

SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS

Proposal for a New MPA Concentration

Master of Public Affairs: Urban Sustainability

Campus: IUPUI

Proposed Degree: Master of Public Affairs, Concentration in Urban Sustainability

School of Public and Environmental Affairs
Proposal for New Concentration in Urban Sustainability in the Existing
Master of Public Affairs Degree
Indiana University-Purdue University Indianapolis

I. Objectives of the Program

With the world population recently reaching seven billion people, accelerating global warming, and decreasing supplies of natural resources public, nonprofit, and for profit organizations are increasingly realizing the importance of sustainable practices. A few years ago organizations interested in personnel with expertise in this area were limited to nonprofit environmental advocacy groups. Today, offices of sustainability exist in many universities, municipal governments, state governments, nonprofit agencies and for profit organizations. Magazines such as Newsweek now annually rank the “Top 500” green companies. The MPA degree is a professional degree designed to prepare individuals for managerial positions in public and nonprofit agencies and organizations. This new concentration in Urban Sustainability will equip students studying Public Affairs with an understanding of the rapidly developing paradigm of sustainability which is being incorporated into policy and management in the government, for-profit, and nonprofit sectors in urban and regional context. This program will provide students with the tools they will need to define and implement sustainable policies in an urban context, and to prepare them to advance in positions of leadership and policy analysis and implementation in these sectors.

II. Unique Features and Strengths of the Program

The cross-disciplinary focus on the emerging concept of sustainability will have tremendous effects on the policy process and policy analysis in coming years. While businesses are looking increasingly to the “Triple Bottom Line,” and other ideas of environmental and social responsibility, organizations in the public and nonprofit sectors are broadening and extending their planning horizons through such methods as full-cost and ecosystem services accounting. This program will use institutional and economic theories pioneered by Indiana University’s Noble Laureate, Elinor Ostrom and others, in defining and developing the concepts of urban sustainability within a managerial and policy context for public and nonprofit agencies.

Recent studies, such as the *Vision 2050* report issued by the World Business Council for Sustainable Development, suggest that incorporating sustainability into society’s political, social and economic systems will require massive changes in the way that governments, nonprofits and for-profit organizations act and interact. Professional educational programs oriented to sustainability are vital to creating a workforce—and especially the leadership—that is capable of meeting this challenge.

While more than 100 new sustainability graduate concentrations and programs have been started in higher education in the past few years, this is to the best of our knowledge one of a comparative handful of graduate degree programs in the country focusing on sustainable management and policy in the broader context of public affairs and public management (see Section XVI of proposal for examples of similar programs at other universities). Very few programs focus on the problems of sustainability in an urban, metropolitan and regional context. Studying sustainability in such a context is important given the growing populations of cities worldwide, which places increasing demands on the local environmental, social, and governance structures.

The MPA at SPEA-IUPUI is a strong professional degree designed to prepare students for high level careers in government and nonprofit agencies and organizations. As a NASPAA accredited degree, it exceeds the high standards set by the accrediting organization. All students leave with a strong preparation in management, policy, quantitative skills, and fiscal affairs. The strength of the degree is such that the Nonprofit Management concentration is ranked by U.S. News and World Report as the number three program in the country. Graduates of the MPA degree occupy positions in virtually every state agency in Indianapolis and the State of Indiana. In some areas specialized knowledge from the concentration enhances the employability of the students. Virtually all large cities, state governments, and corporations have offices of sustainability. Additionally, “green” nonprofit organizations are heavily committed to sustainable practices. The addition of this new concentration will give students a skill set that uniquely qualifies them for these more specialized managerial positions, in addition to the more traditional leadership positions.

Since, to our knowledge, there are so few graduate MPA degrees with a concentration in Urban Sustainability, IUPUI is more likely to attract out-of-state and international students than is generally the case for courses of study readily available elsewhere.

