JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

Master's Programs Handbook

2023-2024

Contents

I. INTRODUCTION

Welcome to Columbus and to the Glenn College family!

Columbus is not only the state capital but is also the fastest growing large city in Ohio and the proud home of The Ohio State University, a renowned institution of higher education.

In 2015, the John Glenn College of Public Affairs became Ohio State's 15th college, although many of our programs have existed at Ohio State since 1969. Today, the Glenn College fulfills its motto, "Inspiring Citizenship, Developing Leadership" by equipping students with the skills to become tomorrow's citizen-leaders and public service professionals.

In addition to the Master of Public Administration (MPA), the In-Career Master of Arts in Public Policy and Management (MA), the online Master of Public Administration and Leadership (MPAL), and various combined, joint, and dual degree programs, the Glenn College also offers three graduate minors (Public Policy and Management; Nonprofit Studies; Federal Policy and Management) and three graduate certificates (Criminal Justice Administration; Public Management; Federal Policy and Management).

The College also offers a Bachelor of Arts in Public Management, Leadership and Policy (BA), a Bachelor of Science in Public Policy Analysis (BS), and five minors at the undergraduate level, as well as a Doctor of Philosophy in Public Policy and Management (PhD). Class size generally ranges from 15 to 40 students. The College offers all students regular interaction with public officials and administrators, not only in the classroom, but also through research projects, internship opportunities and special events with our active alumni society.

The John Glenn College of Public Affairs' faculty is comprised of 28 core faculty, plus additional affiliated, clinical and adjunct faculty, from diverse backgrounds and experiences, as well as approximately 40 active practitioner instructors. Academic and professional fields represented in the faculty body include public administration, public policy, economics, social policy, social work, political science, law, history, geography, engineering, education, non-profit management, food, environmental and innovation policy, sociology, and quantitative methods. Many faculty members have experience in either government or private research organizations. We invite you to learn more about our faculty on the faculty directory webpage.

This handbook provides prospective and current graduate students with information about the programs, policies and procedures in the John Glenn College of Public Affairs. The College has a separate handbook for doctoral students, and both of those handbooks are supplements to The Ohio State University Graduate School Handbook, which is necessary for a complete understanding of the rules contained here. The Graduate School Handbook elaborates on many of the policies and procedures in this document and contains the policies and deadlines that govern graduate study at the university.

II. OBJECTIVES

The Glenn College Master of Public Administration and Master of Arts in Public Policy and Management programs are accredited by the Network of Schools of Public Policy, Affairs and Administration (NASPAA) and align with the student learning outcomes below. The master's curricula are designed to develop the following competencies upon successful completion of the programs:

1. Lead and manage in the public interest.
2. Participate in, and contribute to, the policy process.
3. Analyze, synthesize, think critically, solve problems and make evidence-informed decision in a complex and dynamic environment.
4. Articulate, apply and advance a public service perspective.
5. Communicate and interact productively and in culturally responsive ways with a diverse and changing workforce and society at large.
6. Integrate, synthesize, and apply knowledge across the curriculum in a professional public service context.
7. Interact effectively with public policy and administration professionals from a broad range of sectors, using professional competencies common to the field.

III. MASTER OF PUBLIC ADMINISTRATION

The MPA program consists of a two-year full-time course of study at Ohio State's Columbus campus, which prepares students for leadership and analytical positions in the public and nonprofit sectors. The program requires a minimum of 52 credit hours of coursework made up of 32 hours of core courses, 12 credit hours of elective courses, 5 credit hours of skills courses, and a 3-credit hour capstone. The MPA is a broadly applicable, skills-based program that is highly tailorable to students' academic and professional interest areas.

Master of Public Administration, Washington, D.C. (MPA-DC)

MPA applicants may also wish to consider the MPA-DC program option. MPA-DC is a living/learning/interning experience for graduate students in the second year of the John Glenn College MPA program. Students in the MPA-DC program begin their studies by completing coursework in Columbus during their first year. In their second year, MPA-DC students move to Washington and take up internships in federal agencies, Congressional committees, think tanks, consulting firms, federal contractors, advocacy organizations and other substantive policy positions while completing their degree through a combination of online and in-person courses. Students in the MPA-DC program meet all the requirements of the MPA program by completing 52 credits over the course of the full-time program. They replace one of their elective classes with PUBAFRS 7600 – Federal Policy and Administration and replace two of their three optional skills classes with PUBAFRS 6540 – Professional Development and PUBAFRS 5545 – Make a Difference in Washington.

