



Academic Year 2025-2026

**Master of Science in Public Policy and
Management (MSPPM)
Student Handbook Addendum**

Degree Programs Covered by This Handbook:

MSPPM 2: Two-Year Track

MSPPM 3: Three-Semester Track

MSPPM-DC: Washington, D.C. Track

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1. Introduction

This handbook provides specific information on the curriculum and program requirements for the Master of Science in Public Policy and Management (MSPPM) 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.

While this handbook is specific to your academic experience in the department, it is just one element of the Graduate Student Handbook Suite. There are several other resources within the suite that you should consult when needed:

- [The Heinz College Handbook](#)
- [University-Wide Graduate Student Handbook](#) (Office of Graduate & Postdoctoral Affairs)
- [The Word Student Handbook](#)

2. MSPPM Program Outcomes and Competencies

The Heinz College educates students for intelligent action. Its Master of Science in Public Policy and Management program prepares ethical leaders who analyze and implement policy; ground decisions in scientific evidence; create, transform, and manage organizations; and develop innovative solutions to important societal issues around the world.

We achieve that end through curricular and co-curricular activities that stress problem-solving and team-based learning within a diverse community of individuals who are committed to serving the public interest.

At the completion of the Master of Science in Public Policy and Management program, students will be able to:

- Apply leadership, management, and ethical principles or skills to analyze and address challenges or identify opportunities in public governance that support the public interest
- Use analytical, quantitative, and qualitative tools to understand, assess, and address public policy problems in applied, real-world settings
- To analyze and synthesize information, think critically, solve problems, and make evidence-based decisions
- Apply a public service perspective to problem-solving in government, for-profit, and non-profit sectors

- To communicate and interact productively with a diverse and changing workforce and citizenry

3. Department Personnel

The staff listed below are directly associated with the MSPPM program. There is a robust team at Heinz College and CMU available to help you navigate your education, from financial aid and student services to disability services and more.

Jackie Speedy	Associate Dean of Programs,	jspeedy@cmu.edu
Marie Coleman	Executive Director, Heinz College Washington, D.C.	mcoleman@andrew.cmu.edu
Christopher Goranson	Senior Director, School of Public Policy & Management	goranson@cmu.edu
Lauren Scott	Program Director for MSPPM Program	laurenc@andrew.cmu.edu
Erin Kucic	Academic Program Manager	ekucic@andrew.cmu.edu
Jessi Znosko	Associate Director of Academic Advising, Academic Advisor for MSPPM 2, MSPPM 3, and D.C. Tracks	jessi@cmu.edu
Annie Julian	Director of Student Experience & Engagement	ajulian@cmu.edu
Diane Taylor	Director of Partnerships, Career Advisor for MSPPM-DC	detaylor@andrew.cmu.edu
Tiaona Cade	Senior Associate Director, Career Advisor for MSPPM 2 and 3 Tracks	tcade@andrew.cmu.edu

4. Curriculum Requirements

You will complete the MSPPM two-year program (flagship/2, D.C.,) in four consecutive semesters and the MSPPM three semester program in three consecutive semesters, excluding the summer semester. The MSPPM curriculum is structured with a set of common core courses, a set of bin course requirements, and free electives. To successfully complete the MSPPM program, you must complete the following:

- 192 units of course credit (2 year and D.C. tracks) or 162 units of course credit (3-semester track),

- You can count a maximum of 36 units of graduate-level, degree-relevant courses outside of the Heinz College to count towards your unit minimum.
- All core courses (unless you exempt them),
- Advanced / Bin coursework as applicable (see requirements for your track and semester start),
- Internship between the first and second year (required for MSPPM 2 and D.C),
 - optional for MSPPM 3 program (note: international students will not qualify for CPT for a summer internship).
- DC Track students are required to complete a Heinz Policy Fellowship during their second year in Washington, DC.
- All other standards for graduation, including meeting minimum grade point averages.

If you began your MSPPM program **prior to Fall 2025**, you must reference your [specific handbook](#) for curriculum requirements. Your handbook corresponds with the semester in which you matriculate (e.g.: Fall 2023 or Fall 2024).

You must take common core courses in the sequence shown below unless you obtain permission in advance from your Academic Advisor.

4.1. F25 Start MSPPM 2 (Two-Year) Track Core Requirements

Fall Core Courses		
No.	Course Title	Units
90-710 or 90-709	Applied Economic Analysis or Intermediate Economic Analysis	12
90-707 or 90-711 or 90-777	Statistical Reasoning or Statistical Reasoning with R or Accelerated Statistics (6 units)	12
94-701 or 90-717	Business Writing or Writing for Public Policy	6
90-718 or 94-718	Strategic Presentation Skills or Communication in XR	6
94-700	Organizational Design & Implementation	6
	<i>Electives/Advanced Courses</i>	6
	Semester Units	48
Spring Core Courses		

90-713 or 90-714	Policy & Politics: An International Perspective or Policy & Politics in American Political Institutions	12
90-723	Financial Statements and Analysis for Companies	6
90-728	Introduction to Database Management	6
90-722	Optimization and Decision Modeling for Policy	12
	<i>Electives/Advanced Courses</i>	12
	Semester Units	48
94-900	Summer Internship (Required)	0
Fall or Spring Courses		
9X-XXX	Policy Domains*	12
9X-XXX	Policy Methods*	12
9X-XXX	Management*	6
	Systems Synthesis/Capstone (Final Semester)	12
	<i>Electives (more if exempt from core courses)</i>	54
	Total Units	192
*Select from a pre-approved list of courses that follow		

4.2. F25 Start MSPPM 3 (Three-Semester) Track Core Requirements

Fall Core Courses		
No.	Course Title	Units
90-710 or 90-709	Applied Economic Analysis or Intermediate Economic Analysis	12
90-707 or 90-711 or 90-777	Statistical Reasoning or Statistical Reasoning with R or Accelerated Statistics (6 units)	12
94-701 or 90-717	Business Writing or Writing for Public Policy	6
90-718 or 94-718	Strategic Presentation Skills or Communication in XR	6
94-700	Organizational Design & Implementation	6
	<i>Electives/Advanced Courses</i>	12

