The Indiana University Bulletin for the O'Neill School of Public and Environmental Affairs supersedes this Handbook except where otherwise noted. Please refer to the Bulletin for a comprehensive listing of courses, especially when only a partial list is provided. The Bulletin is available online at:
https://bulletins.iu.edu/iu/spea/2023-2024/spea-pdf.pdf
The information contained in this Handbook, notably concerning class scheduling, is subject to change. Contact academic advisor(s) for the most current information.

Revision date: October 2024

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O'Neill Online Faculty Program Director

Jill Nicholson-Crotty
MPA Faculty Program Director (FPD)
jillnich@indiana.edu
Professor Jill Nicholson-Crotty serves as the academic lead for the Master of Public Affairs (MPA) degree program, including O'Neill Online. Prof. Nicholson-Crotty leads the MPA Curriculum Committee, develops the public affairs course schedule, and renders final decisions regarding academic plan specializations and academic exceptions, as well as Professional Experience internship waivers and credit hour reductions.

Focus Area Advisors 2024-2025

Students who have chosen a focus area should confer with a focus area advisor from the lists below. Focus area advisors will electronically approve or sign Academic Exception forms. The faculty listed below are also a resource for students exploring designated focus areas.

FOCUS AREA	FACULTY MEMBER	SCHEDULING E-MAIL[1]
Nonprofit Management	Brad Fulton	fulton
	Jill Nicholson-Crotty	jillnich
	Beth Gazley	bgazley
Policy Analysis	Ashlyn Nelson	ashlyn
	Justin Ross	justross
	Kosali Simon	simonkos
Public Management	Claudia Avellaneda	cavellan
	Tom Rabovsky	rabovsky
	Amanda Rutherford	aruther

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[1]**@iu.edu**

Master's Degree Program Gatekeepers 2024-2025

Well-prepared MPA students may petition to waive one or more core course requirements. Core course requirements are rarely waived, but students can make acceptable cases for a waiver based on excellent prior performance in similar graduate coursework or degrees. <u>Waiving a course does not reduce the number of credit hours necessary to earn a degree.</u> See Academic Exceptions – Waivers for information on how to submit a request for a core course waiver.

COURSE	FACULTY MEMBER	SCHEDULING E-MAIL[1]
SPCN -F 560	Denvil Duncan	duncande
SPCN -V 506	Tom Rabovsky	rabovsky
SPCN -V 512	Jill Nicholson-Crotty	jillnich
SPCN -V 517	Justin Ross	justross
SPCN -V 532	Jill Nicholson-Crotty	jillnich
SPCN-V 535	Tom Rabovsky	rabovsky
SPCN -V 536	Andrea Need	aneed
SPCN -V 537	Laura Littlepage	llittlep
SPCN-V 538	Susan Siena	sjsiena
SPCN-V 548	Jennifer Silva	jensilv

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[1]**@iu.edu**

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MPA Program Requirements (48 credit hours)

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MPA Requirement I: Core (24 credit hours)

Courses	Notes
SPCN-F 560 Public Finance and Budgeting	3 credits
SPCN-V 506 Statistical Analysis for Effective Decision Making	3 credits
SPCN-V 512 Public Policy Process **OR** **SPCN-V 538** Comparative and International Policy Process	3 credits
SPCN-V 517 Public Management Economics	3 credits
SPCN-V 532 Social Equity and Justice	1.5 credits
SPCN-V 535 Managing and Leading Public Affairs	3 credits
SPCN-V 536 Rights and Responsibilities: How Law Shapes Public Affairs	1.5 credits
SPCN-V 537 Designing and Managing Complex Projects	1.5 credits
SPCN-V 548 Evidence-Based Decision-Making	1.5 credits
SPCN-V 600 Capstone in Public and Environmental Affairs	3 credits

MPA core and elective classes develop the skills applicable for analysis and management in any organization, whether it is a government, nonprofit organization, or a private enterprise. Core classes should generally be completed earlier in the program than advanced elective courses, while the Capstone is to be completed later in the program.

SPCN-V 600: Capstone in Public and Environmental Affairs

All Master of Public Affairs students complete a semester-long Capstone project committed to problem-solving for a client organization. Each Capstone section is a group project in which students with different backgrounds and skills work together in a collaborative learning format. Each section's topic is determined by the faculty member offering the course. Topics integrate management, policy, finance, and/or science/technology in an interdisciplinary framework and involve perspectives developed in all the O'Neill focus areas. The focus on a working product for a specific client requires students to inform themselves quickly about new and complex subject areas, to master problem-solving, project management, and team skills, and develop the confidence to tackle problems and situations they may encounter in professional life after O'Neill.