Curriculum

Core Courses

The MPA core curriculum is designed to provide a solid grounding in the study of public policy, economics, data analysis, management and leadership. The core curriculum consists of eight required classes, divided into four streams:

<u>Public Policy Stream</u>

PUBAFRS 6000 – Public Policy Formulation and Implementation
Analysis of the operating environment of the public administrator: public policy processes, public organization behavior, and policy formulation in the U.S. federal system.

PUBAFRS 6010– Legal Environment of Public Organizations
Examination of public administration within the managerial, political and legal traditions of the U.S. Constitution with the goal of teaching public managers how to work with the law through an understanding of legal concepts, jargon, skills, and issues. The course covers federal & Ohio law.

<u>Economics Stream</u>

PUBAFRS 6030 – Public Affairs Economics
Economic analysis applied to problems of public policy selection and government management operations; efficiency criteria, market failure, and public choice applied to administrative decision-making.

PUBAFRS 6040 – Public Finance and Budgeting
Comprehensive survey and analysis of the principal fiscal activities of contemporary governments; logic of public-sector activity; taxation principles and practice, intergovernmental relations, and current fiscal problems. Budgeting as analysis of resource allocation, planning evaluation, and control; tools of analysis for program budgeting and measurement of program results; case studies. *Pre-requisite*: PUBAFRS 6030.

<u>Management Stream</u>

PUBAFRS 6050 – Managing Public Sector Organizations
Analysis of alternative approaches to the management of public agencies. Examination of alternative strategies that managers may use to link the agency to its operating environment.
-or-
PUBAFRS 7553 – Nonprofit Management and Governance
An advanced survey course that provides students with theoretical knowledge and practical tools needed to manage nonprofit organizations.

PUBAFRS 6060 – Managerial Leadership in Public and Nonprofit Organizations
Development of analytic and interpersonal skills needed for public sector management. Analytical and experiential learning through reading, lecture, discussion, case analysis, in-class presentations, management decision-making simulations and role-playing.

<u>Quantitative Decision-Making Stream</u>

PUBAFRS 6070 – Public Affairs Statistics
Provides students with analytical knowledge and tools necessary to acquire, manage and analyze data. Students learn probability and statistics to conduct analysis and evaluation and evaluate the quality of analyses conducted by others.

PUBAFRS 6080 – Public and Nonprofit Program Evaluation

Survey of the conceptual, methodological, bureaucratic, political and organizational issues surrounding evaluation research. *Pre-requisite*: PUBAFRS 6070

Skills Courses

MPA students are required to complete at least five credit hours of skills courses. Students must take PUBAFRS 6500: Written and Oral Communications (two credit hours) plus three one-credit hour skills courses of their choice. See the advising sheets for a variety of topics.

Electives

MPA students are required to take 12 credit hours of elective coursework—usually four three-credit-hour classes. Students are encouraged to talk with faculty and advisors about ways to tailor elective coursework to suit their interests. Glenn College electives provide opportunities for students to apply skills learned in the core courses to real world policy issues and problems and serve to transition students' perspectives from theoretical knowledge to the application of theory to solve problems and address the issues facing society today.

Students may also take relevant electives outside the Glenn College to apply towards degree requirements by using the Petition to Count Outside Coursework form that students may obtain from their advisor or on the Graduate Advising website. Prior approval is required, and courses must be at least three graduate credit hours to be considered. Glenn College advisors are prepared to assist students in identifying relevant elective coursework both within and outside the Glenn College.

Capstone

The capstone course is designed as the exit requirement for the program and requires students to receive a grade of B or higher to fulfill the requirement. A student who receives a grade below a B or takes an "Incomplete" grade in the capstone course will be required to complete a second capstone course. A student has only two chances to achieve a grade of B or better in the capstone. Students should plan to enroll in the capstone course in their final semester, unless special circumstances merit an earlier enrollment (dual degree or special research interest, for example). All core courses except PUBAFRS 6060 are expected to be completed prior to enrollment in a capstone course to best prepare students for success in the class. Please see Appendix K for more information on the capstone requirement.