	Semester Units	54
Spring Core Courses		
90-713 or 90-714	Policy & Politics: An International Perspective or Policy & Politics in American Political Institutions	12
90-723	Financial Statements and Analysis for Companies	6
90-728	Introduction to Database Management	6
90-722	Optimization and Decision Modeling for Policy	12
	<i>Electives/Advanced Courses</i>	18
	Semester Units	54
Fall Semester		
9X-XXX	Policy Domains*	12
9X-XXX	Policy Methods*	12
9X-XXX	Management*	6
	Systems Synthesis/Capstone	12
	<i>Electives/Advanced Courses</i>	12
	Semester Units	54
	Total Units	162
*Select from a pre-approved list of courses that follow		

4.3. F25 Start MSPPM-DC Track Core Requirements

MSPPM-DC students have the same core and bin requirements as MSPPM 2 students; however, bin requirements are incorporated in the second year required coursework, and there are additional requirements to meet. It is important to follow the [curriculum sequence](#).

MSPPM-DC students also have the same required [summer internship](#); however, they also must complete a [Heinz Policy Fellowship](#) during the second year while in Washington, D.C.

MSPPM-DC students also have additional course options during their second year in Washington, D.C. For the most up to date list of courses, use the [Schedule of Classes](#) to search for specific courses at the Washington, D.C. campus.

Teaching Location

Washington, District of Columbia

4.3.1. MSPPM-DC First Year Requirement

MS-DC students need to successfully complete 96 units during their first year in Pittsburgh and maintain a QPA of 3.0 or higher in order to proceed to the second year in Washington. Students that fail a required core class or fall below the minimum QPA requirement will be advised to transfer into the Pittsburgh MSPPM two year program to focus on the successful completion of coursework. We incorporate this requirement since we only offer a limited amount of advanced coursework in DC, and core classes are only offered in person in Pittsburgh.

Students who fail a class or fall behind in classes while in DC may not be able to make up the work without returning to Pittsburgh to attend class or delaying graduation.

4.3.2. MSPPM-DC Typical Sequence

Fall Pittsburgh		Units
90-710 90-709	Applied Economic Analysis or Intermediate Economic Analysis	12
90-707 or 90-711 or 90-777	Statistical Reasoning or Statistical Reasoning with R or Intermediate Statistics (6 units)	12
94-701 or 90-717	Business Writing or Writing for Public Policy	6
90-723	Financial Statements and Analysis	6
94-700	Organizational Design & Implementation	6
	Fall Electives	6
	Total semester units	48
Spring Pittsburgh		
90-713 or 90-714	Policy and Politics an International Perspective or Policy & Politics in American Institutions	12

90-718 or 94-718	Strategic Presentation Skills or Communication in XR	6
90-722	Optimization and Decision Modeling for Policy	12
90-728	Introduction to Database Management	6
90-897	Working the Policy Ecosystem	6
	Spring Electives	6
	Total semester units	48
	TOTAL FIRST YEAR	96
94-900	Summer Internship (Required, but waivers can be requested or internship combined with the Heinz Policy Fellowship)	0
Fall Washington DC		
90-829	Design Thinking for Public Policy	6
90-894	Policy Topics I: Federal Budget Policy	6
90-823	Program Evaluation (<i>fulfills Policy Methods bin</i>)	12
90-855	Leadership/Management Seminar: How Washington Works (<i>fulfills Management bin</i>)	3
90-884	Systems: Project Planning	3
90-899	Fellowship (in DC, M-Thurs, 30 hours per week, Sept – May) (<i>fulfills Management bin</i>)	12
90-879	Policy in Action I (<i>fulfills Policy Domain bin</i>)	6
	Total semester units	48
Spring Washington DC		
90-824	Cost Benefit Analysis or other methods	6
90-739	Systems Synthesis I (fall Planning and spring Systems Synthesis)	12
90-889	Fellowship (in DC, M-Thurs, 30 hours per week, Sept – May)	12
TBA	Policy in Action II (<i>fulfills Policy Domain bin</i>)	6
	Electives: Spring	12
	Total semester units	48
	TOTAL SECOND YEAR	96
	Total Units	192

4.4. F25 Start MSPPM 2 and MSPPM 3 Bin Course Requirements

The coursework beyond the core can be characterized as structured choice. Students are required to take each of the following bins: policy domains courses (12 units), policy methods courses (12 units), and a management course (6 units). Bin requirements for DC students are incorporated into the second year required classes in DC so DC students do not need to track bin requirements. With the addition of new course offerings, please connect with your advisor if you enroll in a course that you believe should be considered for a bin.

4.4.1. F25 Start Policy Domain Courses (12 Units Required)

Policy Domains courses are designed to provide you with an opportunity to explore the substantive aspects of policy making within the context of several policy areas.

The complete list of pre-approved courses is listed below.

No.	Title	Units
90-702	Poverty Reduction and Social Policies in Developing Countries	6
90-703	Gender, Politics, and Policies: US and Across the World	6
90-704	Racial and Gender Impact on US Social Policies	12
90-734	Urban Policy	6
90-743	Urban and Regional Economic Development	12
90-748	Real Estate Development	6
90-752	Rise of the Asian Economies	12
90-754	Elective Politics and Policy-Making	6
90-784	Affordable Housing Policy and Finance	6
90-789	Resilient & Sustainable Communities	12
90-798	Systems Analysis: Environmental Policy	12
90-805	Issues in Global Urbanization	3,6
90-808	US Energy and Climate Policy	6
90-810	Racial and Environmental Social Justice Movements	6
90-817	Education Finance and Policy	12
90-840	The Media & American Politics	6
90-843	Development Financial Tools for Sustainable Economic Development	3
90-860	Policy in a Global Economy	12
90-861	Health Policy	6

90-865	Policy and Leadership in Public Education	6
90-882	Behavioral Economics in Public Policy	12
94-705	Health Economics	12
94-806	Privacy in the Digital Age	6
94-845	Smart Cities: Growth and Intelligent Transportation Systems	6
95-743	Cybersecurity Policy and Governance I	6
95-744	Cybersecurity Policy and Governance II	6

4.4.2. F25 Start Policy Methods Courses (12 Units Required)

Policy Methods courses deepen your understanding of both the tools and methods for analysis. Many of these courses count toward your concentration area. The complete list of pre-approved courses is listed below.