The Capstone is part of the Core and is an integral part of the MPA program; as such, it is not possible to waive this course. However, qualified students may request to use SPCN-V 551 O'Neill Online Week in place of V600 Capstone. To qualify, students must meet BOTH of the following criteria found on the next page:

- Successfully complete at least 12 credit hours of Core coursework before V551 begins
- At least two years of relevant, full-time, professional work experience before the course begins

Interested students should submit the Academic Exceptions Form, found in the Current Student portal. SPCN-V600 Capstone is most frequently offered for online students in Spring and Summer terms. SPCN-V 551 O'Neill Online Week is only offered in the Summer term.

MPA Requirement II: Advanced Electives in a Focus Area (15 credit hours)

All online MPA students pursue a concentration in public affairs. Within this concentration, there are four focus areas, and students must complete one focus area. They may select one of the four focus areas described in the pages that follow. Students should confer with their advisor(s) prior to registration each term to ensure they are making progress toward completing all degree requirements, including focus area requirements.

MPA Requirement III: Experiential (0-6 credit hours)

Each candidate for the MPA degree must obtain professionally relevant experience through one of the following options.

1. **Prior Experience** – A student's experiential requirement may be satisfied through Prior Experience (PE). Depending upon the type and amount of experience, a student may qualify for a credit reduction as well. There are three categories of PE (Professional, Military, and Volunteer) available.

   Applications for the different types of PE can be found online via the Current Student Portal in the Forms section. Completed forms should be returned to the O'Neill Graduate Records Office (oneillrc@indiana.edu) so they may be advanced to the appropriate Faculty Program Director for review.

2. **Internship** – Students who wish to complete an internship must seek counsel with the Career Hub (oneillcareerhub.indiana.edu) before it begins. The Career Hub will provide details concerning eligibility, procedures, and required paperwork.

   A. **Internship with course credit (1-6 credit hours)** – To satisfy the MPA experiential requirement, while also earning up to six course credits, students may register (as well as pay tuition and fees) for one to six credits of **SPCN-V 585 Practicum in Public Affairs**. Total credit hours granted is determined by the number of hours worked. The first credit hour is received for working 120 hours, and each credit hour thereafter is earned by working an additional 80 hours. To obtain credit, students must complete the proper paperwork before starting an internship and must complete all progress reports and other required paperwork during the internship. In addition, Indiana University policy states that "registration for the internship should be placed in the session during which the external event or experience on which it is based occurs." Students will not be granted academic credit for internships that have been completed in the past.

   B. **Internship without course credit (0 credit hours)** – Registration for course credit is not required to fulfill the internship experiential requirement. However, an internship must still be approved before it begins, all necessary paperwork must still be completed before and during an internship, and students must register for 0 credits of SPCN-V 585 in order to fulfill the experiential requirement. Students must work at least 120 hours in an internship in order to fulfill the experiential requirement.

   C. **Internships for International Students -** International students seeking to fulfill the experiential component via an internship should consult with Indiana University's Office of International Student Services (OIS) to make sure they meet all necessary guidelines for participation. Please follow the links offered on the following page to read more about qualifications.

Curricular Practical Training (CPT):
https://ois.iu.edu/student-employment/work-authorization/f1/curricular.html

Academic Training:
https://ois.iu.edu/student-employment/work-authorization/j1/academic.html

3. **Research Project** – Students may conduct research on selected topics to satisfy the MPA experiential requirement. This option requires students to seek out their own research project in coordination with a faculty member and requires special approval by the program director to fulfill the experiential component. Students who wish to complete a research internship must seek counsel with the Career Hub (oneillcareerhub.indiana.edu) before it begins. The Career Hub will provide details concerning eligibility, procedures, and required paperwork. Research internships will be registered as SPCN-V 585. See guidelines above for rules regarding credit hour options.

MPA Requirement IV: General Electives (0-9 credit hours)

Students will take general elective credits to reach the required 48 credit hours. All master's-level O'Neill IUB courses are eligible to count towards general elective credits. If a student enrolls in internship for credit or receives a Prior Experience credit reduction, they may not need to enroll in general elective credits. Students should confer with their advisor(s) prior to registration each term to ensure they are making progress toward completing all degree requirements.

MPA Focus Areas

Nonprofit Management
(15 credit hours)

The Nonprofit Management focus area equips students with the skills to effectively manage and lead nonprofit organizations through a local grounding in the legal structure and functions of nonprofits, and to apply the analytic and managerial tools that support effective nonprofit operation. A focus area in Nonprofit Management requires at least five elective courses from the list below.