Graduation Requirements

- Completion of a minimum of 52 credit hours of approved graduate course work within six calendar years
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit (see Graduate School Handbook)
- Registration during the final semester of the degree program for a minimum of three graduate credit hours (see Graduate School Handbook)
- Completion of an Application to Graduate with the Graduate School, using GradForms by the deadline set by the Glenn College. If a student does not meet requirements (i.e. grade below a B in the capstone), a new application to graduate may be filed in a subsequent term. The Graduate School will not accept late applications to graduate.
- Satisfactory completion of capstone course (grade of B or higher required)

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Applications and Admissions

Program Preparation

To succeed in the MPA coursework, the Glenn College strongly recommends that applicants complete the following undergraduate courses before starting the program as preparation:

- Microeconomics
- Statistics
- American Government or American History

While the courses are not formal prerequisite requirements, the master's programs have strong analytical components and are framed in the context of the American government, and our courses are taught with the expectation that entering students have familiarity with the basic concepts from these courses. Prior coursework is also an element of the admission decision process.

Prospective/admitted students may take preparatory coursework at any college or university. Students admitted into the John Glenn College may also contact the Student Services Office prior to starting the program to discuss how to incorporate these undergraduate classes into their program of study.

Admission Criteria

For all MPA applicants, the admissions committee considers applications holistically; weighing all components with the student's potential to succeed in mind.

Required materials include the following:

- Original Graduate Admissions online application
- All undergraduate (and if applicable, graduate) transcripts
- Three letters of recommendation (letters from previous instructors are preferred)
- Statement of purpose
- Resume or CV describing work experience and/or related activities
- GRE scores are not required for any applicant to a master's level program at the Glenn College. However, applicants with a GPA that falls below a 3.0 are encouraged to contact the Glenn College for further direction in strengthening their application because those applicants require final approval from the Graduate School in order to be admitted.
- International students must submit TOEFL or IELTS test scores; scores should be above the equivalent of a TOEFL iBT Total Score of 100 for consideration

Please see the MPA Program website for more detail on these items.

How to Apply

In addition to reviewing the steps below, students are also encouraged to visit the MPA Program website for more detailed information on how to apply.

Step One

Complete the online application through Graduate Admissions. The priority funding application deadline, with all required materials included in the application including transcripts and letters of recommendation, is December 1st (November 1st international). The application requires a non-refundable fee of $60 ($70 for international applicants). If a student is interested in switching from one graduate program into a Glenn College master's program, or if a student has completed a graduate degree from Ohio State previously, the student should contact the Graduate School for eligibility guidelines and procedures.

Step Two

Send transcripts to Graduate Admissions or upload them to your online application. Transcripts are required for every college/university you have attended aside from Ohio State. For complete details regarding transcript requirements, please reference the Graduate Admissions webpage.

Step Three

Submit official test scores (if needed): GRE scores are not required for any applicant to a master's level program at the Glenn College. However, applicants with a GPA that falls below a 3.0 are encouraged to contact the Glenn College for further direction in strengthening their application since those applicants require final approval from the Graduate School in order to be admitted.TOEFL (or IELTS) scores are required for all international applications except for those from exempted countries. GMAT or LSAT scores may also be accepted in place of the GRE on a case-by-case basis: please check with Student Services before planning to use LSAT scores.

Official GRE and GMAT Codes (Optional)	TOEFL Test Score Codes
• GRE Institution Code: 1592 ; Department Code: 2204 • GMAT Program Code: ZLJ-GT-29 Masters in Public Policy	Institution Code: 1592; Department Code: 94
Ohio State Office of Graduate and Professional Admissions Contact Information	
Phone: (614) 292-9444	
Website: http://gpadmissions.osu.edu/	
Email: gpadmissions@osu.edu	
Mailing Address:	
Graduate Admissions Office The Ohio State University P.O. Box 182004 Columbus, OH 43218-2004 US	

Step Four

Attach these additional materials to the online application, or upload online via the Application Document Uploader at a later date:

- **Resume**
- **Statement of Purpose***
- **Three letters of recommendation*** (should be requested through your online application)

*Note: the MPA Program website includes information on expectations for the statement of purpose and letters of recommendation.

