MASTER OF PUBLIC MANAGEMENT
2020-2021 HANDBOOK

Carnegie Mellon University
HeinzCollege
INFORMATION SYSTEMS • PUBLIC POLICY • MANAGEMENT

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1.   INTRODUCTION

This handbook provides specific information on the curriculum and program requirements for the Master of Public Management (MPM) Program.

The Heinz College also publishes a **separate handbook** which details College-wide policies and procedures pertaining to educational planning, program committee, teaching, scheduling and course credit, performance standards, academic standing, ethics and discipline, student privacy rights and major forms and deadlines.

Students should familiarize themselves with *both handbooks* as they each include information that is critical for your success. Both handbooks can be obtained through your program office and via the Heinz College website at: http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx

2.   MPM MISSION STATEMENT AND PROGRAM OUTCOMES

The mission of the Master of Public Management program is to educate people of intelligent action to lead, manage and transform public, private, and non-profit sector organizations.

Students in the MPM program should be able to:
- Practice evidence-based, data-driven, quantitative decision making and leadership;
- Apply technical and analytical tools, skills and techniques in solving real-world problems;
- Communicate effectively in verbal, written, and visual form and prepare and convey conversations suitable for a diverse audience; and
- Function effectively in diverse groups and operate in an increasingly connected world.

The MPM Program values:
- individual attention to the needs and aspirations of working professionals;
- a culture that nurtures a personal commitment to serve the public interest; and
- an academic community that values diversity, promotes creative thought and encourages ethical behavior

3.   CURRICULUM

The MPM curriculum is structured with a set of required Core courses and free electives. In order to successfully complete the MPM program, you must:

- Successfully complete 144 units of graduate level course work
- Successfully complete or exempt all Core courses
- All other standards for graduation, including meeting minimum 3.0 quality point average

3.1   LENGTH OF PROGRAM

In accordance with Carnegie Mellon University policy, students in the MPM program have a maximum of seven (7) years to complete their degree program from the time of their first enrolled semester. The MPM program does not have a per-semester enrollment requirement; however students are encouraged to maintain steady and continuous enrollment to ensure a timely graduation. Students can complete the program through either part-time or full-time enrollment.

Federal Financial Aid guidelines define part-time status as 18 units of coursework per semester, with full-time enrollment status at the Heinz College as 36 units of coursework per semester.

> **Part-time enrollment*:** Most students will complete the part-time program in 24-36 months. Students seeking a more flexible program can work with their academic advisor to develop an appropriate program of study. Following are common part-time formats of study:

- Six semesters over two years. Students will complete 24 units of coursework per semester.

- Eight semesters over 32 months. Students will complete 18 units of coursework per semester.

- The 36 month program requires 48 units of coursework per year.

*International students who will obtain a VISA for their study are *not eligible* for part-time enrollment.

> **Full-time enrollment***: Most students will complete the full-time program in 16-24 months. Students seeking a more flexible program can work with their academic advisor to develop an appropriate program of study. Following are common full-time formats of study:

- Three semesters over 16 months (Fall, Spring, Fall.) Students will complete 48 units of coursework per semester.

- Four semesters over 24 months (Fall, Spring, Fall, Spring.) Students will complete 36 units of coursework per semester.

*International students who will obtain a VISA for their study must choose their length of program prior to completing their VISA application. Once a VISA is obtained, the format of study (length of program) may only be modified through petition to the Office of International Education (OIE.)

3.2   COMMON CORE COURSES

There are nine (9) Core courses which every student in the MPM program must successfully complete (or exempt by demonstrating significant competency). The common core curriculum exposes students to the practice, management and administration of economics, data analysis, information systems, organizational management, financial analysis and communication.

The required common Core courses are as follows:

Course No.	Required Common Core Courses	Units	Fall	Spring	Summer
91-800	Organizational Management	12	X		
91-804	Financial Analysis for Managers	12	X		
91-803	Economic Principles of Policy Analysis	12		X	
91-801	Statistical Methods for Managers	12	X		
90-728	Introduction to Database Management	6		X	
91-729	Business Analytics for Managers	6		X	
91-819	Optimization and Risk Modeling for Managers	6		X	
91-717	Business Writing for Leaders	6			X
90-718	Strategic Presentation Skills	6			X

Students are encouraged to complete their core courses within the first two years of the program. The **recommended sequence** for completing core courses will depend upon your length of program and the semester you began classes. Your academic advisor will provide a recommended core course sequencing plan that should be followed. Your academic advisor should first approve any changes to the recommended sequencing.