III. Curriculum

Students enrolled in the new concentration will take

Total Credit Hours: 48

Credit Hours for Required Courses: 39

Additional Credit Hours: 9

The MPA core consists of seven courses. This is divided into five courses required of all students (Statistical Analysis for Effective Decision Making, Public Management Economics, Law and Public Affairs, Governing and Leading in a Global Society, and Capstone in Public and Environmental Affairs), plus two out of four other courses (Public Management or Management in the Nonprofit Sector; and Public Finance and Budgeting or Financial Management for Nonprofit Organizations).

The sustainability concentration will consist of six courses. Each student will be required to take three common courses (Urban Sustainability, Environmental Conflict Resolution, and Environmental Law), two “skills” courses selected from a group of four (Environmental Risk Analysis, Sustainability Assessment, Benefit-cost Analysis of Public and Environmental Policies, and Application of Geographic Information Systems), and one policy course selected from a group of five courses (Natural Resources and Management Policy; Policy Process; Energy Policy; Environmental Policy Analysis; or International Environmental Policy). Of these courses, only one of the required courses (Urban Sustainability) and one of the elective courses (Energy, Policy, and Sustainability) have been newly designed for the proposed concentration. The remaining courses already exist in our course inventory.

The student will then fill out the credit requirement with additional courses totaling to 48 hours.

Internships or Practica: In order to be awarded the MPA degree, students must obtain professionally relevant experience through an internship in SPEA V585. This requirement is automatically satisfied if a student is granted Mid-Career Option credit. SPEA has a longstanding process for identifying internship opportunities, placing students, and supervising/assessing the experience. Opportunities are identified through existing relationships with public, nonprofit and for-profit agencies and organizations; through faculty or staff contacts; at the request of the agency or organization; or at the initiative of the student. For the new Urban Sustainability concentration we expect to continue our relationships with Keep Indianapolis Beautiful, Wisconsin Energy Conservation Corporation (WECC), and the Nature Conservancy, as well as develop new opportunities such as with the IUPUI Office of Sustainability and the Indianapolis Sustainability office. Students in these internships must be assigned duties commensurate with an employee with a graduate degree – usually managerial activities. The metric of experience to credit is a minimum of 240 hours of internship experience for every credit hour. Before beginning the internship a contract outlining duties and expectations must be signed by the student, the supervisor in the agency, and the faculty advisor. Students must perform their duties at a high level, keep a journal of their activities, and write a reflective paper about the experience. All students are evaluated by their agency supervisor and the faculty advisor who assigns the final grade.

Online Course Offerings: SPEA is a campus leader in online graduate education. We offer a number of high quality graduate online courses each semester. It is SPEA’s practice that we offer all courses within a given concentration in-person for at least one year. Based on student demand and feasibility, we then consider online teaching for select courses.

Transferability into the Concentration: Because all MPA students must take a common set of core courses, interested students may transfer into the concentration any time during their first year in the program upon consultation with their academic advisor.

The concentration and degree requirements with course numbers are included in Appendix A.

IV. Degree to be Awarded

Students who successfully complete the degree requirements will receive a Master of Public Affairs with a concentration in Urban Sustainability from the Indiana University School of Public and Environmental Affairs at IUPUI.

V. Admission Requirements

Minimum preferred requirements for admission include a baccalaureate degree from an accredited college or university with a grade point average of B (3.0) or higher and a combined score of 1000 or more (verbal and quantitative) on the Graduate Record Examination (GRE) for tests taken prior to August 2011, a combined GRE score of 300 or higher for those who have taken it on or after August 1, 2011, or a total score of 500 on the Graduate Management Admission Test (GMAT), or a score of 150 or higher on the LSAT. Students meeting these requirements are not guaranteed admission. Other admission factors include references, work experience and the personal statement.

SPEA considers results from the GRE, GMAT or LSAT, but the GRE (<http://www.ets.org/gre>) is the most common among our applicants.

Students can request a waiver of the GRE/GMAT/LSAT if they have already earned a Master's degree from an accredited college or university in the United States or if they have completed a SPEA graduate certificate with a 3.5 GPA or higher.