No.	Title	Units
90-730	Policy Analysis in Practice	12
90-745	Methods of Policy Analysis: Future of Work	6,12
90-747	Cost Benefit Analysis	6
90-749	Cost Benefit Analysis: A Capital Budgeting Approach	6
90-753	Advanced Geographic Information Systems	6
90-783	Policy Innovation Lab	6
90-822	Critical Analysis of Policy Research	12
90-823	Program Evaluation	12
90-834	Health Care Geographical Information Systems	12
90-872	Using R for Policy Data Analysis	6
90-894	Policy Topics I: Federal Budget Policy	6
94-802	Geographic Information Systems	12
94-827	SAS for Public Policy	6
94-833	Decision Analysis and Multicriteria Decision Making	6
94-834	Applied Econometrics I	6
94-835	Applied Econometrics II	6

4.4.3. F25 Start Management Courses (6 Units Required)

Additional Management courses are designed to equip you to lead and manage organizations in the public interest. The complete list of pre-approved courses is listed below.

No.	Title	Units
90-736	Public Finance	12
94-719	Budgetary Planning and Analysis	6
94-800	Negotiation	6
94-801	Acting for Leadership and Communication	6
94-811	Strategy Development	6
94-813	Project Management	6
94-814	Evidence-Based Management	6
94-822	Organizational Change	6
94-837	Leading with Equity & Inclusion	6
94-838	Advanced Project Cost Mgmt with Power BI	6
94-854	Developing as a Leader	6
94-865	Data Analytics for Decision Making	6
94-869	Conflict Resolution	6
94-883	Applied Ethical Analysis	6

4.5. Non-Heinz Graduate Courses Counting Towards Your Degree

To fulfill the elective requirements for graduation, you may take relevant graduate-level courses outside of the Heinz College. You can take a maximum of 36 units of graduate-level, degree-relevant courses outside of the Heinz College to count towards your 192 (two year) or 162 (three semester) unit minimum.

If you wish to count a course(s) outside of Heinz towards your degree, you must have Academic Advisor approval, and you must submit a [General Petition form](#) prior to the start of the course.

5. Number of Units per Semester

5.1. Normal Courseload Expectation for MSPPM Students

Students typically take between 48 – 54 units per semester. To make normal academic progress for MSPPM 2-year track as well as MSPPM-DC, students must take 48 units per semester (for a

total of 192 units). MS-3 students take 54 units a semester (for a total of 162 units) to make normal academic progress.

5.2. Unit Increase Policy

First semester MSPPM students will have a maximum of 48 units. Starting with their second semester, this will be raised to 54 units for all students who are in good academic standing. Students who are placed on warning or probation may have their unit increase reversed and an advising hold placed until they have met with their Academic Advisor.

Students who feel prepared to take on additional academic challenges beyond the standard course load may request a unit increase. They can do so by submitting a [General Petition Form](#), available on the Heinz College Current Student Website, to their Academic Advisor.

5.2.1. Requirements

Students demonstrating strong academic performance with a **3.5 Cumulative Quality Point Average (CQPA)** or higher may request for advisor approval to increase to 60 units. Any increase requests above 60 units will require additional approvals and are not guaranteed. Please contact your Academic Advisor.

Students who need to retake a course may be approved for a unit increase in order to make up the course and stay on track for graduation, regardless of their cumulative QPA.

5.2.2. Unit Increase Timeline

First-semester students may request a unit increase only if they apply for and are selected to participate in 90-700 Heinz Journal, which is worth 3 units.

All MSPPM students in good standing will be increased to 54 units for their second and subsequent semester automatically.

Unit increases to 60 units for a student's second semester will only be processed after their first mini grades are posted and the students have achieved the 3.5 cumulative QPA requirement.

For future semesters, students who are at or above a cumulative QPA of 3.5 can have their unit increase to 60 units approved after their mini grades are posted and the increase will go into effect the week after registration.

6. Systems Synthesis/Project Coursework

Students must take a minimum of 12 units of a Systems Synthesis or project course. Systems Synthesis courses are taken either the first or second semester of the second year of the program. To fulfill this requirement, you can elect to take one of the following:

- one semester of 90-739, System Synthesis or 94-739 Capstone Project
- one semester of 94-891 Lean Innovation Lab (18 units)
- one semester of 90-719, Physical Technical Systems
- other project courses offered by the Heinz College on an occasional basis.
- DC Track students will complete systems in DC and will register for 3 units Systems Planning in the Fall and 12 units of Systems Synthesis in the spring.

Physical Technical Systems projects are run jointly with the Department of Engineering and Public Policy and with the Department of Social and Decision Sciences (12 units).

Most project courses are organized around significant public interest or management problems, the solution to which requires a mix of technological, economic, social, and political skills. Most project courses are sponsored by a public or not-for-profit agency or have a project advisory committee of people from a range of agencies interested in the project's outcome. As opposed to the traditional classroom setting, project courses are organized as an exercise in group problem solving. Students are divided into teams guided by faculty.

6.1. Registration for Systems Synthesis/Project Coursework

The Program Director or equivalent will reach out to students to gather input regarding domain interests and skill preferences. This input will guide the selection and assignments of systems synthesis projects. Students will be placed in groups and registered by Heinz Academic Services. Students do not register for Systems Synthesis on their own.

6.2. Development of Systems Synthesis Projects

Typically, proposals are generated by faculty and by organizations external to the School of Public Policy and Management. In recent years, some successful proposals have come from students with an interest in a particular problem. The MSPPM Program Director, Associate Dean, and other faculty designated by the Dean are available to assist students who are interested in developing their own proposals. If you are interested in organizing a project, you must submit a proposal to the MSPPM Program Director including as many of the following items as possible:

- a brief description of the system to be studied,
- the system client,
- the kinds of alternative improvements to be considered,
- the types of data that would be used in such an analysis and how you intend to gather that data,
- the analytical approaches you anticipate you will use in the study,
- the feasibility of completing the project in one semester, and
- the name(s) of proposed faculty advisors.

