Michael McGuire, Ph.D.
Executive Associate Dean, SPEA Bloomington
Professor of Public and Environmental Affairs

Wherever you are as you read this, whatever the status of your career journey, I want you to know we are eager to be your academic home base.

You will find the faculty and staff here are comprised of individuals who strive to make your online educational experience intellectually rewarding. We’ve been doing this for a while and we think we do it well.

SPEA Connect is no afterthought or late addition to our programs. We launched it 6 years ago and it has grown into the nation’s top-ranked MPA in tandem with our residential program.

Offering an excellent student experience is second nature to us:

- SPEA Connect is headquartered in our new Paul H. O’Neill Graduate Center. We’ll welcome you for a visit any time and look forward to having you here for SPEA Connect Week, an optional in-residence opportunity you can learn more about in this brochure.
- We’re adding to our roster of more than 95 full-time faculty members.
- We’re preparing to launch new graduate degree programs and additional collaborations with overseas universities.
- Our more than 34,000 alumni thrive in the government, business, and nonprofit sectors and move seamlessly among them all. Many maintain strong relationships with SPEA and are committed to giving our future graduates a career boost.

With that as a backdrop, we hope you’ll consider linking your future to ours. Join us in our commitment to demonstrate leadership and advance knowledge for the greater good.

Beth Gazley, Ph.D.
Director, Master of Public Affairs
Professor of Public and Environmental Affairs

As someone who has traversed the government, business, and nonprofit sectors in the course of my career, I have had one objective. I have always wanted — fiercely — to know my efforts have made the world a better place. I am also a second-career academic, so I understand the value of having the flexibility to open even more doors of opportunity through educational advancement. SPEA Connect stands ready to provide you with that flexibility so you can position yourself to turn your passions into action.

At SPEA, this aspiration is reflected in our motto, “Lead for the Greater Good.” It is implemented through our rigorous graduate curriculum that will give you the policy and management skills to pursue an equally meaningful career. With our fully online program, you have the power to lead for the greater good wherever life takes you.

Online students form a vibrant part of our community, with the School’s top-notch student services at your disposal. We will connect you with potential future employers and alumni to build your network to enhance the reach of your degree. We also have dedicated staff ready to ensure that you get the most out of your MPA or graduate certificate.

The best news is, there are over 95 other faculty who share my passion for teaching and public service. Come join us. We will help you learn to lead with your heart and your head.
Open doors with SPEA Connect

Welcome

We’re pleased that you’re considering a graduate degree or certificate program at Indiana University’s School of Public and Environmental Affairs, and we’re eager to tell you what SPEA has to offer. We know it’s a big decision, and we pledge to do all we can to help.

With SPEA’s online graduate program, SPEA Connect, you can access the #1 public affairs graduate school in the country from wherever you are. Whether you’re planning to pursue our Master of Public Affairs (MPA) or one of our graduate certificates, our programs are designed to help skilled, principled, and creative professionals advance in your careers — or transition into a new one — by equipping you with skills to face the complex social and economic challenges facing our global society.

What sets the school apart?
The hallmark of SPEA is its interdisciplinary nature. Housed in a school that combines and connects several areas of study — and taps into the strengths of expert faculty in all of those areas — we offer a uniquely rich learning experience. Problems are approached in a multidisciplinary way, examined in all of their complexity from several perspectives — as they must be in today’s interconnected world.

Graduates of our programs are thus properly prepared with the skills they need to secure rewarding and meaningful careers — careers that can truly make a difference in the world.

The value proposition

A SPEA graduate degree represents tremendous value. Consider quality first. For several years running, SPEA’s MPA program has earned national recognition as one of the finest programs of its kind. This quality carries into our online program offerings. In the most recent rankings from U.S. News and World Report, all four of our online focus areas ranked among the top:

- Nonprofit Management (ranked first).
- Policy Analysis (ranked fifth).
- Public Financial Administration (ranked first).
- Public Management (ranked third).

Now consider cost. The tuition cost of our MPA is less than $30,000 for Indiana residents, and less than $61,000 for non-Indiana residents. We offer generous credit reductions for students with relevant, prior professional experience. That makes SPEA one of the most affordable top-ranked online programs.
SPEA Connect Experience

The flexibility and convenience that make online courses perfect for working professionals also make them a little different than residential courses. Your SPEA Connect courses will be taught by a combination of SPEA’s world-class faculty members and professionals who are a valuable source of real-world knowledge. You’ll interact with your professors online, of course, but you can also reach them by phone and other virtual communication platforms to ask questions and get to know them better. You’ll access your courses through Canvas, Indiana University’s learning management system. Most courses will require you to log in two times or more per week, whenever it’s convenient for you, to participate in discussions, exercises, and reviews.

