



**NEW GRADUATE CONCENTRATION PROPOSALS**  
ARIZONA STATE UNIVERSITY  
GRADUATE EDUCATION

This form should be used for academic units wishing to propose a new concentration for existing graduate degrees.

A concentration is a subspecialty within a degree and major. It indicates the fulfillment of a designated, specialized course of study, which qualifies the student with skills and training in one highly concentrated area of the major. Concentrations are formally-recognized educational designations (including the assignment of a university plan code for reporting/record-keeping purposes and appearance on the ASU transcript). Concentrations are distinguished from more informal academic distinctions such as “emphases,” “tracks,” “foci,” “options,” etc.

Submit the completed and signed (chairs, unit deans) proposal to the **Office of Graduate Academic Programs**, mail code 1003 and electronic copies to [eric.wertheimer@asu.edu](mailto:eric.wertheimer@asu.edu) or [amanda.morales-calderon@asu.edu](mailto:amanda.morales-calderon@asu.edu).

Please type.

<b>Contact Name(s):</b> Gerald J. Miller	<b>Contact Phone(s):</b> 602-496-1102
<b>College/School/Division Name:</b> College of Public Service and Community Solutions (COPSCS)	
<b>Academic Unit Name:</b> School of Public Affairs (SPA) <small>(or proposing faculty group for interdisciplinary proposals)</small>	
<b>Existing Graduate Degree and Major under which this concentration will be established:</b>  Master of Public Administration (MPA) in Public Administration	
<b>Proposed Concentration Name:</b> Public Finance	
<b>Requested Effective Term and Year:</b> Fall 2016 <small>(e.g. Fall 2014)</small>	
<b>Do Not Fill in this information: Office Use Only</b> <b>Plan Code:</b>	<b>CIP Code:</b>

**1. Overview**

- A. Provide a brief description (not to exceed 150 words) of the new concentration (including the focus of the new concentration, relationship to other concentrations within this degree program, etc).**

The Master of Public Administration, concentration in Public Finance provides knowledge and skills for students seeking or advancing careers in areas in which financial management plays an integral role in governance. This concentration emphasizes theories and research concerning urban economics and public finance, managing money in the public sector, public budgeting and finance, and capital budgeting and financing. This concentration will allow students to demonstrate specialization in public finance, and will be added to existing MPA concentrations in Urban Management, Nonprofit Administration, and Emergency Management. Although some public finance courses can be taken within the Urban Management concentration, the former is aimed at city managers who will be generalists, rather than managers who will specialize in finance.

**2. Impact Assessment**

- A. Explain the unit’s need for the new concentration (e.g., market demand, research base, direction of the discipline, and interdisciplinary considerations). How will the new concentration complement the existing degree program, including enrollment, national ranking, etc.?**

The ASU School of Public Affairs is engaged in teaching and research in public administration, public policy, urban affairs, science and technology policy, and public finance and budgeting. Within this context, it is increasingly apparent that most governance issues deal closely with issues of financial management - capital investment, the dynamics of urban economic cycles, and both short-term and long-term policy issues faced in public budgeting. Policy makers and public managers are increasingly faced with complex challenges all of which have public budget consequences and most of which are stimulated by budgeting in the first place. According to the Academic Advisory Committee of the School of Public Affairs, there is a shortage of public employees in the metropolitan area with specialized skills in public finance and public budgeting, even though these are highly-paid positions in the public sector. We have expert faculty who can help to fill this need. We are ranked #16 in public finance by U.S. News and World report, and have an annual municipal finance conference for practitioners that takes advantage of our faculty expertise in this area. We are well-positioned to prepare students and to provide them with the necessary credentials to fill this need.

- B. Please identify other related ASU programs and describe how the new concentration will complement these existing ASU programs?** *(If applicable, statements of support from affected academic unit administrators should be included with this proposal submission.)*

There are no other ASU programs, degrees, concentrations within degrees or certificate programs in public financial management. When related courses do exist, they are included as electives in the Public Finance concentration. As mentioned above, the Urban Management concentration does not have the depth of specialization in public finance issues, compared with this concentration. The nonprofit management concentration addresses a different financial environment, as does the MS in Finance in the W. P. Carey School of Business, which is focused on the private sector rather than the legal environment of the public sector.