It is certainly not necessary to have all the aspects of a project listed above in place to submit a proposal. If you need assistance with any aspect of developing a project, contact the MSPPM Program Director. The most critical factors are a well-defined project idea, data availability for analysis, significant interest from students, the feasibility of completing the project, and the ability of the Associate Dean to assign a faculty member to supervise the project. The latter depends a great deal on the needs for individual faculty to teach other courses in the curriculum.

7. Independent Studies for Student Research

As explained in the [Heinz College Handbook](#), Independent Study courses allow for one-on-one interaction between a professor and a student. To receive approval for an independent study course, you must submit an [Independent Study Contract](#) to the faculty advisor and your Academic Advisor accompanied by a memorandum which describes the plan for this independent study course and includes the number of units to be earned, the deliverables of the independent study (i.e., a paper or series of papers, etc.), and grading criteria.

Students in the MSPPM program are required to submit 25-30 pages for a 12-unit independent study and 12-15 pages for a 6-unit independent study.

8. Concentration Areas

As an MSPPM student, you are encouraged—but not required—to declare a concentration. Developing depth in a particular field or application area can be a valuable asset, both in securing your first job and thriving in it. Concentrations offer a way to focus your academic experience around a specific domain, helping you build expertise and stand out in the job market.

To be eligible to declare a concentration, students must complete a **minimum of 36 units** from courses listed under a single concentration area. These units must be earned through approved coursework that aligns with the academic and professional focus of the chosen concentration.

Heinz College offers a diverse set of concentration areas that reflect emerging trends, interdisciplinary challenges, and evolving career pathways in public policy, technology, and management. Current concentration areas include:

- AI Management
- Energy and Environmental Policy
- Health Policy
- International Policy
- Nonprofit and Public Management
- Public Interest Technology
- Social Policy
- Technology Governance, Cybersecurity, and Privacy Policy
- Urban & Regional Economic Development
- U.S. Politics and Policy Making

Students can also design and develop their own concentrations with the assistance of their advisor or program director. Please note that not all courses listed under each concentration are offered every academic year. Course availability and semester offerings may vary, and new courses may be added. Students should consult with their Academic Advisor to identify courses that best align with their academic and career goals, and refer to current course schedules for the most up-to-date information.

To declare a concentration, students must submit the [Concentration Declaration Form](#) available on the Heinz College website. This form can be submitted at any time after the decision to pursue a concentration—there is no need to wait until all coursework is completed. If a course substitution becomes necessary during the program, Academic Services can assist with updating your concentration record.

Upon completion of the concentration requirements and graduation, Heinz College will issue a certificate of concentration to eligible students. If a student has questions regarding this process, please contact the program's [Academic Advisor](#) or [Heinz Academic Services](#).

8.1. AI Management Concentration

Artificial intelligence is transforming how organizations deliver services, make decisions, and address societal challenges. This concentration prepares students to understand, design, and govern AI systems that are effective, ethical, and aligned with the public interest.

Students in this concentration gain both conceptual and applied skills to manage the lifecycle of AI solutions—from development and deployment to oversight and accountability. Courses emphasize the technical foundations of AI and machine learning alongside critical considerations of ethics, governance, and responsible innovation. Graduates will be ready to lead AI strategy in government, nonprofits, and industry, shaping systems that drive impact while safeguarding equity and trust.

Graduates of this concentration are equipped to bridge the gap between technology and policy, guiding the responsible integration of AI into decision-making processes that shape the future of society.

If you have questions about this concentration, contact [Anand Rao](#).

Concentration Courses:			
90-746	AI Engineering & Policy for Climate Mitigation & Resilience	Fall	12 units
94-703	Demystifying AI	Spring	6 units
94-879	Fundamentals of Operationalizing AI	Fall, Spring	6 units
94-885	Responsible AI: Principles, Policies, Practices	Fall, Spring	6 units
95-891	Introduction to AI	Fall, Spring	12 units
90-769	Critical AI Studies for Public Policy	Fall	6 units
94-717	Systems Thinking & Discrete Event Simulation	Spring	6 units
94-812	Applications of NL(X) and LLM	Spring	6 units
94-815	Agent-Based Modeling and Digital Twins	Spring	6 units
94-816	Generative AI: Applications, Implications, and Governance	Fall, Spring	6 units
94-829	Advanced AI and Business Strategy	Fall, Spring	6 units
94-830	AI, Ethics and Humanity	Spring	6 units
94-844	Generative AI Lab	Fall, Spring	6 units
94-881	Managing Analytics Projects	Spring	6 units
94-889	Machine Learning for Public Policy Lab	Fall	12 units
95-767	Cybersecurity for Artificial Intelligence & Machine Learning	Fall	6 units
95-828	Machine Learning for Problem Solving	Spring	12 units

95-851	Making Products Count: Data Science for Product Managers	Fall, Spring	6 units
94-805	Operationalizing AI Systems	Spring	7 units
94-825	AI Foundations	Fall, Spring	3 units
94-894	AI & Emerging Economies	Fall	12 units
95-711	Learning Gen AI in Software Dev	Fall	3 units
17-737	Artificial Intelligence Methods for Social Good	Spring	6 units

8.2. Energy and Environmental Policy Concentration

This concentration blends policy expertise with technical insight through a unique partnership between Heinz College and the Engineering College's [Energy Science, Technology and Policy \(EST&P\)](#) master's degree program. Addressing the climate crisis and managing the transition to sustainable energy systems are among the most urgent policy challenges of our time. This concentration equips students with the analytical, technical, and managerial skills needed to craft effective responses to environmental risks and energy demands.

Students in this concentration examine climate change, energy markets, and resilience planning from a policy and governance perspective, with an emphasis on evidence-based decision making and cross-sector solutions. They gain practical tools to design, implement, and evaluate policies that promote sustainability, resilience, and innovation.