Although not required for admission, students applying for the MPA are strongly encouraged to complete MATH-M 110 or higher (algebra), ECON-E 201 (microeconomics) and SPEA-K 300 (statistics).

Official transcripts from all colleges and universities previously attended must be submitted with the completed application forms.

VI. Clientele to be Served

Students enrolled in the School of Public and Environmental Affairs (SPEA) Master of Public Affairs program are drawn primarily from the ranks of mid-career workers in government, nonprofit and for-profit organizations. These individuals are interested in improving their own qualifications as well as increasing their personal understanding of the world. In addition, some students are interested in pursuing a career in academia, and the MPA is a first step in that direction. Students interested in this concentration are concerned about sustainability from an environmental, social, policy or economic perspective, especially as applied to their own organizations. SPEA MPA graduates work in all three branches of government at the national, state and local levels, in politics and political campaigns, and in nonprofit organizations providing services or seeking to effect policy change, as well as in for-profit organizations engaged or interested in improving environmental practices.

VII. Student Financial Support

Student financial support can come from a number of sources. The students can apply for financial support through the IUPUI Financial Aid office. SPEA applies for and receives funding for block grant funds for graduate assistantships, and on occasion a campus graduate fellowship, from the Graduate School. In the current academic year SPEA has ten graduate assistants and another twelve who received scholarship funds. A number of graduate students are also employed on research grants through the SPEA Public Policy Institute. The amounts and nature of these awards and positions varies. It is expected that the students in this program will be very competitive for both the campus assistantships and the school based positions. As the program grows, it will be possible to expand this pool and the new program may attract scholarship funds from new donors.

VIII. Student Demand

Informal feedback during the planning stage indicated considerable student interest in this program. Our graduate student recruiter reports that a significant number of inquiries are about graduate “environmental” programs available through the School. In the first year, we anticipate 10 new students; by the end of five years, we believe that number will grow to 30. This will place it as one of our moderate sized MPA concentrations. Members of our Advisory Committee, who represent the environmentally and policy concerned organizations in the government, nonprofit and for-profit sectors, think these numbers are conservative; they are convinced that this concentration in a professional program fills an unmet need, and have indicated their intent to assist with promotion of and recruitment into the concentration, as well as assistance with internships for the students.

IX. Employment Possibilities for Graduates

In today’s organizational context, and for the foreseeable future, virtually every government entity, nonprofit agency, or for-profit organization needs an office of sustainability management. This change in organizational structure reflects a growing recognition of the need and advantages of managing the interrelationships of economic, social, and environmental systems in such a way that addresses the needs of today without jeopardizing the future. In the public sector alone there are tens of thousands of municipal, county, state, and federal agencies; within these levels of government there are innumerable agencies charged with managing sustainability concerns. Just for example, within recent years the City of Indianapolis, State of Indiana, Indiana University, and IUPUI have created offices of Sustainability. Similarly, all corporations of any notable size either have, or will soon be creating similar positions within the organization. is a new and growing area of employment. The students graduating from this new concentration will be prepared to move into staff positions in these operations. While there are a growing number of universities offering sustainability majors, most of them are either scientifically oriented or engineering/technology degrees. This new MPA concentration will fill an important niche in the field. The growing importance of reducing environmental impact and implementing sustainable

programs will continue to create positions for graduates who can manage agencies and understand the policy process.

Graduates of this new concentration will have all of the basic managerial skills that any graduate of the MPA program would have: management, finance and budgeting, economics, statistics, law, and governance. As such, they will be qualified to serve in a management role in government, nonprofit, and for profit agencies and organizations. Graduates with this major also will have the additional knowledge to serve in positions such as sustainability directors, coordinators, and analysts in all three sectors. This would include working for organizations developing and implementing current environmental policies, such as regulatory agencies, environmental services businesses, environmentally concerned nonprofits, and nonprofit and for-profit organizations regulated, served and affected by these organizations. In addition, graduates would be ideal candidates to work in the growing field of green, environmental and sustainability offices, whose primary duties include developing programs to reduce or eliminate the environmental footprint of their parent organization. In this context, it is important to recognize that employment in the public sector no longer requires workers to forgo a competitive wage: state and local government workers now earn an average of \$39.50 per hour in total compensation, according to a recent study by the Bureau of Labor Statistics (BLS), while private-sector workers earn an average of \$26.09 an hour. From 2000 to 2007, public employees enjoyed a 16% increase in compensation after adjusting for inflation compared with 11% for private workers. The U.S. Department of Labor projects 368,300 job openings for sustainability specialists between 2008 and 2018.