- C. Is this an interdisciplinary concentration?** *If yes, please address the relationship of the proposed concentration to other existing degree programs and any parallel or similar concentrations in those degree programs. (Please include relevant Memoranda of Understanding regarding this interdisciplinary concentration from all applicable academic units.)*

Only students admitted to the MPA program will be able to pursue the concentration in Public Finance. The concentration is expected to attract students with a different focus than the MS in Finance —those with an interest in public management and governance — than those that enroll in finance programs in business. The goal is to enhance the educational experience and careers prospects for students enrolled in the MPA. Since the MPA focuses more on public management and governance there should be no conflict or competition with other graduate programs offered at ASU.

### 3. Academic Requirements and Curriculum

- A. What are the total minimum hours required for the major and degree under which the proposed concentration will be established?**

42 credit hours

- B. Please provide the admissions criteria for the proposed concentration.** *If they are identical to the admission criteria for the existing major and degree program under which this concentration will be established, you may attach a copy of these criteria as they appear on the departmental website, or other source (please indicate source). Please also list all undergraduate and graduate degrees and/or related disciplines that are required for admission to this concentration program.*

Applicants to the concentration will be accepted year-round. Students may be granted admission for Fall, Spring, or Summer semesters. Students must meet all Graduate Education admissions requirements.

Students enrolling in MPA core courses must demonstrate minimum competency in statistics and American government. Courses taken to fulfill the competency do not count toward the 42-hour degree program. Completion of prerequisite courses is not a requirement for admission but must be completed within one semester after starting the program.

Competency in statistics is met with a grade of B or higher in one of the approved courses (PAF 301 or PAF 401, POS 401, PSY 230, ECN 221, QBA 221, SWU 321, STP 226 or SOC 390) within the past two years or passing a diagnostic test approved by the MPA Committee. Other courses taken within the last two years may be substituted upon approval of the MPA Director.

Competency in American government is a demonstrated understanding of American government institutions and processes. Students may be required to take an undergraduate class in American government (PAF 300, PAF 340, POS 110 or POS 310) with a grade of B or higher. The CLEP Exam can also be used to demonstrate competency in American government.

**Degree(s):** Potential applicants who hold a bachelor's degree from a regionally accredited institution in a related field are eligible to apply to the program. Related fields include social science degrees, although the department may accept applicants with undergraduate degrees from all educational backgrounds provided they meet the minimum requirements for the degree program.

**GPA:** Minimum of a 3.00 cumulative GPA (scale is 4.0=A) in the last 60 hours of a student's first bachelor's degree program. Minimum of 3.00 cumulative GPA (scale is 4.0 = A) in the applicable Master's degree.

**English Proficiency Requirement for International Applicants:** (See Graduate Education policies and procedures) ([http://graduate.asu.edu/admissions/international/english\\_proficiency](http://graduate.asu.edu/admissions/international/english_proficiency)): Same as Graduate Education policy.

**Required Admission Examinations:**  GRE       GMAT       Miller Analogies       None required

- C. If the proposed concentration is part of a larger, interdisciplinary agenda, please provide additional admission information related to students who may enter with various academic backgrounds, including expected entry-level competencies. As applicable, please also address the courses that must be taken to remedy any relevant deficiencies for incoming students.**

Not applicable

- D. What knowledge, competencies, and skills (learning outcomes) should graduates have when they complete this proposed concentration program? Examples of program learning outcomes can be found at (<https://uoeee.asu.edu/program-outcomes>).**

At the conclusion of the concentration, student will be able to:

1. Demonstrate understanding of the critical components of the US financial management system in federal, state and local government.
2. Analyze and evaluate governance institutions and processes as well as public policy issues and associated programs related to public financial management.