Number	Course Title	Notes (P=Prerequisite)
F526	Financial Management for Nonprofit Orgs	
H549	Health Policy	
L563	Planning and Community Development	
M575	Comparative Public Management	
M602	Strategic Management of Public and Nonprofit Orgs	
M652	Managing Workforce Diversity in Public Organizations	
N521	Nonprofit and Voluntary Sector	
N522	Human Resource Management in Nonprofit Orgs	
N525	Management in the Nonprofit Sector	
N534	NGO Management for International Development	
N557	Proposal Development and Grant Administration	
N558	Fund Development for Nonprofits	
P507	Data Analysis and Modeling for Public Affairs	**P: V506**
P541	Benefit Cost Analysis	**P: V517**
P562	Public Program Evaluation	
V512	Public Policy Process	
V550	Climate Change Policy	
V550	Communications for Public and Nonprofit Affairs	
V550	Designing Studies to Address Public Problems	
V550	Environmental Policy	
V550	Global Governance in the 21st Century	
V550	Marketing Management for Public and Nonprofit Orgs	
V550	Program Planning, Design, and Implementation	
V550	Risk, Trust, Credibility, and Public Participation	
V550	Social Entrepreneurship	
V550	US Foreign Policy and African Development	
V551	O'Neill Online Week	
V582	O'Neill Abroad*	

*Some O'Neill abroad courses are preapproved to count towards certain focus areas. Visit the Current Student Portal or meet with your advisor to discuss your options. Applications for O'Neill Abroad are due well in advance of the semester start date. Please plan accordingly.

Policy Analysis
(15 credit hours)

The Policy Analysis focus area develops the skills to create and consume accurate and actionable research and information designed to address public policy problems. The Policy Analysis field electives aim to provide students with additional quantitative and qualitative skills used for policy analysis, and/or to provide students with the contextual knowledge needed to analyze policies in a substantive area. A focus area in Policy Analysis requires at least five elective courses from the list below.

Number	Course Title	Notes (P=Prerequisite)
F609	Seminar in Revenue Theory and Administration	**P: F560**
F610	Government Budgeting and Program Analysis	**P: F560**
F667	Seminar in Public Capital and Debt Theory	**P: F560**
H549	Health Policy	
I516	Public Management Information Systems	
L563	Planning and Community Development	
M575	Comparative Public Management	
M602	Strategic Management of Public and Nonprofit Orgs	
M652	Managing Workforce Diversity in Public Organizations	
M654	Public Program Management and Contracting	
N557	Proposal Development and Grant Administration	
P507	Data Analysis and Modeling for Public Affairs	**P: V506**
P541	Benefit Cost Analysis	**P: V517**
P562	Public Program Evaluation	
V512	Public Policy Process	
V550	Climate Change Policy	
V550	Communications for Public and Nonprofit Affairs	
V550	Designing Studies to Address Public Problems	
V550	Environmental Policy	
V550	Global Governance in the 21st Century	
V550	Global Security in the 21st Century	
V550	Program Planning, Design, and Implementation	
V550	Risk, Trust, Credibility, and Public Participation	
V550	US Foreign Policy & African Development	
V551	O'Neill Online Week	
V582	O'Neill Abroad*	

*Some O'Neill abroad courses are preapproved to count towards certain focus areas. Visit the Current Student Portal or meet with your advisor to discuss your options. Applications for O'Neill Abroad are due well in advance of the semester start date. Please plan accordingly.

Public Management
(15 credit hours)

The Public Management focus area is designed to teach students to manage and lead using the knowledge, systems, skills, and tools necessary to effectively pursue the missions of public organizations. Upon completing the focus area requirements, students will understand the political, legal, and social context in which public policies are adopted, implemented and evaluated; the role of public bureaucracy in a democratic society; the goals, structures, processes and behavior observed within public organizations; and the core administrative functions performed by public managers and employees. A focus area in Public Management requires at least five elective courses from the list below.

Number	Course Title	Notes (P=Prerequisite)
H549	Health Policy	
I516	Public Management Information Systems	
L563	Planning and Community Development	
L564	Local Government Management	
M561	Public Human Resource Management	
M575	Comparative Public Management	
M602	Strategic Management of Public and Nonprofit Orgs	
M652	Managing Workforce Diversity in Public Organizations	
M654	Public Program Management and Contracting	
N534	NGO Management for International Development	
N557	Proposal Development and Grant Administration	
P507	Data Analysis and Modeling for Public Affairs	**P: V506**
P541	Benefit Cost Analysis	**P: V517**
P562	Public Program Evaluation	
V512	Public Policy Process	
V550	Climate Change Policy	
V550	Communications for Public and Nonprofit Affairs	
V550	Designing Studies to Address Public Problems	
V550	Environmental Policy	
V550	Global Governance in the 21st Century	
V550	Global Security in the 21st Century	
V550	Marketing Management for Public and Nonprofit Orgs	
V550	Program Planning, Design, and Implementation	
V550	Risk, Trust, Credibility, and Public Participation	
V550	US Foreign Policy & African Development	
V551	O'Neill Online Week	
V582	O'Neill Abroad*	

*Some O'Neill abroad courses are preapproved to count towards certain focus areas. Visit the Current Student Portal or meet with your advisor to discuss your options. Applications for O'Neill Abroad are due well in advance of the semester start date. Please plan accordingly.