Graduates of this concentration are equipped to lead across government, nonprofit, and private sectors, advancing policies that balance economic growth with environmental stewardship and resilience.

If you have questions about this concentration, contact [Karen Clay](#).

Concentration Courses:			
90-789	Resilient & Sustainable Communities	Spring	12 units
90-798	Systems Analysis: Environmental Policy	Fall	12 units
90-808	US Energy and Climate Policy	Fall	6 units
39-610	Energy Conversion and Supply	Fall	6 units
39-611	Energy Demand and Utilization	Spring	6 units
39-612	Energy Policy and Economics	Spring	6 units
39-613	Energy Transport and Storage	Fall	6 units

12-749	Climate Change Adaptation	Spring	6 units
45-863	Risk Analytics	Fall	6 units
45-928	Energy Finance	Spring	6 units
12-645	Smart Cities: Growth and Intelligent Transportation Systems	Fall	6 units
12-707	Special Topics: AI Engineering and Policy for Climate Mitigation and Resilience	Fall, Spring	12 units
19-649	Special Topics: Decarbonizing Industry: Law, Policy, and Business Strategy	Spring	3 units
19-666	Energy Policy and Economics	Spring	6 units
19-711	Science and Innovation Leadership for the 21st Century: Firms, Nations, and Tech	Spring	12 units
19-716	AI Governance: Identifying & Mitigating Risks in Design & Dev of AI Solutions	Spring	6 units
19-721	Special Topics: Seminar on Transportation, Engineering and Economics	Spring	6 units

8.3. Health Policy Concentration

Health systems are central to the well-being of individuals and communities, yet they face ongoing challenges in cost, access, quality, and equity. The Health Policy concentration prepares students to analyze, design, and lead policies that strengthen health systems at local, national, and global levels.

Students in this concentration explore the structure of health care systems, the economic and political forces that shape them, and innovative approaches to improving outcomes. They learn to apply rigorous analytical methods and policy frameworks to issues such as insurance design, financing, public health infrastructure, and the integration of new technologies in care delivery.

Graduates of this concentration are prepared for careers in government, health organizations, nonprofits, and international agencies, where they will contribute to building healthier, more equitable, and more sustainable systems of care.

If you have questions about this concentration, contact [Professor Laura Synnott](#).

Concentration Courses:			
90-836	Health Systems	Fall	6 units
90-861	Health Policy	Spring	6 units

94-705	Health Economics	Fall	12 units
90-839	Global Health Policy	Spring	6 units
90-832	Health Law	Spring	6 units
90-834	Health Care Geographical Information Systems	Spring	12 units
90-779	Health Policy and Decision Making	Fall	12 units
94-706	Health Care Information Systems	Spring	12 units

8.4. International Policy Concentration

Globalization, shifting geopolitical dynamics, and economic development challenges continue to reshape the international landscape. The International Policy concentration provides students with the analytical frameworks and conceptual tools needed to understand and engage with the most pressing global policy debates.

Students explore the drivers of globalization and their impacts on trade, investment, and development, while also examining the political, strategic, and social dimensions of international affairs. Courses emphasize comparative and cross-national perspectives, preparing graduates to navigate complex international systems and design policies that foster stability, equity, and sustainable growth.

Graduates of this concentration are prepared for careers in international organizations, government agencies, nonprofits, and the private sector, where they will address global challenges in economic development, security, diplomacy, and governance.

If you have questions about this concentration, contact [Lee Branstetter](#).

Concentration Courses:			
90-805	Issues in Global Urbanization	Spring	12 units
90-860	Policy in a Global Economy 1: International Trade and Trade Policy	Spring	6 units
94-800	Negotiation	Fall, Spring	6 units
90-703	Gender Politics Policies US World	Fall	6 units
90-752	Rise of the Asian Economies	Fall	12 units
90-810	Social Movements and Social Change	Fall	6 units
94-859	International Crisis Negotiation Exercise	Spring	3 units
90-702	Poverty Reduction & Soc Pol in Dev Ctry	Fall	6 units
90-862	Policy in a Global Economy 2: International Macroeconomics and Finance	Spring	6 units

94-831	Negotiation: International Focus	Spring	12 units
94-869	Conflict Resolution	Spring	6 units
94-894	AI & Emerging Economies	Fall	12 units
19-711	Science and Innovation Leadership for the 21st Century: Firms, Nations, and Tech	Spring	12 units
84-605	The Future of Warfare	Fall	12 units
84-612	Terrorism in Sub-Saharan Africa	Spring	6 units
84-628	Military Strategy and Doctrine	Fall	12 units
84-629	Asian Strategies	Fall	6 units
84-662	Diplomacy and Statecraft	Fall	12 units
84-667	The Politics of Antisemitism	Fall	12 units
84-669	Decision Science for International Relations	Fall	12 units
84-671	International Governance of Artificial Intelligence	Fall	12 units
84-674	An Introduction to Technology and War	Fall	12 units
84-675	Geopolitics of Innovation	Fall	12 units
84-680	US Grand Strategy	Fall	12 units
84-720	Advanced International Security	Fall	12 units

8.5. Nonprofit and Public Management Concentration

Mission-driven organizations play a critical role in addressing societal challenges, delivering public services, and fostering innovation. This concentration prepares students to lead effectively in the public and nonprofit sectors by building expertise in financial decision-making, ethical leadership, and strategic management.

Students learn to design impactful programs, engage stakeholders, and navigate complex policy environments. The curriculum emphasizes evidence-based decision making, cross-sector collaboration, and values-driven leadership.

Graduates of this concentration are equipped to lead nonprofit organizations, public agencies, and philanthropic institutions, driving mission-focused initiatives that strengthen communities and promote the public good.

If you have questions about this concentration, contact [Brett Crawford](#).