3.3   ELECTIVES

In addition to the required Core courses, students may select electives to support their chosen career path or interest area to supplement areas of expertise. Your advisor and MPM faculty are available for consultation when choosing electives. Students may choose daytime elective courses should their schedule allow.

3.4   ACADEMIC ADVISING

The Associate Director of Policy Programs will serve as the primary academic advisor during a student's course of study at Heinz College. In addition, students may meet with and discuss academic options with the Director of Public Policy Programs and Heinz College faculty members.

4.   SCHEDULING AND COURSE CREDIT

Incoming MPM students will be registered for their first semester by the Heinz College Academic Services Office prior to the start of the semester. Please make an appointment to speak with your advisor should you wish to adjust your pre-determined schedule.

MPM students will register for courses using SIO (http://www.cmu.edu/hub/) for each subsequent semester. Please be sure to speak with your advisor prior to registration if you have any questions.

4.1 LENGTH AND INTENSITY OF COURSES

A full-semester course carries 12 units of credit and generally requires 12 hours of work per week including time spent in the classroom. Mini courses are half a semester in length, carry 6 units of credit, and also require approximately 12 hours of work per week. A mini either begins at the start of the semester and ends at the mid-point, or begins at the mid-point and runs until the end of the semester.

Many Core courses hold an additional, *optional* review session on Saturday mornings that will automatically be included on a student's schedule when they register for the core course.

4.2 COURSE LOADS

Students may register for 6 to 54 units each semester. Your total units impact the following:

- Students must be registered for at least 18 units in order to qualify for federal financial aid
- A student is considered to be full-time when registered for 36 units or more.
- International students who will obtain a VISA for their study are not eligible for part-time enrollment and must register for at least 36 units each semester.
- At 48 units a student is charged the flat-semester tuition rate. Below 48 units students are charged the per-unit tuition rate.

4.3 CREDIT FOR PRIOR COURSES

MPM students can receive credit toward graduation for graduate level courses taken prior to entering the MPM program. Students will be required to provide a transcript and syllabus for the course to the MPM Program office for consideration. Decisions are made on a case-by-case basis and depends on a number of factors, such as when the coursework was taken, the subject in which it was taken, relevance to the MPM curriculum and the grade that was earned. A course with an earned grade of less than a 'B' will not be considered for transfer.

Typically, a student can transfer in up to two, relevant, 12-unit classes (each class equivalent to a 3 or 4 credit class taken at a different institution).

If credit is awarded for courses taken prior to enrolling in the MPM Program, grades earned in those courses are not used in the computation of the Heinz College quality point average.

4.4   EXEMPTION OF CORE COURSES

A student may request exemption from the following Core course in which he or she has demonstrated proficiency:

- Financial Analysis for Managers
- Economic Principles of Policy Analysis
- Statistical Methods for Managers
- Introduction to Database Management
- Business Writing for Leaders

To request exemption, students will complete an online petition form. The form is located on the Heinz College website under *Current Students, Heinz College Student Forms.* The online form is named "Petition for Course Exemption (online)." The student will complete the form and upload appropriate documentation to the form and submit.

The documentation required includes copies of syllabi from relevant classes, copies of transcripts reflecting the successful completion of relevant course work, or a letter of explanation regarding related professional work experience.

The submission is automatically forwarded to the Faculty member designated as the authority (typically, but not always, the faculty member teaching the course.)

In some cases, a student may be required to take and pass an exemption exam.

Students do not earn units for coursework they have exempted and an exemption will not reduce the number of units required to graduate.

5.   SPECIALIZATION AREAS

As a student in the Master of Public Management program, you may wish to declare an area of specialization. Focus in a specific field is useful for those currently working in, and for those who wish to pivot into a given field. We provide coherent offerings of courses in three defined specialization areas that many students find appealing. All specializations require completion of 30 units of specified elective courses.