Specialized
(15 credit hours)

A student, whose educational and professional goals are not satisfied by O'Neill's focus areas, may design a specialized focus area that best suits their needs in consultation with a faculty advisor with final approval required by the relevant faculty program director(s). **The student, the student's advisor, and the MPA Faculty Program Director must sign a Specialized Focus Area Form that specifies the courses that will comprise the customized focus area**. This form is available in the Forms section of the Current Student Portal. The completed Specialized Focus Area Form must be submitted <u>prior</u> to enrolling in the courses outlined. **Students are strongly encouraged to declare their focus area within the first 24 credit hours of the student's academic program.**

MPA specialized focus areas consist of a minimum of 15 credit hours.

Although no specific guidelines exist for the courses to be included in a specialized focus area, students must take O'Neill courses unless approved by a faculty advisor(s) and the MPA Faculty Program Director.

Online Certificate Programs

An O'Neill Online graduate certificate is an ideal option for the highly qualified student who wishes to enrich his or her career but is unsure about pursuing a full MPA. It is an attractive complement to any graduate degree.

You can complete the 15-credit hour path to a certificate in one calendar year. All of O'Neill's certificates require three mandatory courses and two additional electives. You may complete the five courses in any sequence. Summer courses are also available. Courses are accessed via Canvas, an online learning environment at Indiana University.

Often, students who have completed a certificate want more and decide to earn their MPA. Application benefits exist for students wishing to pursue the full MPA – for more information, please contact O'Neill Admissions at oneillad@indiana.edu.

O'Neill Online offers the Certificate Programs listed below. All certificates are detailed at https://oneill.indiana.edu/
- Nonprofit Management
- Public and Nonprofit Evaluation
- Public Management

Online Graduate Certificate – Nonprofit Management

The certificate in nonprofit management will increase your knowledge and skill level in the world of nonprofits. In only 15 credit hours, you will gain a better understanding of the nonprofit sector and nonprofit management issues. This certificate can strengthen your performance in areas such as:
- Fundraising and development
- Managing nonprofit social services
- Parks and recreation

Requirements
Three required courses (9 credit hours) and two electives (6 credit hours) make up this certificate.

Required Courses:
- Financial Management for Nonprofit Orgs (F526)
- Human Resource Management in Nonprofit Orgs (N522)
- Management in the Nonprofit Sector (N525)

Electives:
You will choose two additional O'Neill graduate courses that meet your needs.

Online Graduate Certificate – Public and Nonprofit Evaluation

This 15 credit-hour certificate approaches program evaluation as both a tool and a professional field. As an additional professional credential, the certificate in evaluation will strengthen the capacity for recipients to use evidence-driven approaches to assess the effectiveness of programs and services in the public, private, and nonprofit sectors.

Requirements

Three required courses (9 credit hours) and two electives (6 credit hours) make up this certificate.

Required Courses:
- Public Program Evaluation (P562)
- Designing Studies to Address Public Problems (V550)
- Statistical Analysis for Effective Decision Making (V506)

Electives:
You will choose two additional graduate courses (6 credit hours) that meet your needs:
- Data Analysis & Modeling for Public Affairs (P507)
- Strategic Management of Public and Nonprofit Organizations (M602)
- Management in the Nonprofit Sector (N525)
- Public Human Resources Management (M561)
- Managing and Leading Public Affairs (V535)

Online Graduate Certificate – Public Management

The online graduate Public Management Certificate offers you additional skill in public management in 15 credit hours. If you are a professional in a public or private sector agency and are interested in taking on a managerial role, our certificate can help.

<u>Requirements</u>

Three required courses (9 credit hours) and two electives (6 credit hours) make up this certificate.

Required Courses:
- Public Finance and Budgeting (F560)
- Public Human Resource Management (M561)
- Managing and Leading Public Affairs (V535)

Electives:
You will choose two additional O'Neill graduate courses that meet your needs.

O'Neill Academic Policies & Regulations

In order to learn about pertinent academic information and to access necessary forms to support academic planning, students should become familiar with the Current Student Portal at <u>students.oneill.indiana.edu</u> > **O'Neill Online.** *The Current Student Portal is a secure platform for current O'Neill students where login is required.*

Academic Exceptions – O'Neill Substitutions

An exception form is required for any course not appearing in the degree outlines and/or focus area templates that outline faculty-approved electives. General elective hours taken to fulfill the required minimum number of credit hours for a degree do not require substitution approvals as long as they are O'Neill courses. Non-O'Neill courses have a separate approval process; see *Academic Exceptions – Outside-Program Courses* for more information.

A student who wishes to substitute a course into their focus area should access the Academic Exceptions Form in the Forms section of the Current Student Portal and select whether they are requesting a substitution for a course that is required for the focus area or an alternate elective course for the focus area. The Exception Form will be routed to the Faculty Program Director for approval and, if approved, it will then be entered into the student's online Academic Advisement Report (AAR). The student will be notified of the outcome of their request via email.

Submitting requests for academic exceptions *after* a course has been taken is highly discouraged.