Students are expected to participate in class each week. Most faculty recommend planning for eight hours per week per class to complete your reading and participation.

SPEA Connect Week

SPEA Connect Week is an optional, on-campus, 3-credit hour course that allows you to meet and build lasting relationships with your fellow online classmates and professors. Students enrolled in SPEA Connect Week come to campus for one week to work with a real-world client on real-world issues. You will act as a consulting group to offer solutions to the client in areas such as fundraising, stakeholder analysis, land use, and navigating local, state, and federal laws. All students admitted to the MPA program are eligible to enroll.

Past clients have included:

- Link Observatory Space Science Institute
- Naval Surface Warfare Crane
- Indianapolis Zoo
- Timmy Global Health

Some of the most beneficial aspects of SPEA Connect week happen outside of the course. While you are on campus, you will be connected with the Career Hub to help prepare you to use your MPA to advance your career. You will also have the opportunity to interact with our Alumni Relations staff to understand how the network of more than 34,000 SPEA alumni can help you in your future goals.

SPEA Connect Week is a tremendous opportunity to build relationships with both classmates and professors, while shaping a professional portfolio. It is a catalyst to build strong rapport with fellow attendees that will extend beyond your time with SPEA Connect. Being on campus, in the collegiate environment and going to class increases the program’s value by highlighting the pride of being an Indiana University student. SPEA Connect Week transforms the SPEA experience from an online degree program to a degree program that happens online. SPEA faculty and staff are accommodating and share expansive opportunities beyond the virtual classroom. I highly recommend SPEA Connect Week as it enriches the IU experience!

– Maleah Amos, MPA Candidate
Master of Public Affairs (MPA)

Our MPA program is a professional 48 credit-hour degree program that will prepare you for the challenges you’ll face every day in public service, the nonprofit sector, or the corporate world. Our unique curriculum design allows you to collaborate across disciplines and tackle today’s complex issues from multiple perspectives.

1 Core Competencies
Master the fundamentals.

Management, Statistics, Economics, Law, Public finance. Knowledge of these areas, a command of the analytical skills they require, and an understanding of related policy issues and government processes are essential to any career in public affairs. The MPA’s core competencies are:

- Law and Public Affairs
- Public Finance and Budgeting
- Public Management
- Public Management Economics
- Statistical Analysis for Effective Decision Making

2 Focus Area
Pursue your passion.

All students pursuing the online MPA will complete a Public Affairs concentration with one of the following focus areas:

- Nonprofit Management
- Policy Analysis
- Public Financial Administration
- Public Management

"While the reputation and resources of SPEA are certainly pivotal in delivering a cutting edge education, the caliber of students is what drew me to teach at SPEA. The level of experience that students bring from enterprise, government and the nonprofit sector enables us to learn from each other and to work as a community to tackle the policy and management challenges of tomorrow."

— Professor Trent Engbers

"SPEA Connect allows students to interact and solve problems with real-world applications. My students are high-quality, motivated, and bring incredibly diverse perspectives to the course environment that challenge each of us to go deeper in our understanding of the nonprofit sector."

— Professor Amanda Scherer
Experiential Component
Put your knowledge and skills to work.

You will obtain professionally relevant experience through one of these options:
- Credit for Prior Professional Experience or for military, Peace Corps, AmeriCorps, or Teach For America service
- An approved internship
- Research Project (option is available on a limited basis)

Capstone
Apply your academic training.

Before you integrate your MPA knowledge, skills, and experiences, you’ll apply what you’ve learned in a Capstone — the culmination of your MPA. Capstone students work in groups on a semester-long, detailed analysis of a policy or management issue for a real-world client. Some recent Capstones have included:
- South Bend, Indiana downtown redevelopment and minor league baseball stadium;
- Huntington, Indiana trail development and grant writing; and
- Jasper, Indiana corridor enhancement.

Zac Schneidt, MPA Candidate

Position: Senior Science and Technology Officer, Pacific Command
Professional Experience: 24 years

“The SPEA Connect Program is a unique opportunity for self-investment for my second career, as I transition out of governmental service into the nonprofit sector. Like many of my colleagues in the program, an MPA is the natural progression to taking on more executive and programmatic responsibilities. The distinctive format of the program is perfect for working professionals living abroad. The curriculum and faculty are first class in all respects.”
Focus Areas
Where passion becomes expertise.

Nonprofit Management
Serve the public good.

Ranked #1 in the nation – U.S. News and World Report, 2019 rankings

The scope of the nonprofit sector is broader and more diverse than ever, encompassing organizations ranging from arts enterprises to nationally-recognized think tanks and multibillion-dollar global foundations. The Nonprofit Management focus area addresses the features and practices of all types of nonprofit organizations — from traditional aspects such as fundraising and community service to the latest trends such as social entrepreneurship and socially responsible investing. It also emphasizes management techniques and trends that can be the key to success for many nonprofit leaders. As a result, you’ll be prepared for leadership positions in the nonprofit sector, in government agencies that deal extensively with nonprofits, or in philanthropy.

