change
SPEA-V547 <i>Negotiation & Dispute Resolution for PA</i>	<i>Added Fall '05</i>
SPEA-V569 <i>Managing Interpersonal Relations</i>	<i>Added Fall '05</i>
SPEA-V652 <i>Managing Workforce Diversity</i>	<i>Added Fall '05</i>
SPEA-V654 <i>Public Program Manag. & Contracting</i>	<i>Added Fall '05</i>
SPEA-V662 <i>Seminar: Accountability & Performance</i>	<i>Added Fall '05</i>

V547, V569, V652, V654, and V662: *Discussions with the members of the Governance faculty and the faculty scheduled to teach these courses suggest that the courses contain relevant content for nonprofit management students. The courses were added to the Professional Graduate Student Handbook in the fall of 2005. We request that these additions be formalized.*