Applicants may check the status of their application online. Application materials may be attached in any order using the online uploader; and please note only complete applications are sent for review by the faculty.

Deadlines for Autumn Semester Admission

The priority funding application deadline, with all required materials included in the application including transcripts and letters of recommendation, is December 1st (November 1st international). Final application deadlines are April 15 (Autumn), November 1 (Spring) and March 1 (Summer). International applications may have earlier deadlines than noted.

Continue to check the MPA Program website to get up-to-date information on deadlines and requirements.

Funding

A variety of merit-based funding opportunities exist for MPA students. Below is a description of the most common funding opportunities available through the Glenn College and Ohio State. To be considered for these opportunities, please plan to apply before the priority application deadline of **December 1st** for domestic applicants and **November 1st** for international applicants (or the next business day after these dates if they happen to fall on a weekend). Anyone who applies by the priority deadline will automatically be considered for all merit-based funding through the Glenn College and will be given the opportunity to provide an optional diversity statement to assist with Enrichment Fellowship nominations. Please note that all application materials must be in by this funding priority date to be considered, including transcripts and letters of recommendation.

*NOTE: The Glenn College does not fund off-term applicants. If you are interested in funding, please apply for an autumn semester start.

Fellowships
University Fellowship Competition
Fellowship awards are non-service appointments (e.g., no work requirement) providing a monthly stipend and payment of resident or non-resident tuition and fees. They are regarded as the most prestigious form of support awarded to graduate students, and they are offered on a highly competitive basis. Graduate School Fellowships are limited in number and are awarded through a college and university-wide competition to those applicants who show outstanding scholarly accomplishment and the most outstanding potential for graduate study. There is also a Graduate Enrichment Fellowship specifically for students who will bring diversity to the Graduate School, defined broadly. The Fellowship competitions are administered by the Graduate School and nominations are made and submitted by graduate programs. There is no separate application for these awards, and students do not need to submit anything additional with their application to be considered, aside from an optional diversity statement on the application for consideration for the Graduate Enrichment Fellowship.

Foreign Language and Area Studies (FLAS) Fellowships
FLAS Fellowships are available for Ohio State graduate and professional school students who are pursuing a course of study which requires advanced foreign language and area studies training. Eligible languages include Arabic, Chinese, Czech, Georgian, (Modern) Greek, Hebrew, Hungarian, Japanese, Korean, Persian, Polish, Portuguese, Quechua, Romanian, Russian, Serbo-Croatian, Tibetan, Turkish, Uzbek, and Yiddish. Students must either be a current student (or admitted) in a graduate program at Ohio State.

Graduate Research or Teaching Assistantships (GRAs or GTAs)
Graduate Research or Teaching Assistantships (GRAs or GTAs) are awarded competitively to top incoming students each year (the number of awards per year may vary) both within the Glenn College and with a number of off-campus agency partners.

These assistantships provide a monthly stipend and payment of resident or non-resident tuition and most fees. In addition to teaching assistant appointments, the Glenn College structures GRA positions as internships within or outside the college in collaboration with a variety of state, county and/or local agencies, non-profit organizations and private sector organizations that are closely tied to the public sector. GRA partnerships vary from year to year based on partners' availability. Student Services works with partners and students individually to determine the best match for both based on the pool of positions and students' interests and qualifications.

Occasionally, GRA opportunities become available mid-year, or for second-year students. Students will be notified by Student Services as these arise. Other GRA positions may also be offered by other units on campus for research, teaching assistant, or administrative work.

Scholarships
Departmental Scholarships
In addition to being automatically considered for first-year scholarships if applications are complete by the priority deadline of December 1st (domestic) or November 1st (international), the Glenn College also provides a second-year scholarship application in early summer for students who have completed at least one semester of coursework.

University Scholarships
Glenn College students may also apply for any special-eligibility university scholarships for which they meet the criteria. This list is updated periodically.

External Funding Sources
External funding sources may be awarded in a variety of areas. In addition to those found on this web page, resources available to help you find additional scholarships include libraries, your local chamber of commerce office, college counselors and the Internet. Prospective students should also inquire at their current place of employment to determine if financial aid benefits are offered.