Policy Analysis
Inform the decisions that change lives.

Ranked #5 in the nation – U.S. News and World Report, 2019 rankings

Analysts address complex problems by breaking them into components and applying a range of analytic techniques to yield reliable and useful information. In the Policy Analysis focus area, you’ll learn which research methods are appropriate for various situations, how to design applied studies, and how to develop action-oriented plans. Students will develop both qualitative and quantitative skills and gain the contextual knowledge needed for effective analysis. In short, this focus area will prepare you to properly conduct, communicate, and consume accurate and actionable research — research that, when properly understood and applied, is vital in effectively addressing public problems.

Public Financial Administration
Make the bottom line a top priority.

Ranked #1 in the nation – U.S. News and World Report, 2019 rankings

From City Hall to overseas capitals, public finance and budgeting provides the support that transforms ideas into realities. Given the ongoing economic challenges facing organizations and agencies at nearly every level, the need has never been greater for people with the skills to solve public financial problems. In the Public Financial Administration focus area, you learn the theory and practice of raising public revenue, allocating resources through the budgeting process, and managing public assets and other fiscal resources. The applied and experiential nature of the advanced courses will prepare you well for positions in government finance and budgeting, management, and applied program and policy analysis.

Public Management
Learn and then lead.

Ranked #3 in the nation – U.S. News and World Report, 2019 rankings

A successful organization requires strong leadership, particularly at the managerial and executive levels. The Public Management focus area gives students the knowledge, skills, and experiences appropriate for management positions in a variety of settings. Students will learn the political, legal, and social contexts in which public policies are adopted and implemented; the role of the public bureaucracy in a democracy; and the goals, structures, and processes within public organizations. You’ll develop vital skills such as strategic thinking, planning, management, personnel relations, technology, and the design, operation, and evaluation of successful work systems.
Graduate Certificates

Accelerate your career.

A SPEA Connect graduate certificate is an ideal option for highly qualified students who wish to enrich their careers. It is an attractive addition to any graduate degree. SPEA Connect’s online graduate certificates provide flexible access to SPEA’s top-ranked curriculum without pursuing a full graduate degree program. While similar to the focus areas within our full MPA program, these certificates will package specific skills that you can utilize to accelerate your career, or shift towards a new one.

Our certificates are designed for full-time professionals who are seeking additional expertise in their work or who are planning a change in their professional goals. With this in mind, each certificate is composed of only 15 credit hours: 3 required courses and 2 elective courses. You can complete the certificate program within one year, putting you on an advanced career track with a shorter time commitment, and smaller expense.

SPEA Connect offers three online graduate certificates:

<table>
<thead>
<tr>
<th>Nonprofit Management</th>
<th>Public Budgeting and Financial Management</th>
<th>Public Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase your knowledge and skill level in the world of nonprofits. You’ll gain a better understanding of the sector and major management areas. This certificate can strengthen your performance in areas such as fundraising, strategic planning, and human resource management.</td>
<td>Build your skillset in budgeting and finance for government and nonprofit organizations. This certificate is for those who wish to acquire additional knowledge and skills in public financial management and control, governmental or nonprofit accounting, and public expenditure planning, management, and fiscal control.</td>
<td>Enhance your management skills or prepare yourself for a public sector career. The public management certificate offers a range of electives in data management, organizational behavior, human resources, communication, and the policy process.</td>
</tr>
</tbody>
</table>

Benefits for a Future MPA

Many of our certificate students decide that they want more and continue on to complete our MPA program. All credit earned in one of SPEA Connect’s graduate certificate programs can be applied towards the MPA. For qualified graduates of SPEA Connect’s certificate programs applying for the MPA, the school will provide special consideration in the application process through:

- A reduction in the number of required letters of recommendation from three to one, which should come from a current SPEA faculty member.
Estimated Expenses

In choosing a master’s program, students must seek value; they must assure themselves of a good return on their investment of time and money. At SPEA, we understand this, and we pride ourselves on the value inherent in our programs. Value is important whether you’re studying online or on campus. SPEA Connect’s reasonable tuition enables all of our students to receive a highly-regarded education at an affordable price.

<table>
<thead>
<tr>
<th></th>
<th>Resident</th>
<th>Non-Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition*</td>
<td>$1,857</td>
<td>$3,806</td>
</tr>
<tr>
<td>Mandatory Fees**</td>
<td>$90</td>
<td>$90</td>
</tr>
<tr>
<td>Total</td>
<td>$1,947</td>
<td>$3,896</td>
</tr>
</tbody>
</table>

*The figures to the left are based on the 2018-2019 tuition rate of $619.00 per credit hour for Indiana residents, and $1,268.75 per credit hour for non-Indiana residents and are based on the full 48-credit hour program.