Defined Specializations
The Heinz College provides descriptions and lists of courses within the following three defined specializations:

- Arts Management
- Health Care Management
- Management and Leadership

Specializations require 30 units of prescribed elective coursework. At least 18 units of coursework must be completed from the specialization course list. The 12 remaining units may be completed from either the specialization course list or from the Management and Leadership specialization course list. (Those completing the Management and Leadership specialization will complete all 30 units from that course list.)

All of the courses listed are not offered in every academic year. It is also possible that the semester in which a course is offered may change from year to year and additional courses may be offered. You should consult with your advisor and faculty for courses that best match your academic and career interests. In addition, consult current course schedules for updated information. Because new courses are often added to the schedule, you may petition to have a course count toward your specialization if not in the current list of approved specialization courses (including daytime classes for those with that flexibility); subject to the approval of the program director.

5.1. ARTS MANAGEMENT SPECIALIZATION

Goal
The Arts Management specialization enhances students' education by teaching them how to think strategically about the environment in which nonprofit arts organizations run and by equipping them with the tools needed for management in the arts, culture and heritage enterprises and related agencies.

Curriculum
In order to provide students with fundamental knowledge in areas unique to arts management, students will take at least 18 units of coursework from the following specialization course list. The remaining 12 units may be taken from the specialization list *or* from the Management and Leadership specialization course list.

Arts Management Specialization Courses				
93-831	Law and the Arts	Fall	A	12 units
93-826	External Relations: Fundraising and Individual Giving	Spring	A3	6 units
93-804	Arts in Education	Spring	A4	6 units
93-812	Presenting Performing Arts and Festivals	Spring	A4	6 units
93-828*	Advanced Topics in Fundraising	Fall	A2	6 units
93-844	Live Music: Touring and Revenue Streams	Spring	A3	6 units
For students with flexibility, daytime coursework may be taken with advisor approval.				

*In order to enroll in 93-828 Advanced Topics in Fundraising, students must first complete course 93-826 External Relations: Fundraising and Annual Giving and demonstrate prior experience in fundraising.

Optional Electives that complement the specialization

The following elective courses *do not* count toward the 30 units required for the Arts Management specialization. These optional elective courses offer additional skills ideal for careers in the arts and are provided as a guide when choosing the remainder of your electives (outside of the specialization).

Non-Specialization Elective Courses:				
90-782	Multi Media	Fall/Spring	A	12 units
90-801	Media and Communication Design I	Summer	varies	6 units
94-870	Telling Stories with Data	Fall/Spring	varies	6 units
94-823	Measuring Social	Fall/Spring	A	12 units

5.2. HEALTH CARE MANAGEMENT SPECIALIZATION

Goal

The Health Care Management specialization enhances students' education by teaching them how to think strategically about the environment in which health care is delivered and by equipping them with the analytic tools needed for management across the health care verticals.

Curriculum

In order to provide students with fundamental knowledge in areas unique to the health care, students will complete 30 units of coursework. Students will take at least 18 units of specialization coursework below, including a 6 unit **foundation course**. The remaining 12 units may be taken from the specialization list *or* from the Management and Leadership specialization course list.

Health Care Management Specialization Courses				
Required Foundation Course:				
90-836*	Health Policy and Management Systems	Fall	A1	6 units
90-818	Health Care Quality and Performance Improvement	Spring	A4	6 units
90-832	Health Law, Compliance and Ethics	Spring	A3	6 units
90-833	Population Health (moving to Fall in F20)	Spring	A3	6 units
90-852	High Reliability in Health Care	Spring	A4	6 units
For students with flexibility, daytime coursework may be taken with advisor approval.				

*90-836 Health Policy and Management Systems is a pre-requisite for a number of health care courses and must be completed prior to taking other specialization coursework.

Optional electives that complement the specialization

The following elective courses *do not* count toward the 30 units required for the health care management specialization. These optional elective courses offer additional skills ideal for careers in health care management and are provided as a guide when choosing the remainder of your electives (outside of the specialization).

Non-Specialization Elective Courses:				
90-704	Poverty, Inequity and Social Policies	Fall	A	12 units
94-802	Geographic Information Systems (GIS)	Summer	Z	12 units
94-870	Telling Stories with Data	Fall/Spring	A1/ A4	6 units

5.3. MANAGEMENT AND LEADERSHIP

Goal

The Management and Leadership area of specialization is designed to ensure that students achieve a thorough understanding of management, planning, managerial decision-making, and organizational analysis and development within organizations that pursue public, non-profit or private interests.