Academic Exceptions – Waivers

A course waiver normally means that a student has already demonstrated proficiency in the subject matter covered by a required course. Core course requirements are rarely waived, but students can make acceptable cases for a waiver based on excellent prior performance in similar graduate coursework or degrees. Thus, a student will be offered the opportunity to pursue another course that will expand the student's proficiency in a related or new subject area. <u>A course waiver does *not* reduce the number of total credit hours required by the student's degree program.</u>

A student who wishes to request a waiver of a core course should first work with the appropriate Gatekeeper for that course to determine if the waiver is appropriate. The student may then access the Academic Exceptions Form in the Forms section of the Current Student Portal and select "Request a Core Course Waiver." A syllabus for the prior coursework should be attached. The Exception Form will be routed to the respective Gatekeeper for approval.

Waivers are only available for core courses. V600 Capstone is not eligible to be waived. If a student has demonstrated proficiency in a focus area requirement, another course should be substituted for that course rather than having the requirement waived. The number of credits required by a focus area cannot be reduced.

<u>Academic Exceptions – Outside-Program & Transfer Courses</u>

There are limits on how many courses can be taken outside of IU Bloomington's O'Neill school and counted towards an O'Neill degree. These courses must be approved for use in an O'Neill degree. This includes:

- Courses taken at another department at IUB
- Courses from a regional campus of IU (including the O'Neill School at a regional campus)
- Courses from another institution

Courses taken **prior to the start of an IUB O'Neill program** are considered **transfer courses**. Students are limited to transferring in **9 credits** of approved coursework.

Courses taken **after the start of an IUB O'Neill program** are considered **Outside Program courses**. Students are limited to taking **6 credits** (or 8 credits in the case of approved 4-credit language courses) of approved Outside Program courses. Students are encouraged to consider O'Neill course options prior to making outside course selections.

<u>No more than 9 credits of transfer courses and Outside Program courses will be approved in total.</u>

Transfer courses and Outside Program courses must receive a grade of B or better to count towards an O'Neill IUB degree. Courses with grades of B- or lower will be counted in the student's GPA but will not count towards any degree requirements.

Students seeking to use transfer courses or Outside Program courses towards their O'Neill degree should access the Outside-Program Course Request Form in the Forms section of the Current Student Portal.

Students should include:

- Course Information
    - Course description for courses taken on an IU campus
    - Syllabus for non-IU courses
- Compelling rationale for taking the course outside of the program
- Explanation of how it will be comparable or better suited to their program.

The form will be routed to the Faculty Program Director for review. Once reviewed, the O'Neill Records Office will notify the student. **A grade of B or better must be earned in non-O'Neill coursework in order to be counted towards degree requirements.** Outside courses with grades of B- or lower will be counted in the student's GPA, but not counted towards any degree requirements.

A course approved via the Outside Program & Transfer Course Request Form will count towards total credit hours as a general elective. Students who wish to have an outside program or transfer course count towards focus area requirements should first complete the Outside Program & Transfer Course Request Form, then, if approved, complete an Academic Exception to substitute the course for a focus area requirement. Outside-Program Course Request approval does not guarantee that the course will be counted in the focus area.

Electives

In addition to core and focus area requirements, students are encouraged to take O'Neill graduate elective hours to satisfy the total credit hour requirements of their degrees. For an elective course to count toward a graduate degree, it must be 500-level or higher or listed in the University Graduate School Bulletin as eligible for graduate credit, and if outside the O'Neill curriculum, should be approved by the appropriate Faculty Program Director—see *Academic Exceptions – Outside-Program Courses*.

NOTE: Some 400-level language courses have titles suggesting they are for graduate students, but do not actually count for graduate credit. Contact the O'Neill Graduate Records Office (oneillrc@indiana.edu) for clarifications.

Online Student Residential Course Enrollment Policy

O'Neill's accredited MPA degree is offered in two modalities: online and residential. **Students MUST take the majority of their credits in the modality in which they want their degree awarded.** If the modality in which a student wants to graduate is different from the modality to which they were admitted, students must apply to switch modalities via the Forms section on the Current Student Portal. Students wanting to switch modalities should submit the application as early as possible.

Prior Experience (PE) Waivers and Credit Reductions

A student's experiential requirement may be satisfied through Prior Experience (PE). Depending upon the type and amount of experience, a student may qualify for a credit reduction as well. There are three categories of PE (Professional, Military, and Volunteer) available.

Applications for the different types of PE can be found online via the Current Student Portal in the Forms section. Completed forms should be returned to the O'Neill Graduate Records Office (oneillrc@indiana.edu) so they may be advanced to the appropriate Faculty Program Director for review.

Please note:
- PE waivers and credit reductions are granted for experience gained **prior** to taking courses in the MPA program.
- Students are strongly encouraged to submit applications for PE **within the first 24 credit hours.**
- Students may be approved for more than one type of PE, but the combined credit reduction cannot exceed 9 credit hours.
- Credit reductions cannot result in the elimination of degree or focus area requirements. Students receiving prior experience credit reductions should carefully plan the balance of their program with an advisor.
- Determination of PE credit is made separately from decisions about transfer of credit. Under no circumstances will the prior experience credit and transfer credit total more than 18 hours.