Estimated Cost of 3-credit hour class

Merit-Based Aid

Students who complete their applications before our priority deadlines are considered for merit-based financial aid. Aid is awarded in varying amounts for both Indiana resident and non-resident applicants, and will be awarded based on academic merit. Merit awards consist of varying levels of tuition remission, applied to a student’s university bursar bill each semester. Decisions are based on a combination of a student’s personal statement, prior academic success, prior professional experiences and letters of recommendation.

Fellowships for Current Students

In addition to SPEA merit-based aid that is allocated during the recruitment and application process, SPEA prides itself on making fellowship dollars available to current SPEA master’s candidates through a competitive application process. These fellowships provide additional funding for students who have demonstrated excellence in academics and involvement during their SPEA graduate studies.

Professional Benefits/ Volunteer Service

MPA students can receive credit for 3 to 6 hours of course work — or more, in some cases — for Prior Professional Experience (PPE) or service in the public sector, a nonprofit organization, or industry. That can translate to tuition savings of more than $3,700 for Indiana residents or $7,600 for non-residents.

Students with significant senior level management experience may qualify for 9 to 12 hours of credit for professional experience, which translates to a potential savings of more than $7,400 for Indiana residents or $15,000 for non-residents.

Funding Options

Cost Reduction for Military and Veteran Students

At SPEA, we value the unique skills and experiences that active-duty and veteran students bring to the online classroom. The high-quality, extremely flexible SPEA Connect MPA and graduate certificate programs are ideal preparation for your next leadership role in the military or for life after your military service.

The Military Service Recognition Award, which all admitted, non-resident active duty and veteran students will receive, guarantees a reduction to in-state tuition rates provided the student is not eligible for or not selected to receive an award through the Yellow Ribbon Program.

For all qualified current students and recent graduates of a Command and Staff College program, SPEA Connect will also:
- Recognize 12 credit hours of transfer credit toward the MPA for course work completed as part of the Command and Staff College curriculum; or
- Recognize 6 credit hours of transfer credit toward the graduate level online Public Management Certificate.
Application Checklist

How to Apply

Complete and submit the following materials:

- **Online Indiana University Graduate Application** (eApp) — go.iu.edu/speaapp
- **Application fee** — The eApp requires payment by credit card upon submission: $60 for domestic applicants or $65 for international applicants.
- **Official transcript(s)** — A transcript from all undergraduate and graduate institutions from which a degree was conferred is required. If you attended Indiana University, you need not submit a transcript; we can obtain it from the Registrar. Note that we only accept official transcripts during the application process, however unofficial transcripts from which credit was transferred to a degree-conferring institution will suffice. Official transcripts may be sent to speaapps@indiana.edu or to the following mailing address:
  
  SPEA Master’s Programs Office  
  1315 E. Tenth Street, Suite A304  
  Bloomington, IN 47405
- **Three letters of recommendation** — We recommend these letters come from faculty members when possible. On the eApp, you will be asked to provide contact information for three recommenders. After you submit your application and pay the application fee, an email will be sent to your recommenders prompting them to upload their recommendation letters. Alternatively, your recommenders may submit recommendations as a PDF attachment via email to speaapps@indiana.edu with the name of the applicant in the subject line.
- **TOEFL or IELTS scores** (for international students) — Our institution code is 1324.
- **Departmental questions** — Please complete the online form consisting of essay questions at go.iu.edu/speadq.
- **Personal statement** — Your personal statement should be uploaded to the eApp. Alternatively, your personal statement may be emailed to speaapps@indiana.edu, as a PDF attachment with the subject line: Application Personal Statement.

Please respond to the following prompt in 500 words:

– Discuss what leading for the greater good means to you. Describe your passion, and how a SPEA degree will help you to make your passion actionable.

- **Résumé or CV** — Your résumé or CV should be uploaded to the eApp. Alternatively, your résumé may be emailed to speaapps@indiana.edu, as a PDF attachment, with the subject line: Application Résumé.
- **Optional Official GRE or GMAT scores** — GRE or GMAT scores are not required for admission to SPEA’s master’s programs. If you would like to submit them as supplementary material, our institution code is 1324.

All supplemental paper materials for domestic applicants should be sent to the SPEA Master’s Programs Office (MPO) at 1315 E. Tenth Street, Suite A304, Bloomington, IN 47405. Additional electronic files can be sent to speaapps@indiana.edu.

All supplemental paper materials for international applicants should be sent to the Office of International Services (OIS) at Poplars 221, 400 E. Seventh Street, Bloomington, IN 47405. Additional electronic files can be sent to speaapps@indiana.edu.

---

**Average GPA**

3.37