While job growth overall in the nation has been negative during the past two years, and is predicted to continue to be anemic for some time to come, one area that has shown growth and is likely to continue to do so is government employment. The federal government, in particular, is facing a demographic reality: massive numbers of civil service employees are slated to retire over the next several years. These are good jobs, and most cannot be outsourced. Students with an MPA and training in sustainability and policy will be highly competitive for those jobs. Similarly, nonprofit employment has been rising at a higher rate than employment in the private sector, and while this may or may not continue, both nonprofit organizations and private businesses will continue to need employees who understand the public sector, understand environmental and sustainability issues, and can communicate effectively. Each SPEA course is designed to foster the development of students' written and oral communication skills. For example, in the required course, SPEA-V565: Environmental Conflict Resolution, students are trained to communicate effectively in conflicting environments. The growing importance of reducing environmental impact and implementing sustainability will continue to create positions for graduates who can manage organizations and understand the policy process.

This concentration also will benefit students who choose not to pursue a career in such areas. An understanding of sustainability and policy will benefit students as citizens, by making them more informed and analytical judges of the information they receive and the policy choices made by public officials.

X. Relevant Faculty Expertise

The School of Public and Environmental Affairs at IUPUI has the faculty resources in place to deliver this new concentration. The students will take the same MPA core courses as the students in the other concentrations. In addition, we have a number of faculty members who have expertise in this field and have committed to teaching courses. Faculty will include the following:

1. Dumortier, Jerome, Ph.D., Assistant Professor, School of Public and Environmental Affairs
2. Siddiki, Saba, Ph.D., Assistant Professor, School of Public and Environmental Affairs
3. Luzar, E. Jane, Ph.D. Dean of the IUPUI Honors College, Professor of Public and Environmental Affairs, and Professor of Economics
4. Payton, Seth, Ph.D., Assistant Professor, School of Public and Environmental Affairs
5. Paine, Jeffrey, D.P.A., Lecturer, School of Public and Environmental Affairs
6. Sadiq, Akeem, Ph.D., Assistant Professor, School of Public and Environmental Affairs
7. Malatesta, Deanna, Ph.D., Assistant Professor, School of Public and Environmental Affairs
8. Mesch, Debra, Ph.D., Professor, School of Public and Environmental Affairs
9. Ottensmann, John, Ph.D., Professor and Research Director for the Center for Urban Policy and the Environment, School of Public and Environmental Affairs
10. Sheila Kennedy, J.D., Professor, School of Public and Environmental Affairs
11. Krauss, John L., J.D., Clinical Professor and Director of the Center for Urban Policy and the Environment, School of Public and Environmental Affairs

Table 1 provides a list of the courses that these faculty members will teach based on their areas of expertise.

Table 1. Faculty Course Assignments for Courses in Urban Sustainability Concentration

Course Number	Course Name	Faculty Member to Teach Course
SPEA-5XX	Urban Sustainability	Seth Payton
SPEA-V565	Environmental Conflict Resolution: Theory and Practice	John Krauss
SPEA-V645	Environmental Law	Saba Siddiki
SPEA-E560	Environmental Risk Analysis	Akeem Sadiq
SPEA-E511	Sustainability Assessment	Associate Faculty
SPEA-V541	Benefit-Cost Analysis of Public and Environmental Policies	Jerome Dumortier
SPEA-E529	Application of Geographic Information Systems	John Ottensmann
SPEA-V643	Natural Resource Management and Policy	Jane Luzar
SPEA-V512	Policy Process	Saba Siddiki

SPEA-V5XX	Energy, Policy, and Sustainability	Jerome Dumortier
SPEA-V520	Environmental Policy Analysis	Jeffrey Paine
SPEA-E535	International Environmental Policy	Saba Siddiki

XI. Resources Required

Within the School all needed faculty and staff resources are in place to deliver this concentration. Two new courses are in the approval process. Both of these have been taught as topics courses and will be circulated through the university review process during the 2011-2012 academic year. Since this will be a new concentration to an existing degree, no new administrative structures or personnel will be required.