The three types of PE are described on the next page.

1. **Professional Experience**: Experiential waivers and credit reductions can be granted for prior professional or technical work experience. The appropriate Faculty Program Director, using guidelines set forth in the Professional Experience application forms, determines if the experience qualifies for a waiver and/or reduction. In general, credit reductions require work experience above entry level that involves some independent managerial, analytic, or scientific responsibility and work that articulates with the student's current field of study. The Professional Experience Application can be found in the Forms section of the Current Student Portal.
   General guidelines to qualify for Professional Experience:
   - The work is generally assumed to have been paid, full-time work, but students may make the case for highly relevant volunteer and part-time work.
   - To qualify for a waiver of the experiential requirement, experience should roughly equal or surpass that of a summer internship.
   - Position may be with government, private firm, or nonprofit organization, but the work must be explicitly related to an MPA career path, regardless of the type of employer.
   - Employing entity may be domestic or international.
   - Documentation from supervisors may be required.

2. **Military Experience:** Students with at least one year of active duty or full-time guard/reserve service OR two years of part-time guard/reserve service with the U.S. military are eligible for an experiential waiver and a 3-credit reduction. Up to a 9-credit reduction is possible. Proof of service that indicates dates of service will be required. The Military Credit Reduction Application can be found in the Forms section of the Current Student Portal.

   Students who have international military experience should submit the Professional Experience form rather than the Military Credit Reduction Form.

3. **Volunteer Experience:** Students who have participated as a volunteer in Peace Corps, AmeriCorps, or Teach For America are eligible for up to a 6-credit hour reduction based on years of service, as well as a waiver of their experiential component. Proof of service will be required. The Volunteer Credit Reduction Application can be found in the Forms section of the Current Student Portal.

Independent Study Courses

Students may work directly with a faculty member on an individual plan of study by submitting an Independent Study Contract for a Readings or Research course. The available courses are:

- o V580 Readings in Public Affairs
- o V590 Research in Public Affairs

The independent study course will count as a general elective unless the student submits an Academic Exceptions Form to have the course substituted into a focus area. Students should work with the sponsoring professor to agree upon a plan of study, and then submit the Independent Study Contract in the Forms section of the Current Student Portal. The contract must offer detail that clearly reflects a plan of independent study including learning objectives, learning activities, and graded deliverables. The form will be routed to the sponsoring professor for confirmation, then to the Faculty Program Director for final approval. The O'Neill Records Office will contact the student with registration information once this process is complete.

Incompletes

The grade of Incomplete (or "I") used on final grade reports indicates that coursework is satisfactory as of the end of the semester but has not been completed. Instructors may award the grade of Incomplete only after a student demonstrates that holding him or her to the normally fixed time limits for completing course work would constitute an unjust hardship, for example extreme medical or personal circumstances. An Incomplete should *not* be offered as an option if a student's course load is merely too heavy and/or a course cannot be completed within the timeframe of any given semester/session.

Please note that multiple grades of Incomplete may jeopardize a student's academic progress. See more information in "*Multiple Incompletes*". The time allowed for the removal of an Incomplete is one calendar year from the date of its recording. The IU Registrar will automatically change an outstanding "I" to "F" at the end of this period.

A student should not re-enroll in a course if a grade of Incomplete has been recorded. Contact the O'Neill Records Office (oneillrc@indiana.edu) for clarification regarding policies.

Leave of Absence Form

Students who will not register for classes for a semester or more should fill out the Leave of Absence form available in the Forms section of the Current Student Portal. This includes both students who are taking a semester or more off for any reason (such as health, finances, etc.) but plan to return at a later date and also students who do not intend to continue with the program.

Returning Student Process

Students who have gone a semester or more without registering for classes will need to submit the Returning Student Form in order to have their student record reactivated, which allows them to register for classes. This includes taking a break from school for personal or academic reasons, working on incomplete grades from previous terms without registering for new classes, etc. The Returning Student form can be accessed in the Forms section of the Current Student Portal or by emailing the O'Neill Records Office at oneillrc@indiana.edu. If possible, students should submit the Returning Student form in advance of the start of classes. This process generally only takes 1-2 business days but can take longer in some cases. *Students who are appealing an Academic Dismissal should use this form and include rationale for the appeal.*

Understanding and Utilizing Resources for Academic Success

All students at Indiana University are required to be familiar and comply with the **Code of Student Rights, Responsibilities and Conduct.**

Full Time Student Status and "Passing" Grades

By University policy, students considered "full time" are expected to take at least 8 credit hours per semester. Summer full-time enrollment is 4 credit hours. Only grades of "C" or better are counted toward O'Neill degree requirements. If a "C-" or lower is received in a required course, it must be retaken. Courses taken outside O'Neill IUB require a grade of B or better to count toward O'Neill degree requirements; see the Outside Program Course policy.