Concentration Courses:			
90-736	Public Finance	Fall	12 units
94-814	Evidence-Based Management	Fall	6 units

90-744	Nonprofit Statements & Analysis	Spring	6 units
90-749	Cost Benefit Analysis: A Capital Budgeting	Spring	6 units
94-801	Acting for Leadership and Communication	Fall, Spring	6 units
94-803	Consulting Lab	Spring	6 units
94-808	Management Consulting	Fall, Spring	12 units
94-811	Strategy Development	Fall, Spring	6 units
94-813	Project Management	Fall, Spring	6 units
94-854	Developing as a Leader	Fall, Spring	6 units
94-883	Applied Ethical Analysis	Spring	6 units
90-747	Cost Benefit Analysis	Fall	6 units
91-729	Business Analytics for Managers	Spring	6 units
93-826	External Rel: Fundraising & Indiv Giving	Spring	6 units
93-827	External Relations: Sponsorships & Insti	Spring	6 units
94-708	Applied Strategic Marketing	Fall, Spring	6 units
94-719	Budgetary Planning and Analysis	Fall	6 units
94-822	Organizational Change	Spring	6 units
94-824	Creating Results-Oriented Programs	Fall	6 units
94-833	Decision Analysis and Multi-Criteria Decision Making	Fall	6 units
94-838	Advanced Project Cost Mgmt with Power BI	Fall, Spring	6 units

8.6. Public Interest Technology Concentration

As technology rapidly transforms society, questions of ethics, governance, and equity are increasingly urgent. This concentration prepares students to ensure that technological innovation advances the public good.

This concentration emphasizes technology expertise defined broadly—encompassing the capabilities to create, apply, study, and use new technologies, together with an understanding of the ethical, legal, policy, and societal dimensions of technological change. Students develop the ability to evaluate emerging technologies, anticipate risks, and design policies and strategies that align innovation with democratic values and social justice.

Graduates of this concentration are equipped to work across sectors—government, nonprofits, advocacy, and industry—bridging the gap between technology and the public interest while advancing solutions that are innovative, ethical, and equitable.

If you have questions about this concentration, please contact [Christopher Goranson](#).

Concentration Courses:			
90-708	Introduction to the Theory and Practice of Policy Analysis	Fall	12 units
90-769	Critical AI Studies for Public Policy	Fall	6 units
90-783	Policy Innovation Lab: Public Interest Technology	Fall, Spring	6 units
94-806	Privacy in the Digital Age	Spring, Fall	6 units
90-829	Design Thinking for Public Policy	Fall	6 units
90-856	Policy Topics: Tech Policy & Management	Spring	6 units
94-703	Demystifying AI	Spring	6 units
94-866	Design Strategy	Fall, Spring	6 units
94-870	Telling Stories with Data	Fall, Spring	6 units
94-989	Machine Learning for Public Policy Lab	Fall	6 units
94-805	Operationalizing AI Systems	Spring	7 units
94-816	Generative AI: Applications, Implications, and Governance	Fall, Spring	6 units
94-855	Innovation Management in Practice	Spring	6 units
94-860	Regulation of Internet Edge Platforms	Fall	6 units
94-864	Technology, Humanity, and Social Justice: Criminal Justice	Spring	3 units
94-879	Fundamentals of Operationalizing AI	Fall, Spring	6 units
94-885	Responsible AI - Principles, Policies, and Practices	Fall, Spring	6 units
94-894	AI & Emerging Economies	Fall	12 units
95-818	Privacy, Policy, Law & Technology	Fall	12 units
95-891	Introduction to Artificial Intelligence	Fall, Spring	12 units
17-737	Artificial Intelligence Methods for Social Good	Spring	6 units

8.7. Social Policy Concentration

Public policy has the power to shape opportunity, reduce inequality, and improve lives. This concentration provides students with a deep understanding of how policies can be designed and implemented to improve outcomes in areas such as poverty alleviation, health care, education, gender equity, and economic opportunity.

Students in this concentration examine the drivers of poverty and inequality both in the U.S. and globally, explore the role of social movements in advancing change, and apply insights from behavioral economics to craft policies that are both effective and equitable. Courses emphasize comparative analysis, critical thinking, and evidence-based strategies for addressing complex social challenges.

Graduates of this concentration are prepared to lead efforts in government, nonprofits, advocacy organizations, and international agencies to design and advance policies that expand opportunity, promote equity, and foster social change.

If you have questions about this concentration, contact [Silvia Borzutzky](#).

Concentration Courses:			
90-702	Poverty Reduction & Social Policy in Developing Countries	Fall	6 units
90-817	Education Finance and Policy	Spring	12 units
90-703	Gender Politics Policies US World	Fall	6 units
90-704	Poverty, Inequality and Social Policies	Fall	6 units
90-779	Health Policy and Decision Making	Fall	12 units
90-810	Social Movements	Fall	6 units
90-817	Education Finance and Policy	Spring	12 units
90-839	Global Health Policy	Spring	3 units
90-861	Health Policy	Spring	6 units
90-871	Policy Topics: Gender & Policy Workshop	Fall	3 units
90-880	Behavioral Economics	Fall	12 units
90-882	Behavioral Economics & Public Policy	Spring	12 units
90-891	Behavioral Economics & Field Experiments	Spring	12 units
90-892	Behavioral Economics and Poverty Development	Spring	12 units
94-837	Leading with Equity and Inclusion	Fall, Spring	6 units
94-853	Technology, Humanity and Social Justice - Governance	Fall, Spring	3 units
94-871	Moving Towards Education Justice in Pittsburgh Public Schools	Spring	3 units
94-875	Technology, Humanity, & Soc Justice - Environment	Spring	3 units

8.8. Technology Governance, Cybersecurity, and Privacy Policy

The rapid evolution of digital technologies is reshaping how governments, businesses, and society operate—bringing enormous opportunities alongside complex risks. The Technology, Privacy, and Security Policy concentration equips students with the expertise to navigate these challenges and craft forward-looking policy solutions.

Students in this concentration explore the intersection of technology, governance, and public interest, developing skills to address pressing issues such as cybersecurity threats, data privacy, emerging innovations, and the regulation of wireless and digital systems.

Courses emphasize both technical understanding and policy analysis, preparing graduates to bridge the gap between technologists and policymakers.

Graduates of this concentration are prepared for impactful careers in government, industry, consulting, and the nonprofit sector, where they will drive the development and assessment of policies that foster security, innovation, and public trust in the digital age.