OUTCOME 1	Evaluate the critical components of the public financial management systems in U.S. federal, state and local governments.
Measure 1.1	Students in PAF 521 Managing Public Money (new course that had been taught as PAF 591) will write a final paper reporting a financial condition analysis of a

	U.S. local government.
Performance Criterion 1.1	80% of students will earn a rating of 80% or higher on their final paper
Measure 1.2	Capability will be assessed through an instrument completed during the capstone course (which ranges from 1-5, with 1 signifying “very poor” and 5 signifying “very good”) in which students evaluate their understanding of economic institutions and processes.
Performance Criterion 1.2	Students completing the program, taking an assessment in the capstone course PAF 509, will have a mean score of at least 4.
OUTCOME 2	Conduct systematic analyses of public operating budgets, demonstrating knowledge of governance institutions and processes related to public financial management.
Measure 2.1	Students in PAF 506 Public Budgeting and Finance will write a paper reporting an analysis of a U.S. local government’s operating budget.
Performance Criterion 2.1	80% of students will earn a rating or 80% or higher on the paper.
Measure 2.2	Capability will be assessed through an instrument completed during the capstone course (which ranges from 1-5, with 1 signifying “very poor” and 5 signifying “very good”) in which students evaluate their understanding of public budgeting and finance.
Performance Criterion 2.2	Students completing the program, taking an assessment in capstone course PAF 509, will have a mean score of at least 4.

**E. How will students be assessed and evaluated in achieving the knowledge, competencies, and skills outlined in 3.D. above?**

A master’s committee that consists of department faculty is responsible for the assessment and evaluation of the program. The School of Public Affairs measures student’s learning at the start and conclusion of the MPA program. SPA faculty involved in teaching in overlapping/complementary areas of the MPA core curriculum meet twice annually to discuss the core agreements in each topical area and to provide guidance to faculty associates and adjuncts on syllabus construction and textbook selection. These core agreement groups are also involved in generating feedback on the extent to which the core agreements are appropriately tied to student assessments later in the program and how these ties can be strengthened.

Students complete a survey at the start of the program in which they indicate their level of knowledge for several key learning objectives, including their understanding of 1.) policy analysis and implementation, and 2.) program planning and evaluation. Students also complete the same survey at the conclusion of the program. This survey measures items related to program experiences, professional competencies, and employment. Comparison of these assessment surveys provides the department with insight into student learning and program effectiveness.

In addition, the school uses course evaluations as a measurement tool to help steer content and learning outcomes for each required core course in the program.

The MPA degree requires students to demonstrate competency for public service by synthesizing and applying core knowledge, skills, and abilities to public service problems. Students demonstrate their public

service competency by earning an A or a B in the required capstone course, PAF 509 Public Affairs Capstone. PAF 509 is taken after completion of all required MPA coursework. The purpose of these courses is to serve as the culminating experience for students enrolled in the MPA program. In addition, students will be expected to achieve a mastery level or above (3.0 GPA or higher) in learning outcomes outlined for each concentration class.

**F. Please provide the curricular structure for the proposed concentration.**

- Additionally, please ensure that all **new** required course proposals have been submitted to the Provost's office through the Curriculum ChangeMaker online course proposal submission system for approval before this concentration is put on the University Graduate Council and CAPC agendas.

<b>Required Core Courses for the Degree</b>			<b>Credit Hours</b>
<i>(Prefix &amp; Number)</i>	<i>(Course Title)</i>	<i>(New Course?) Yes or No?</i>	<b>(Insert Section Sub-total)</b>
			<b>24</b>
PAF 501	Public Service Research I	No	<b>3</b>
PAF 502	Public Service Research II	No	<b>3</b>
PAF 503	Public Affairs	No	<b>3</b>
PAF 504	Microeconomics of Public Policy I	No	<b>3</b>
PAF 505	Public Policy Analysis	No	<b>3</b>
PAF 506	Public Budgeting and Finance	No	<b>3</b>
PAF 507	Public Human Resource Management	No	<b>3</b>
PAF 508	Organizational Behavior	No	<b>3</b>
<b>Required Concentration Courses</b>			<b>Credit Hours</b>
<i>(Prefix &amp; Number)</i>	<i>(Course Title)</i>	<i>(New Course?) Yes or No?</i>	<b>(Insert Section Sub-total)</b>
			<b>9</b>
PAF 521	Managing Public Money	No	<b>3</b>
PAF 522	Advanced Governmental Financial Management	No	<b>3</b>
PAF 570	Microeconomics of Public Policy II	No	<b>3</b>
<b>Elective or Research Courses</b> <i>(as deemed necessary by supervisory committee)</i>			<b>Credit Hours</b>
<i>(Prefix &amp; Number)</i>	<i>(Course Title)</i>	<i>(New Course?) Yes or No?</i>	<b>(Insert Section Sub-total)</b>
			<b>6</b>
<i>Students choose one course from NLM 520, PAF 590 and PAF 584 for 3 credit hours.</i>			
NLM 520	Financial and Resource Management	No	<b>3</b>
PAF 590	Readings and Conference	No	<b>3</b>