Auditing O'Neill Classes

Students who wish to audit courses need to consult with the instructor and seek permission. Next, a student should obtain an auditing form from Student Central's website (https://studentcentral.indiana.edu/register/audit.html). After completing the form and obtaining the instructor's signature, students can upload the form to Student Central's secure contact form (a link is available on Student Central's website). Please know that audit hours are assessed at a rate per credit hour ($25.00) regardless of residency classification. Additionally, IU charges mandatory fees based on your total on-campus hours, whether you're taking classes for credit or auditing them. Students who choose to audit a course(s) should be sure to fully understand the expectations (course obligations) as an auditor.

Audited courses do not fulfill degree requirements. Full- and part-time, degree-seeking students are offered priority in O'Neill courses if space constraints limit enrollment. O'Neill Capstone courses are not open to audit. O'Neill adheres to a guideline that a non-degree seeking student may not audit more than 12 credit hours of O'Neill coursework (this is consistent with the credit transfer policy maintained by the University for non-degree seeking students).

Students who enroll in a course for audit, then decide they want to drop the course must complete an audit drop form from Student Central's website (https://studentcentral.indiana.edu/register/audit.html) and submit it via Student Central's secure contact form, which is linked at the website above.

Grade Appeals

Any student who disputes a grade in an O'Neill course because of error, bias, or failure to follow the grading policy as outlined in the syllabus may initiate the grade appeal process. Here are the steps:

1. Within 14 days of the final grade being posted, the student notifies the Faculty Program Director through email that he or she wishes to appeal a grade. This email must include the:
   - course number;
   - section number;
   - name of the instructor; and
   - reason for appeal (error, bias, or failure to follow the grading policy as outlined in the syllabus).
2. The Director then sends an email to the instructor informing him or her that the grade appeal process has been initiated and that the instructor will soon be receiving a request for a meeting by the student.
3. The student must then contact the instructor and meet with him or her to discuss the issue. At this meeting, both student and instructor will make a good faith effort to resolve the dispute to the satisfaction of both.
4. If the grade dispute is not resolved at this meeting, the student then makes a written appeal to the Director through an email that briefly describes the situation and states what relief he or she seeks.
5. The Director then meets with the student and the instructor separately to learn more about the situation and understand both sides of the grade dispute.
6. After these meetings, the Director may suggest a solution to the parties to see if they find it acceptable.
7. The instructor makes a final decision on the grade, sending it by email to the student and the Director.
8. Within 14 days of the instructor's decision email, the student may appeal the instructor's decision by sending an email to the Executive Associate Dean that contains the:
   - the course number;
   - the section number;
   - the name of the instructor;
   - the reason for appeal (error, bias, or failure to follow the grading policy as outlined in the syllabus),
   - a brief description of the situation; and
   - what relief he or she seeks.
9. The Executive Associate Dean will inform the Academic Fairness Committee (Committee) of the appeal. The Committee will then contact the student about the appeal and inform the student of next steps.
10. The Committee will "consider procedural errors in assigning grades." BL-ACA-H35. The Committee may "direct the Dean of the School/College to change grades on the basis of the Committee's findings."

Further questions about this process may be directed to the Director of Master's Programs Office (SPEA A304, oneillmp@indiana.edu).

Drop and Add Policies

Students may change their schedules through the first week of classes without being assessed additional fees. **After the first week of classes…**

RULE: If a graduate student drops and adds credits after the first week of classes, the student will receive a partial refund for the dropped course (75% the second week, 50% the third, 25% the fourth, and 0% thereafter) **and** will pay in full for the added course(s). In addition, the student will receive a grade of "W" for the dropped course. The partial refund will be applied toward the fees for the added course(s). The exception to this rule is the "Even Exchange" policy which only occurs during the second week of classes (see policy below).

EXAMPLE: You are a nonresident graduate student enrolled in 9 hours for first semester. You drop a 3-credit hour class in O'Neill and add a 4-credit hour class in the University Graduate School during the third week of classes. You will receive a 50% refund of the 3-credit hour drop and be assessed the full charge of the 4-credit hour added class. In addition, you will also be assessed $23 in late program change fees for the dropped course and a grade of "W" will be recorded on your transcript for the O'Neill course.

"Even Exchange" Policy for Graduate Students Not in Flat-Fee Programs

If you're a graduate student in a program other than a law, optometry, or M.B.A. program, you may exchange one class for another through the second week of full-term classes with no additional tuition. Note the following requirements:

- You must use eDrop/eAdd Pair to request your even exchange. If you make the request during this time period, it will be covered under this policy even if the approval occurs after the second week of classes.
- Both classes must be full-term classes subject to the 75% refund period during the second week of classes. The courses must be from the same session and cannot be for a different session for either the drop or the add component.
- You'll receive a grade of "W" for the class you drop.
- The exchange is applicable only to one class dropped and one class added for the same number of hours.
- If the hours of the class you add are greater than those of the class you drop, you'll be charged tuition for the extra hours.