If you have questions about this concentration, [Randy Trzeciak](#) .

Concentration Courses:			
95-752	Introduction to Information Security Management	Fall	12 units
95-743	Cybersecurity Policy and Governance I	Fall, Spring	6 units
95-744	Cybersecurity Policy and Governance II	Fall, Spring	6 units
94-806	Privacy in the Digital Age	Fall, Spring	6 units
94-816	Generative AI: Applications, Implications, and Governance	Fall, Spring	6 units
94-860	Regulation of Internet Edge Platforms	Fall	6 units
94-864	Technology, Humanity, and Social Justice: Criminal Justice	Spring	3 units
95-723	Managing Disruptive Technologies	Fall, Spring	6 units
95-747	Security Data Analytics	Fall	6 units
95-748	Software and Security	Fall, Spring	6 units
95-749	Cryptography	Spring, Summer	6 units
95-755	Information Security Risk Management	Spring	6 units
95-758	Network and Internet Security	Fall, Spring	12 units
95-759	Malicious Code Analysis	Spring, Summer	6 units
95-810	Blockchain Fundamentals	Fall, Summer	6 units
95-818	Privacy, Policy, Law & Technology	Fall	12 units
95-824	Policies of Wireless Systems	Fall	12 units
95-844	Introduction to Cyber Intelligence	Fall, Spring	6 units
95-878	Engineering Privacy in Software	Spring	12 units
95-889	Applied Threat Analysis	Spring	6 units
14-829	Mobile and IoT Security	Fall	12 units
14-819	Introduction to Software Reverse Engineering	Spring	12 units

8.9. Urban and Regional Economic Development

Cities and regions drive innovation and opportunity, yet they also face complex challenges in housing, transportation, sustainability, and equity. This concentration equips students to design and implement strategies that promote inclusive and sustainable growth at the local, regional, and state levels.

Students in this concentration build expertise in urban policy, planning, housing, and smart city design, while gaining the analytical and management tools needed to support thriving economies and resilient communities. Courses integrate practical policy analysis with forward-looking approaches to urbanization and mobility.

Graduates of this concentration are prepared to lead in government, planning agencies, nonprofits, and consulting, advancing policies and strategies that strengthen communities, expand opportunity, and promote sustainable urban and regional development.

If you have questions about this concentration, please contact [Jackie Speedy](#).

Concentration Courses:			
90-734	Urban Policy	Spring	6 units
90-743	Urban and Regional Economic Development	Spring	12 units
90-748	Real Estate Development	Fall	6 units
90-784	Affordable Housing and Finance	Spring	6 units
90-805	Issues in Global Urbanization	Spring	VAR
90-807	Planning by Design: Campuses, Waterfronts, Districts, and Cities	Spring	12 units
90-829	Design Thinking for Public Policy	Fall	6 units
90-843	Developing Financial Tools for Sustainable Economic	Spring	3 units
94-845	Smart Cities: Growth and Intelligent Transportation	Fall	6 units
94-893	Intro to Transportation Systems Analysis	Fall	6 units
12-645	Smart Cities: Growth and Intelligent Transportation Systems	Fall	6 units
19-682	The Strategy and Management of Technological Innovation	Spring	12 units
48-742	Planning and Public Policy for the Future of Urbanism	Fall	VAR

8.10. U.S. Politics and Policy Making

Public policy in the United States is inseparable from politics. This concentration equips students with the knowledge to analyze how political institutions, actors, and strategies

shape policy outcomes, while developing the practical skills to navigate the policy ecosystem.

Students examine presidential powers, congressional dynamics, federal budgeting, and the broader policymaking process, gaining both critical insight and applied experience. Courses combine theoretical analysis with hands-on engagement, preparing graduates to lead in legislative affairs, political strategy, and public administration.

If you have questions about this concentration, please contact [Karl Maschino](#).

Concentration Courses:			
90-754	Elective Politics and Policy-Making	Spring	6 units
90-736	Public Finance	Fall	12 units
90-749	Cost Benefit Analysis: A Capital Budgeting Approach	Spring	6 units
90-758	Analysis of US Presidential Powers	Spring	6 units
90-894	Federal Budget Policy	Spring, Fall	6 units
90-897	Working the Policy Ecosystem	Spring	6 units
84-652	Representation and Voting Rights	Spring	12 units
84-655	Democracy's Data: Analytics and Insights into American Elections	Fall	12 units
84-680	US Grand Strategy	Fall	12 units
84-693	The US Congress: Legislative Progress or Paralysis?	Fall	12 units

9. Summer Internship and MS-DC Fellowship

MSPPM students (except for MS3 and MS-MBA students) are required to spend the summer following their first year in the program gaining professional experience in management and analysis by working in a public agency, non-profit organization, or private firm. Your internship duties must have significant educational value.

Your internship will train you in ways significantly different from classroom instruction. By working in a professional environment, you will solidify the knowledge gained in your Heinz College coursework, refine career interests, and establish personal networks that might lead to later career opportunities. You also can earn income, though Heinz College does accept unpaid internships.

Students are responsible for securing a suitable internship. The [Mary Beth and Miles Reidy Career Center](#) aids in this search through counseling, workshops on resume preparation and interview skills, and listings of potential internships. Students are strongly encouraged to make

appointments with their Career Services advisor to discuss their search and are encouraged to come to workshops that cover the essential skills for finding the right internship.

International students are required to consult with the [Office of International Education](#) for eligibility for work authorization before starting or seeking an internship/co-op or consulting opportunity. International students will benefit from proactively reviewing OIE guidance regarding off-campus [work authorization](#). Off-campus work authorization processing times can take several weeks or months, and international students will benefit from starting the off-campus work authorization process as early as possible.