PAF 584	Internship	No	3
<i>Students choose any PAF 500 level course for 3 credit hours.</i>			
PAF 5xx	Any PAF 500-level class	No	3
<b><u>Culminating Experience</u></b> <i>E.g. - Capstone project, applied project, <b>thesis (masters only)</b> – 6 credit hours) or <b>dissertation (doctoral only)</b> – 12 credit hours) as applicable</i>			<b>Credit Hours</b> (Insert Section Sub-total) <b>3</b>
<b>PAF 509—Public Affairs Capstone</b>			<b>3</b>
<b>Total required credit hours</b>			<b>42</b>

- G. Please describe the primary course delivery mode, (e.g., online, face-to-face, off-site etc.). Please note: If this proposed initiative will be offered completely online, clearly state that in this section, and fill out the applicable section in the Operational Appendix.**

The concentration will be delivered in person, although individual courses may be offered in as iCourses.

- H. Please describe the culminating experience(s) required for completion of the existing degree and major, and the proposed concentration (e.g., thesis, dissertation, comprehensive exams, capstone course(s), practicum, applied projects, etc.).**

The MPA degree requires students to demonstrate competency for public service by synthesizing and applying core knowledge, skills, and abilities to public service problems. Students demonstrate their public service competency by earning an **A** or a **B** in the required capstone course, **PAF 509 Public Affairs Capstone**. PAF 509 is taken after completion of all required MPA coursework. The purpose of this course is to serve as the culminating experience for students enrolled in the MPA program.

The Capstone course is a forum in which students have the opportunity to bring together the skills and knowledge acquired in the MPA program, polish their skills, and further develop their sense of professional personal identity. Capstone instructors use a combination of a wide variety of projects and tasks, aimed at practice in skills targeted in the objectives above. Instructors use speakers, research projects, role playing, oral presentations, case analyses, class participation, and team taskforce work to address these skills.

The proposed concentration does not require completion of culminating experiences beyond what is required for completion of the existing MPA degree.

- I. Please describe any other requirements for completion of the existing degree and major, and the proposed concentration (e.g., internships, foreign language skills, etc.).**

The MPA degree focuses on preparing students for careers in public service. Many of our students are currently working in government or nonprofit management, so an internship is not required for the concentration. However, a public service internship is recommended for those students without previous administrative experience in government. The purpose of the internship is to provide students with practical and professional experience in a specific career area. Students work in and for public organizations applying the knowledge, skills, and abilities acquired in their plan of study. During the internship experience, students can develop a professional network that will aid them in their pursuit of a career in local government organizations. Students can apply three credit hours of internship credit to the degree program as an elective.

The School of Public Affairs serves as a link between ASU and governmental agencies. The School is active in developing governmental internships and placing graduates, and already has an established internship program with many local governments, including City of Phoenix, Tempe, Avondale, Maricopa, and Scottsdale. The internship program operates on a year-round basis. This enables the School of Public Affairs to be responsive to the needs of various agencies whenever they experience heavy workload periods, demands for special projects, and needs for additional personnel. It also allows students to schedule an internship at a time most convenient to them during their academic program. The internship is coordinated by participating concentration faculty and professional staff within the department.