Our existing faculty members have discovered that the University Library currently does not have access to some important journals in this area. This, however, is an existing need not created by the new concentration. We are working with the library to correct this situation and believe the issue will be resolved prior to the implementation of the new concentration.

XII. Impact on Undergraduate and Other Graduate Programs

It is anticipated that most of the students in this concentration will be drawn from the existing pool of MPA students or will be new to the university. Our graduate recruiter reports that one of the most frequent inquiries concerns the availability of graduate “environmental” programs in the school at IUPUI. In follow-ups on this question about the type of program sought, most of the students indicate a preference for this type of program over a more scientifically based program such as the MSES degree delivered by SPEA in Bloomington. While preparing this proposal a number of our current graduate students were consulted about their views of the proposed concentration. The reaction was positive and a number of them indicated that, had it been available when they enrolled, they would have considered it as a viable option compatible with their career interests. These considerations suggest that the students attracted to this program will come from a redistribution of MPA student concentrations and new students attracted specifically for this concentration. Given that there are no other graduate programs in sustainability, public affairs or policy analysis on the IUPUI campus, it is not anticipated that this concentration will draw students who would otherwise enroll in another graduate program on this campus.

It is not anticipated that there will be a significant impact on undergraduate programs on campus. This will not be an extremely large concentration, nor will it require a specific undergraduate major for admission. SPEA does currently have an undergraduate major in “sustainable management and policy” under review at the campus level. It is possible that the two programs might create some synergies, but the movement would probably be from the undergraduate program to the graduate concentration.

XIII. Compatibility with the University, Campus and School Missions

The mission of the University is to provide students with the intellectual background and skills necessary to be productive members of society and good citizens. This concentration addresses these goals by equipping students to: navigate the sea of data, information and misinformation that increasingly surrounds us regarding environmental and sustainability issues, and to increase individual's abilities to communicate effectively in that information-rich environment; think critically about issues of credibility, transparency, broad inclusion, and long-term impacts of policy on society and its constituents; understand the influence of culture on issues of environmental and economic concern, and vice-versa; consider the moral and ethical dimensions of decisions and actions; and use the new tools made available through technology for the sustainable public good.

This proposed graduate concentration in Urban Sustainability also fits nicely with the campus mission as an urban research university promoting "the educational, cultural, and economic development of central Indiana and beyond..." Most views of sustainability focus on the interplay between social, political, and economic systems as they affect the long term viability of an enterprise. As a concentration within a professional management degree (the MPA), the focal point will be on the managerial approaches and the policy directions that minimize the environmental impact of human development. As such, the research of the faculty members associated with this concentration will contribute to sustainable development and growth. Similarly, the graduates will have the managerial and substantive skills to develop sustainability policies for cities and towns, as well as, the management skills needed to navigate a complicated and turbulent organizational environment.

This proposed MPA concentration in Urban Sustainability fits very well with the mission of the School of Public and Environmental Affairs. We are a professional school dedicated to professional education in the public and nonprofit management, policy, and the environment. All but two of the courses in the concentration already exist and we have core tenure track faculty sufficient to deliver them. This can be accomplished without damage to other programs and has the full support of the Public Affairs faculty where it would be housed.