Curriculum

In order to provide students with fundamental knowledge in management and leadership, students will take 30 units of coursework from the following course list.

Management and Leadership Specialization Courses:				
90-737	Budget Management Control Systems	Fall		6 units
90-825*	Innovation Management in Practice	Fall	A	3 or 6 units
91-809	Organizational Change	Spring	A4	6 units
94-800	Negotiation	Spring/ Summer	A3, A6	6 units
94-808	Management Consulting	Fall/Spring	A,B/A	12 units
94-811	Strategy Development	Spring/ Summer	B4, Z5	6 units
94-814	Evidence-Based Management	Fall	A2	6 units
94-846	Coaching, Training and Employee Develop.	Summer	varies	6 units
94-854	Developing as a Leader	Fall/Spring	A2, A4	6 units
94-883	Applied Ethical Analysis	Fall/Spring	A1, A3	6 units
For students with flexibility, daytime coursework may be taken with advisor approval.				

*Students may choose 3 or 6 units and the course meets once weekly through the full semester

Optional electives that complement the specialization

The following elective courses *do not* count toward the 30 units required for the Management and Leadership specialization. These optional elective courses are ideal for building skills in management and leadership and provide a guide when choosing the remainder of your electives (outside of the specialization).

Non-Specialization Elective Courses:				
90-704	Poverty, Inequity and Social Policies	Fall	A	12 units
94-870	Telling Stories with Data	Fall/Spring	A1/ A4	6 units
94-823	Measuring Social	Fall/Spring	A	12 units

6.   CAREER SERVICES

Students are assigned a specific Heinz College career advisor based on their program. The career advisor will assist students with their career services as it pertains to your overall career growth. This may include cover letter and resume reviews, salary and/or promotion negotiation advice, leading career services workshops, researching organizations and contacts, scheduling mock interviews, and coordinating networking events. Students are encouraged to participate in as many events as possible.

7.   STATEMENT OF ASSURANCE POLICY

Carnegie Mellon University does not discriminate in admission, employment or administration of its programs or activities on the basis of race, color, national origin, sex, handicap or disability, age, sexual orientation, gender identity, religion, creed, ancestry, belief, veteran status or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state or local laws or executive orders.

Inquiries concerning the application of and compliance with this statement should be directed to the university ombudsman, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-1018. Obtain general information about Carnegie Mellon University by calling 412-268-2000.

Carnegie Mellon University publishes an annual campus security and fire safety report describing the university's security, alcohol and drug, sexual assault and fire safety policies, and containing statistics about the number and type of crimes committed on the campus, and the number and cause of fires in campus residence facilities during the preceding three years. You can obtain a copy by contacting the Carnegie Mellon Police Department at 412-268-2323. The annual security and fire safety report also is available online at www.cmu.edu/police/annualreports.

Information regarding the application of Title IX, including to admission and employment decisions, the sexual misconduct grievance procedures and process, including how to file a report or a complaint of sex discrimination, how to file a report of sexual harassment, and how the university responds to such reports is available at www.cmu.edu/title-ix. The Title IX coordinator may be reached at 5000 Forbes Ave., 140 Cyert Hall, Pittsburgh, PA 15213; 412-268-7125; or tix@cmu.edu.

8.   SAFEGUARDING EDUCATIONAL EQUITY/SEXUAL MISCONDUCT POLICY

The University prohibits sex-based discrimination, sexual harassment, sexual assault, dating/ domestic violence and stalking. The University also prohibits retaliation against individuals who bring forward such concerns or allegations in good faith. The University's Sexual Misconduct Policy is available at https://www.cmu.edu/policies/administrative-and-governance/sexual-misconduct/index.html. The University's Policy Against Retaliation is available at https://www.cmu.edu/policies/administrative-and-governance/whistleblower.html. If you have been impacted by any of these issues, you are encouraged to make contact with any of the following resources:

• Office of Title IX Initiatives, https://www.cmu.edu/title-ix/   412-268-7125, tix@cmu.edu
• University Police, 412-268-2323

Additional resources and information can be found at: https://www.cmu.edu/title-ix/resources-and-information/resources.html.

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