- J. For interdisciplinary programs, additional sample curricular structures must be included as appendix items to this proposal relating to students with various academic backgrounds who may pursue the proposed concentration, including expected mastery of core competencies (e.g., course work, skills, and/or knowledge).**

Although the courses offered as part of the concentration are interdisciplinary in nature, only admitted MPA students will be allowed to pursue the concentration.

#### 4. Administration and Resources

- A. How will the proposed concentration be administered (including recommendations for admissions, student advisement, retention etc.)? Describe the administering body in detail, especially if the proposed concentration is part of a larger interdisciplinary initiative. How will the graduate support staffing needs for this proposed concentration program be met?**

The concentration will be administered by the School of Public Affairs' graduate director who, along with the Master's Committee, is responsible for the overseeing and implementing all masters-level programs in the department.

The graduate director is responsible for evaluating all admission applications and any issues relating to the curriculum. Any exceptions to program policy and curriculum are at the discretion of the director with approval from Graduate Education. Curriculum changes to core course requirements, as well as the culminating experience course must be submitted to and approved by Graduate Education. Each student is assigned a faculty advisor with an area of specialization in Public Finance (see #4. D. below for a complete listing of Faculty). Each advisor is responsible for any initial advising on the program, electives, and career information.

In addition, the department's full-time administrative staff will be responsible for monitoring student progress, providing information regarding internship/job placement opportunities, processing petitions, plans of study, graduation applications, and other relevant graduate forms and procedures.

- B. How many students will be admitted immediately following final approval of the concentration? What are enrollment projections for the next three years?**

Expected enrollment in the MPA concentration in Public Finance is 40 students by Year 5.

5-YEAR PROJECTED ANNUAL ENROLLMENT					
	1 <sup>st</sup> Year	2 <sup>nd</sup> Year.	3 <sup>rd</sup> Year.	4 <sup>th</sup> Year.	5 <sup>th</sup> Year.
# Students	5	10	15	25	40

**C. What are the resource implications for the proposed concentration, including any projected budget needs?** *Will new books, library holdings, equipment, laboratory space and/or personnel be required now or in the future? If multiple units/programs will collaborate in offering this concentration please discuss the resource contribution of each participating program. Letters of support must be included from all academic units that will commit resources to this concentration.*

- Current Library Relevant Holdings: Current library resources are sufficient to support this program.
- Additional Library Acquisitions Needed: None. Current library resources are sufficient to support this program.
- Existing Physical Facilities: Current classroom facilities on the Downtown Phoenix campus are adequate to support this program.
- Additional Facilities Required or Anticipated: Current classroom facilities on the Downtown Phoenix campus are adequate to support this program for the first three years.
- Other Support Now Available: The School's support staff includes an Executive Assistant, Public Policy Liaison, Academic Support Specialist, Senior Specialist, Career Services Manager and Senior Office Assistant.
- Other Support Needed, Next Three Years: Current department staff is sufficient to support the faculty and student service resources required for this program.

**D. Please list the primary faculty participants in this proposed concentration.**

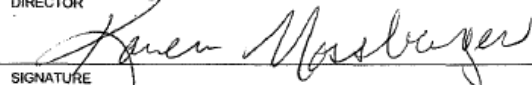
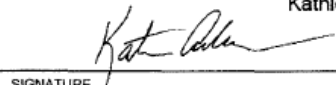
<b>Name</b>	<b>Title</b>	<b>Area(s) of Specialization as they relate to proposed concentration</b>
Gerald Miller	Professor, SPA	Resource allocation and control in public organizations
Spencer Brien	Assistant Professor, SPA	State and local public finance, public financial management and budgeting, policy analysis, transportation policy, human resource management
Daniel Schugurensky	Professor, SPA	Participatory governance, public engagement, civic learning, educational policy, social economy, community development, participatory budgeting.
Chris Herbst	Associate Professor, SPA	Public policy analysis, research methods, social policy, tax and child care policy, child development, and early childhood education.
Lily Hsueh	Assistant Professor, SPA	Economics, public policy, political economy, governance, econometrics, mixed methods research design

**E. Is there a graduate faculty structure for this concentration program that will differ from the original degree program graduate faculty structure (for PhD programs only)?** *If yes, please include the name of the graduate faculty group and whether they will participate in offering this concentration.*