Official Master's Probation Policies

Academic Probation

Students must be in good academic standing in order to graduate. To be in good standing, students must maintain a cumulative grade point average (GPA) of **3.000** or higher*. If a student falls below a 3.000 GPA, they will be placed on academic probation for the following semester. Students on academic probation must schedule and attend appointments with an O'Neill Master's Programs Office advisor or Faculty Program Director.

A student placed on probation has one semester to raise their cumulative GPA to 3.000 or above. Failure to do so will result in a review of the student's status and may result in dismissal from the program**.**

For students in degree programs requiring <u>more than 36 credit hours</u>, students must have 9 completed credits before being placed on academic probation. After two consecutive semesters on academic probation, a student may be reviewed by their program director(s) for dismissal from their program.

<u>For all students:</u>

1. **GPA** – Once a student is placed on academic probation, at least a **3.0 term GPA** must be earned in the subsequent semesters. While any student with below a **3.0 cumulative GPA** will remain on probation, they at least would need to earn a **3.0 term GPA** in the following semester.
2. **Failed Core Courses** – If a student does not pass a core course on the 2nd attempt, they will be placed on academic probation regardless of GPA. Failure to pass on a 3rd attempt will result in dismissal. Grades of "C" or better are considered passing; a "C-" or lower is considered failing.
3. **Enrollment** – A hold will be placed on the record of students on academic probation that will only be removed once they meet with their academic advisor. The student is expected to meet with their academic advisor by the end of the 3rd week of the semester. The academic advisor and/or program director will recommend that the student follow a course schedule prescribed by their advisor.
4. **Dismissal Appeal** – Any student being academically dismissed can appeal their dismissal, in writing, to the program director within 2 weeks of being notified of the dismissal decision. The appeal form can be found within the Returning Student Form in the Forms section of the Current Student Portal.
5. **Leave of Absence/Returning Student** – If a student on academic probation chooses to take a leave of absence, the student will return on academic probation status. Additionally, a hold will be placed on their record, and they must meet with an academic advisor before enrolling. If a dismissed student wants to return and didn't originally appeal their dismissal, the student can apply to return after a break of at least a full fall/spring semester away via the returning student form. This would be reviewed similarly to an appeal by the program director. If approved to return, they would return on academic probation status - a hold will be placed on their record, and they must meet with an academic advisor before enrolling.

Multiple Incompletes

Students with more than one incomplete on their record must schedule and attend appointments with an O'Neill MPO advisor/staff member, as assigned. A hold will be placed on their student account which will prohibit registration for the next semester. The hold will be lifted when the student has only one incomplete remaining or has completed all incomplete courses. If students have enrolled and still have multiple incompletes on their record at the start of the next term, students may be administratively unenrolled from courses until the incompletes are resolved.

*Cumulative GPA can be found at the bottom of the AAR; transcript GPA is not always accurate.

Appointments for Probation and Multiple Incompletes

Students who are on academic probation, financial aid probation or have multiple incompletes in coursework must make an appointment(s) with an O'Neill MPO advisor or faculty program director.

The decision of the frequency of the appointments for each student will be decided by the O'Neill MPO staff member or faculty program director The decision will be based on the student's overall academic performance and need. Students who are placed on probation or have multiple incompletes will be notified of their status and how often they must meet with an O'Neill MPO advisor or a faculty program director. Frequency of appointments are subject to change at the discretion of MPO staff and faculty program directors, based on student progress, performance, and feedback.

Note regarding academic probation: If a student is placed on academic probation, a hold will be placed on their academic record. This hold will prevent the student from registering for next semester's courses. The hold will remain on the student's academic record until the student schedules and attends a meeting with an O'Neill MPO advisor or faculty program director.

Academic Planning Grid

Master of Public Affairs (MPA) Online – 48 credit hours

Requirement I: Core Courses – 24 credits	Semester Planned	Semester Completed
SPCN-F 560 Public Finance and Budgeting		
SPCN-V 506 Statistical Analysis for Effective Decision-Making		
SPCN-V 512 Public Policy Process **OR** SPCN-V 538 Comparative and International Policy Process		
SPCN-V 517 Public Management Economics		
SPCN-V 532 Social Equity and Justice		
SPCN-V 535 Managing and Leading Public Affairs		
SPCN-V 536 Rights and Responsibilities: How Law Shapes Public Affairs		
SPCN-V 537 Designing and Managing Complex Projects		
SPCN-V 548 Evidence-Based Decision-Making		
SPCN-V 600 Capstone in Public and Environmental Affairs		
Requirement II: Focus Area – 15 credits	Semester Planned	Semester Completed
Elective:		
Elective:		
Elective:		
Elective:		
Elective:		
Requirement III: Experiential – 0-6 credits	Semester Planned	Semester Completed
SPCN-V 585 Practicum in Public Affairs		
Requirement IV: General Electives – 9 credits (as needed)	Semester Planned	Semester Completed
Elective:		
Elective:		
Elective:		
Optional: Leadership Series – 0 credits	Semester Planned	Semester Completed
Leadership Course/Workshop		