XIV. Implementation Plan

We anticipate final approval early in 2012 which will allow a fall 2012 implementation. In anticipation of approval we are moving forward with plans to develop and disseminate information about the new concentration, recruit students, and coordinate the course offerings. The planning committee and core faculty will meet regularly with our communications and marketing person to develop an effective way to disseminate information about it. Funds have been set aside for all of these activities. We are developing a course rotation matrix to identify when courses will need to be offered. In addition, beginning in January Dr. Siddiki will serve as chair of the coordination committee to assure the courses, faculty and resources are in place for a successful implementation.

The major program review, evaluation and assessment in the SPEA graduate program occur through the periodic accreditation from the National Association of Schools of Public Affairs

and Administration (NASPAA). The MPA has been NASPAA accredited since our founding and occurs every six years. We are currently in our self-study year and will have the official site visit in the 2012-2013 year. The proposed concentration would be reviewed as part of the degree review. The learning outcomes for the MPA at SPEA IUPUI are:

- Students shall demonstrate the ability to lead and manage public and nonprofit organizations.
- Students shall demonstrate the ability to participate in and contribute to the policy process.
- Students shall demonstrate the ability to analyze, synthesize, think critically, solve problems and make decisions.
- Students shall demonstrate the ability to articulate and apply a public service perspective.
- Students shall demonstrate the ability to communicate and interact productively with a diverse and changing workforce and citizenry.

There are a number of methods employed in SPEA's assessments of program outcomes. With respect to pedagogy, we look at the percentages of our graduates who get good jobs in their desired fields; we look at whether those wishing to go on to doctoral programs are able to gain admission to prestigious doctoral programs. We monitor retention and successful completion rates. We look at test scores, and whether the tests are adequately measuring mastery of the desired competencies. We review the internship evaluations we require from each student's supervisor. The program director and relevant staff review student evaluations of teaching each semester, each of which includes that instructor's grade distribution in order to guard against grade inflation. The program director visits the classes of the program's adjunct faculty yearly and the classes of untenured full-time faculty periodically. In those cases where SPEA offers several sections of a class, taught by different instructors, the program director and appropriate staff meet with those instructors to insure consistency, and where indicated, appoint one of their number to act as a coordinator. The program director also approves all syllabi prior to each semester, to insure rigor, plus appropriate content and testing. In an effort to evaluate SPEA's contributions to our students, the community in general and to public and nonprofit governance and policy in particular, we periodically administer an alumni survey. Finally, we place significant emphasis upon student performance in the Capstone experience.

These assessment mechanisms would be worthless if we did not use the results to adjust curriculum, personnel and practice. For example, our Capstone was modified several years ago in response to previous internal assessments; we now require students to complete a "real world" project for a public or nonprofit organization. Organizations now compete for the student capstone teams, and we regularly have many more projects than we can use.

A more recent example is an adjustment to course sequencing in response to a series of assessments students' skills at the time they begin the Capstone. Those assessments found that students who had begun their methodological courses with research methods were more comfortable with the language of methodology, and further research confirmed that those who began the sequence with the research methods course tended to perform at a higher level in subsequent methodological courses, not just the Capstone. That information not only led to re-

sequencing, but also to a more stringent application of the existing rule that all other coursework much be completed prior to enrollment in the Capstone. Waivers of that rule can now only be issued in extraordinary circumstances.

XV. Program Administration

The School of Public and Environmental Affairs, Indianapolis is fully committed to the successful implementation and delivery of this new MPA concentration in Urban Sustainability and has all of the required administrative components in place. As an added concentration in an existing degree no administrative modifications will necessary. The core faculty for the concentration will monitor and guide the curriculum; the MPA Program Director will assure compliance with other degree requirements and degree accreditation; the larger School faculty will assure consistency with other concentrations; and the Dean and Executive Associate Dean will provide oversight and final approvals.

Since this is a new concentration in an existing degree, policies and procedures related to admission, good standing and dismissal will remain the same.