None



**5. Additional Material** — Please attach any additional information that you feel relates to the proposed concentration.  
**(Please label accordingly, i.e., Appendix or Attachment A, B, etc.)**

<b>Approvals</b> (if the proposal submission involves multiple units, please include letters of support from those units)	
DEPARTMENT CHAIR or SCHOOL DIRECTOR	
	1-30-2015
SIGNATURE	DATE
DEAN (Please print or type)	Kathleen Andereck
	1/30/14/15
SIGNATURE	DATE

The following section will be completed by Graduate Education following the recommendations of faculty governance bodies.

VICE PROVOST FOR GRADUATE EDUCATION	
_____	_____
SIGNATURE	DATE

**Please note:** Proposals for new concentrations also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate (Information item only), and the Office of the Provost before they can be put into operation.

**The final approval notification will come from the Office of the Provost.**

GF1112E-92

## APPENDIX I

### OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS

(This information is used to populate the [Graduate Programs Search](#)/catalog website.)

**1. Provide a brief (catalog type - no more than 150 words) program description.**

The MPA in Public Administration concentration in Public Finance provides knowledge and skills for students seeking or advancing careers in areas in which financial management plays an integral role in governance. This concentration emphasizes theories and research concerning urban economics and public finance, managing money in the public sector, public budgeting and finance and capital budgeting and financing.

Breakdown of requirements:

core (24)

- PAF 501 Public Service Research I (3)
- PAF 502 Public Service Research II (3)
- PAF 503 Public Affairs (3)
- PAF 504 Microeconomics of Public Policy I (3)
- PAF 505 Public Policy Analysis (3)
- PAF 506 Public Budgeting and Finance (3)
- PAF 507 Public Human Resource Management (3)
- PAF 508 Organizational Behavior (3)

concentration coursework (9)

- PAF 521 Managing Public Money (3)
- PAF 522 Advanced Governmental Financial Management (3)
- PAF 570 Microeconomics of Public Policy II (3)

elective or research courses (6)\*

culminating experience: 3 credit hours of PAF 509 Public Affairs Capstone

\* Students choose one course from NLM 520, PAF 590 and PAF 584 for 3 credit hours. Students also choose any PAF 500 level course for 3 credit hours.

**2. Campus(es) where program will be offered:**

**ASU Online only (all courses online)** – (Office of the Provost and ASU Online approval is needed)

**All other campus options (please select all that apply):**

Downtown  Polytechnic

Tempe  West

**Both on-campus and**  **ASU Online (\*)** – Office of the Provost and ASU Online approval is needed for this option. (Check applicable campus from options listed).

**3. Keywords:** (List all keywords that could be used to search for this program. Keywords should be specific to the proposed program.)

Public policy, public financial management, public finance, public budgeting, capital investment, infrastructure finance, participatory budgeting

4. **Area(s) of Interest:**

\* **To select desired box**, place cursor on the left side of the box, right click mouse, select **Properties**, under **Default Value** select **Checked**, press **OK** and the desired box will be checked

A. Select **one (1)** primary area of interest from the list below that applies to this program.

- |                                                                          |                                                                                    |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <input type="checkbox"/> <a href="#">Architecture &amp; Construction</a> | <input type="checkbox"/> <a href="#">Interdisciplinary Studies</a>                 |
| <input type="checkbox"/> <a href="#">Arts</a>                            | <input type="checkbox"/> <a href="#">Law &amp; Justice</a>                         |
| <input type="checkbox"/> <a href="#">Business</a>                        | <input type="checkbox"/> <a href="#">Mathematics</a>                               |
| <input type="checkbox"/> <a href="#">Communication &amp; Media</a>       | <input type="checkbox"/> <a href="#">Psychology</a>                                |
| <input type="checkbox"/> <a href="#">Education &amp; Teaching</a>        | <input type="checkbox"/> <a href="#">STEM</a>                                      |
| <input type="checkbox"/> <a href="#">Engineering &amp; Technology</a>    | <input type="checkbox"/> <a href="#">Science</a>                                   |
| <input type="checkbox"/> <a href="#">Entrepreneurship</a>                | <input checked="" type="checkbox"/> <a href="#">Social and Behavioral Sciences</a> |
| <input type="checkbox"/> <a href="#">Health &amp; Wellness</a>           | <input type="checkbox"/> <a href="#">Sustainability</a>                            |
| <input type="checkbox"/> <a href="#">Humanities</a>                      |                                                                                    |