9.1. Internship Requirements

- Students must attend an internship information session in the spring semester hosted by Career Services to learn more about specific internship requirements and support given by Career Services
- The internship duration is a minimum of 300 hours and is to be completed in the summer between your first and second year only
- Students may only report one internship unless otherwise approved by Career Services
- Internship must be reported no later than the last business day of June
- Students must complete the Heinz Internship Extension Course administered by Career Services via Canvas. Students will be automatically enrolled and there will be associated modules with assignments in which completion of these modules is a requirement to pass the Internship Course
- The Canvas Course includes the step to report the internship. The internship will be verified with the students' supervisors and then approved. Students must notify their Career Advisor of any significant changes in their internships, such as length, location, hours of work, etc.
- Once the internship has been approved, students will be registered for the zero-unit internship course. Students will not receive academic credit for the internship, but it will be reflected on their transcript as a course with P/NP grade. If a student plans to exempt the internship, they will need to complete the [Petition for Course Exemption](#).
- Once the student has started their internship, they will receive a survey to complete verifying their supervisor's contact information as well as skills evaluation.
- At the end of your internship your Career Services Advisor will request that your supervisor complete an evaluation form about your internship performance. You are also required to complete an evaluation survey about how your internship fulfilled the educational goals of the program.

If you do not successfully complete an eligible internship along with the supervisor verification and survey, you will not fulfill your internship requirement necessary for graduation.

9.2. Heinz Policy Fellowship for D.C. Track Students

All MS-DC students are required to secure and complete a two-semester Heinz Policy Fellowship during their second year in Washington DC working for a public agency, non-profit organization, or private firm. Students will work a four-day work week (Mon-Thurs approximately 30-32 hours per week depending on how your employer counts hours.) Your Heinz Policy Fellowship duties must have significant educational value.

The Policy Fellowship is only available to D.C. Track students who are in their second year and in Washington, D.C.

9.2.1. Securing a Heinz Policy Fellowship

Students are responsible for securing a suitable Heinz Policy Fellowship. Students should work closely with the MS-DC Program Director and their Heinz Career Services advisor on their Heinz Policy Fellowship search. The Career Services Office also provides general assistance in Pittsburgh through counseling, workshops on resume preparation and interview skills, and listings of employment opportunities. You can make an appointment at any time to meet with the Career Services staff to discuss your situation and you are encouraged to come to workshops that cover the essential skills for finding the right position.

9.2.2. Heinz Policy Fellowship Standards

The faculty expects all students to satisfactorily complete a Heinz Policy Fellowship as an integral part of the degree program. Minimally, this requires the equivalent of 28 weeks of employment (approximately 30-32 hours per week) in a technical, managerial, or administrative position with a satisfactory evaluation by your supervisor.

Before beginning the internship, students must complete the online Internship Reporting Form that can be found on the [Heinz Career Services website](#). The Heinz Policy Fellowship will be verified with the students' supervisors and then approved. You will not be permitted to graduate if you accept or begin work at a Heinz Policy Fellowship which does not meet Heinz School standards.

During the course of the Heinz Policy Fellowship, the MS-DC Program Director will contact your supervisor periodically to discuss your progress. The Director may also get in touch with you to discuss the fellowship and any problems that arise. You must notify the MS-DC Program Director of any significant changes in your fellowship, such as length, location, hours of work, etc.

At the end of the Heinz Policy Fellowship, the DC Office will request that your supervisor complete an evaluation form about your performance. The office also will ask you for a self-evaluation of how your Heinz Policy Fellowship fulfilled the educational goals of the program and a short description of the employing organization, including a list of contact names, tasks and responsibilities you cultivated while in their employ. Based on the supervisor's evaluation, the periodic contacts with the supervisor and you, and your self-evaluation, the Director will advise the Masters Committee if you have satisfactorily completed the Heinz Policy Fellowship requirement. If you do not successfully complete an eligible Heinz Policy Fellowship you will have to complete one before you can graduate.

The Career Services Office encourages you to notify them of job opportunities within your Heinz Policy Fellowship organization which might be available for future Heinz School graduates or interns. The Office will maintain these descriptions for reference by both first and second year students.

9.2.3. Start Date for Heinz Policy Fellowship

Students are required to have an approved Heinz Policy Fellowship by the start of their second academic year (first day of classes for the fall semester in DC.). An approved Heinz Policy Fellowship is one that has a job description and has been reported and approved via the Career Services online reporting form. Students without a formal Heinz Policy Fellowship in place by the start of their second year will not be allowed to attend classes in DC, and will be transferred to the two year program in Pittsburgh and complete their degree there.

Given that many positions in Washington require security clearances, students may not be able to start on time. In the event that this occurs, students should immediately inform the MS-DC Program Director of their expected start date which should begin no later than November 1st of the fall semester. Students unable to start their Heinz Policy Fellowships, or find and commence an alternative position, by November 1st will be allowed to complete their first semester in DC but will then be required to return to Pittsburgh to complete their last semester there. While

waiting for security clearances, students will be required to find a suitable volunteer or work study position – in the Heinz College Washington DC office or other DC organization -- until the start of their approved Heinz Policy Fellowship.

9.3. International Student (F-1/J-1) Internship and Fellowship Considerations

- **F-1 Status Students:** You must apply for [Curricular Practical Training](#) (CPT) employment authorization for your summer internship if your degree program requires you to complete a summer internship. CPT authorization is required regardless of the internship being paid or unpaid. CPT is only available to F-1 students who have not graduated and who have been enrolled on a full-time basis for one full academic year (i.e., fall and spring.) Exception: graduate students in programs that require an internship in their first year will be eligible for CPT next summer if they are able to arrive in the US for in person instruction at the start of the spring semester. Processing CPT may take up to 2 weeks and you cannot begin employment until you receive authorization. Guidelines, forms, and instructions can be found at [Curricular Practical Training \(CPT\) - Office of International Education - Office of Enrollment Management - Carnegie Mellon University](#).
- **J-1 Status Students:** You will need to apply for and obtain [Academic Training](#) before beginning your internship or fellowship. If your program sponsor on your DS-2019 is Carnegie Mellon University, follow the [steps](#) to obtain your Academic Training. If your program sponsor is another entity (such as Fulbright) you must contact Fulbright to learn the steps to receive your Academic Training.
- The summer internship for three-semester MSPPM students is optional; however, students are encouraged to seek internship opportunities. 3 semester international students in F-1 status do not qualify for CPT if they decide to do an internship and must apply for pre-completion OPT if they want to participate in one.