XVI. Similar Programs at Other Universities and Other Indiana University Campuses

Over the past decade numerous graduate programs in sustainability have been developed across the country. These programs tend to be housed in planning, engineering, science, or liberal arts programs. To our knowledge there are few programs with the same emphasis (urban sustainability). One of these is an MA program in Urban and Environmental Policy and Planning offered through Tufts University, located in Medford, MA (<http://ase.tufts.edu/uep/Degrees/MA.aspx>). The curriculum includes courses similar to those that will be offered by SPEA for the proposed concentration, including Environmental Law, Introduction to GIS, and Conflict Resolution. Another example is the MPA in Sustainable Management, offered through the Presidio School of Management, located in San Francisco, CA (<http://www.presidioedu.org/programs/mpa-sustainable-management>). It is a high quality program with core requirements similar to our MPA program, but it is not NASPAA accredited. Another school in California, Antioch University, offers an MA in Urban Sustainability. The curriculum incorporates the study of the political and economic dimensions of urban sustainability, though it is grounded in an ecosystem based perspective. While we would probably err by suggesting this new concentration is unique, there are very few graduate programs with the managerial focus on urban sustainability outlined in our proposal.

To our knowledge the only other graduate program in sustainability within the Indiana University system is located in the SPEA Bloomington program. The SPEA Bloomington concentration is in Sustainability and Sustainable Development and is a much more broadly focused program. The proposed SPEA IUPUI concentration is focused on Urban Sustainability. This focus is consistent with mission differentiation within the School of Public and

Environmental Affairs, as well as the mission of IUPUI as an urban campus. As a core campus school, this proposal has been reviewed and approved by the SPEA core campus faculty.

XVII. Compatibility with Accreditation Requirements

The existing SPEA MPA degree at IUPUI is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). As such, it is one of only five NASPAA accredited MPA programs in Indiana. The other four are the SPEA degree in Bloomington and the three former SPEA degrees at IU Northwest, IU South Bend, and IUPU Ft. Wayne. The current NASPAA accreditation standards are mission driven and outcome focused. This new concentration fits directly within our mission and will have the same high outcome standards as our other concentrations within the degree.

Appendix A Degree and Concentration Requirements

Concentration in Urban Sustainability

I. Master of Public Affairs Core (7 Courses; 21 credit hours): This is a common core for all MPA students.

REQUIRED: (5 courses; 18 hours)

SPEA-V 506 Statistical Analysis for Effective Decision Making (R: undergraduate Statistics)

SPEA-V517 Public Management Economics (R: undergraduate microeconomics)

SPEA-V 540 Law and Public Affairs

SPEA-V 598 Governing and Leading in a Global Society

SPEA-V 600 Capstone in Public and Environmental Affairs

ONE OF: (1 course; 3 hours)

SPEA-V 502 Public Management

SPEA-V 525 Management in the Nonprofit Sector

ONE OF: (1 course; 3 hours)

SPEA-V 560 Public Finance and Budgeting

SPEA-V 526 Financial Management for Nonprofit Organizations

Experiential Requirement: Internship (0-6 hours) or Mid-Career Option (0-12 hours)

II. MPA Concentration in Urban Sustainability Core (3 courses; 9 credit hours): These are the required courses for the Urban Sustainability Concentration. These and the elective course listed in Section III of this appendix must be completed in addition to the MPA common core requirements listed in Section I.

SPEA-V5XX Urban Sustainability

SPEA-V565 Environmental Conflict Resolution: Theory and Practice

SPEA-V645 Environmental Law

III. MPA Concentration in Urban Sustainability Electives (3 courses, 9 hours): These are the elective courses for the Urban Sustainability Concentration.

TWO OF: (2 courses; 6 hours)

SPEA-E560 Environmental Risk Analysis

SPEA-E511 Sustainability Assessment

SPEA-V541 Benefit-Cost Analysis of Public and Environmental Policies

SPEA-E529 Application of Geographic Information Systems

ONE OF: (1 course; 3 hours)

SPEA-V643 Natural Resource Management and Policy

SPEA-V512 Policy Process
SPEA-V5XX Energy, Policy and Sustainability
SPEA-V520 Environmental Policy Analysis
SPEA-E535 International Environmental Policy

Electives to complete 48 hour requirement.

Appendix B: CV's for Faculty Listed in Proposal