B. Select **one (1)** secondary area of interest from the list below that applies to this program.

- |                                                                          |                                                                         |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------|
| <input type="checkbox"/> <a href="#">Architecture &amp; Construction</a> | <input type="checkbox"/> <a href="#">Interdisciplinary Studies</a>      |
| <input type="checkbox"/> <a href="#">Arts</a>                            | <input type="checkbox"/> <a href="#">Law &amp; Justice</a>              |
| <input type="checkbox"/> <a href="#">Business</a>                        | <input type="checkbox"/> <a href="#">Mathematics</a>                    |
| <input type="checkbox"/> <a href="#">Communications &amp; Media</a>      | <input type="checkbox"/> <a href="#">Psychology</a>                     |
| <input type="checkbox"/> <a href="#">Education &amp; Teaching</a>        | <input type="checkbox"/> <a href="#">STEM</a>                           |
| <input type="checkbox"/> <a href="#">Engineering &amp; Technology</a>    | <input type="checkbox"/> <a href="#">Science</a>                        |
| <input type="checkbox"/> <a href="#">Entrepreneurship</a>                | <input type="checkbox"/> <a href="#">Social and Behavioral Sciences</a> |
| <input type="checkbox"/> <a href="#">Health &amp; Wellness</a>           | <input type="checkbox"/> <a href="#">Sustainability</a>                 |
| <input type="checkbox"/> <a href="#">Humanities</a>                      |                                                                         |

**APPENDIX II**

**Sample Plan of Study – MPA (Public Finance concentration)**

<p><b>Term 1</b></p> <p>PAF 501 Public Service Research I PAF 503 Public Affairs PAF 504 Microeconomics of Public Policy I PAF 508 Organizational Behavior</p>	<p><b>Term 2</b></p> <p>PAF 502 Public Service Research II PAF 505 Public Policy Analysis PAF 506 Public Budgeting and Finance PAF 507 Public Human Resource Management</p>
<p><b>Term 3</b></p> <p>PAF 521 Managing Public Money PAF 570 Microeconomics of Public Policy II Elective *</p>	<p><b>Term 4</b></p> <p>PAF 509 Public Affairs Capstone PAF 522 Advanced Governmental Financial Management Elective **</p>
<p>*Choose from: NLM 520, PAF 590, PAF 584 **Choose from any 500-level PAF class Highlighted courses – concentration courses</p>	

## APPENDIX III

### Support Statements

#### College of Public Programs Service and Community Solutions - Support

**From:** Kathleen Andereck  
**Sent:** Thursday, March 26, 2015 9:52 PM  
**To:** Curriculum Planning  
**Subject:** RE: concentration proposals

Sharon,  
Here are the corrected proposals for the Public Finance concentration in the MPA. The .pdf is the signed copy. These are for fall 2016.  
Kathy

Kathleen Andereck  
Director Curricular Initiatives, College of Public Programs  
Director and Professor, School of Community Resources and Development

## W. P. Carey School of Business – Support

Please find a note of support for the MPA Public Finance Concentration from Dr. Joan Brett of the W.P. Carey Graduate Programs Office.

Best,

Karen

Karen Mossberger, Ph.D.  
Professor and Director, School of Public Affairs  
Arizona State University  
411 North Central Ave., Suite 450  
Phoenix, AZ 85004  
602-496-1101  
[karen.mossberger@asu.edu](mailto:karen.mossberger@asu.edu)

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From: Joan Brett  
Sent: Thursday, August 13, 2015 8:28 AM  
To: Karen Mossberger  
Subject: RE: MPA Concentration in Public Finance

Dear Karen,

This email indicates W.P. Carey Graduate Programs Office support for the establishment of a concentration in Public Finance in the Master of Public Administration program. Dr. Tom Bates (Department Chair of Finance) and I have both read the proposal and conclude that this proposed concentration does not conflict with any of our Graduate degrees.

We wish you success in this new offering.

Best,  
Joan Brett

From: Karen Mossberger  
Sent: Wednesday, August 12, 2015 8:32 PM  
To: Joan Brett  
Subject: MPA Concentration in Public Finance

Dear Dr. Brett -

I am writing to request a letter of support for the establishment of a concentration in Public Finance in our Master of Public Administration program. I am attaching a copy of our proposal. Because our concentration is focused on the public sector, we do not believe that this competes with programs within W. P. Carey. We are hoping to submit the proposal by Friday, August 14, and would appreciate a short note of support by then, if possible.

Thank you for your consideration.

Karen Mossberger, Ph.D.  
Professor and Director, School of Public Affairs  
Arizona State University  
411 North Central Ave., Suite 450  
Phoenix, AZ 85004  
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## **(NEW GRADUATE INITIATIVES)**

### **PROPOSAL PROCEDURES CHECKLIST**

Academic units should adhere to the following procedures when requesting new curricular initiatives (degrees, concentrations or certificates).

**Obtain the required approval from the Office of the Provost to move the initiative forward for internal ASU governance reviews/approvals.**

- Establishment of new curricular initiative requests; degrees, concentrations, or certificates
- Rename requests; existing degrees, concentrations or certificates
- Disestablishment requests; existing degrees, concentrations or certificates

**Submit any new courses that will be required for the new curricular program to the Curriculum ChangeMaker online course approval system for review and approval.**

- Additional information can be found at the Provost's Office Curriculum Development website: [Courses link](#)
- For questions regarding proposing new courses, send an email to: [courses@asu.edu](mailto:courses@asu.edu)

**Prepare the applicable proposal template and operational appendix for the proposed initiative.**

- New degree, concentration and certificate templates (contain proposal template and operational appendix) can be found at the Provost's Office Curriculum Development website: [Academic Programs link](#)

**Obtain letters or memos of support or collaboration. (if applicable)**

- When resources (faculty or courses) from another academic unit will be utilized
- When other academic units may be impacted by the proposed program request

**Obtain the internal reviews/approvals of the academic unit.**

- Internal faculty governance review committee(s)
- Academic unit head (e.g. Department Chair or School Director)
- Academic unit Dean (will submit approved proposal to the [curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu) email account for further ASU internal governance reviews (as applicable, University Graduate Council, CAPC and Senate)

**Additional Recommendations** - All new graduate programs require specific processes and procedures to maintain a successful degree program. Below are items that Graduate Education strongly recommends that academic units establish after the program is approved for implementation.

**Set-up a Graduate Faculty Roster for new PhD Programs** – This roster will include the faculty eligible to mentor, co-chair or chair dissertations. For more information, please go to [http://graduate.asu.edu/graduate\\_faculty\\_initiative](http://graduate.asu.edu/graduate_faculty_initiative).

**Establish Satisfactory Academic Progress Policies, Processes and Guidelines** – Check within the proposing academic unit and/or college to see if there are existing academic progress policies and processes in place. If none have been established, please go to [http://graduate.asu.edu/faculty\\_staff/policies](http://graduate.asu.edu/faculty_staff/policies) and scroll down to the **academic progress review and remediation processes** (for faculty and staff) section to locate the reference tool and samples for establishing these procedures.

**Establish a Graduate Student Handbook for the New Degree Program** – Students need to know the specific requirements and milestones they must meet throughout their degree program. A Graduate Student Handbook provided to students when they are admitted to the degree program and published on the website for the new degree gives students this information. Include in the handbook the unit/college satisfactory academic progress policies, current degree program requirements (outlined in the approved proposal) and provide a link to the Graduate Policies and Procedures website. Please go to [http://graduate.asu.edu/faculty\\_staff/policies](http://graduate.asu.edu/faculty_staff/policies) to access Graduate Policies and Procedures.