Critical Difference for Women (CDW)

CDW is a scholarship/grant offering program at Ohio State offering financial support to students, faculty, and staff. CDW is comprised of three funds:

- Re-Entry Scholarships – Scholarships for women seeking degrees whose education has been interrupted due to unforeseen circumstances such as family responsibilities or financial constraints.
- Research on Women Grants – Grants for faculty members and doctoral students (both male and female) who are conducting research on areas of women's lives, including gender and gender equity.
- Professional Development Grants – Designed to facilitate professional development and career mobility of women.

Student Loans

Complete the Free Application for Federal Student Aid (FAFSA) if you would like to apply for financial aid through the university (the Ohio State school code is #003090). We recommend that all students complete the FAFSA whether or not a final decision has been made on the application or before knowing of any funding opportunities: the annual deadline is usually February 1. Please consult the university's Office of Student Financial Aid website for current information regarding need-based aid and student loans.

IV. IN-CAREER MASTER OF ARTS IN PUBLIC POLICY AND MANAGEMENT

The in-career MA program offers a flexible master's option for individuals with at least three years of significant post-baccalaureate administrative or analytical work experience. Evening hybrid and online course offerings allow students flexibility with regard to work or personal obligations. Students have the option either to maintain a full-time job while taking two classes per term during evening hours to complete the program in two years, or to complete the program as a full-time student in one year.

The in-career MA program requires a minimum of 38 credit hours of coursework made up of 32 hours of core courses, three hours of elective credit, and one three-credit-hour capstone.

Curriculum

Core Courses

The in-career MA core curriculum is designed to provide a solid grounding in the study of public policy, economics, data analysis, management, and leadership. The core curriculum consists of eight required classes, divided into four streams:

Public Policy Stream

PUBAFRS 6000 – Public Policy Formulation and Implementation
Analysis of the operating environment of the public administrator: public policy processes, public organization behavior, and policy formulation in the U.S. federal system.

PUBAFRS 6010– Legal Environment of Public Organizations
Examination of public administration within the managerial, political and legal traditions of the U.S. Constitution with the goal of teaching public managers how to work with the law through an understanding of legal concepts, jargon, skills, and issues. The course covers federal & Ohio law.

Economics Stream

PUBAFRS 6030 – Public Affairs Economics
Economic analysis applied to problems of public policy selection and government management operations; efficiency criteria, market failure, and public choice applied to administrative decision-making.

PUBAFRS 6040 – Public Finance and Budgeting
Comprehensive survey and analysis of the principal fiscal activities of contemporary governments; logic of public-sector activity; taxation principles and practice, intergovernmental relations, and current fiscal problems. Budgeting as analysis of resource allocation, planning evaluation, and control; tools of analysis for program budgeting and measurement of program results; case studies. *Pre-requisite*: PUBAFRS 6030.

Management Stream

PUBAFRS 6050 – Managing Public Sector Organizations
Analysis of alternative approaches to the management of public agencies. Examination of alternative strategies that managers may use to link the agency to its operating environment.
-or-
PUBAFRS 7553 – Nonprofit Management and Governance
An advanced survey course that provides students with theoretical knowledge and practical tools needed to manage nonprofit organizations.

PUBAFRS 6060 – Managerial Leadership in Public and Nonprofit Organizations
Development of analytic and interpersonal skills needed for public sector management. Analytical and experiential learning through reading, lecture, discussion, case analysis, in-class presentations, management decision-making simulations and role-playing.

Quantitative Decision-Making Stream

PUBAFRS 6070 – Public Affairs Statistics
Provides students with analytical knowledge and tools necessary to acquire, manage and analyze data. Students learn probability and statistics to conduct analysis and evaluation and evaluate the quality of analyses conducted by others.

PUBAFRS 6080 – Public and Nonprofit Program Evaluation
Survey of the conceptual, methodological, bureaucratic, political and organizational issues surrounding evaluation research. *Pre-requisite*: PUBAFRS 6070

Electives
In-career MA students are required to take 3 credit hours of elective coursework—usually one three-credit-hour class. Students are encouraged to talk with faculty and advisors about ways to tailor elective coursework to suit their interests. Glenn College electives provide opportunities for students to apply skills learned in the core courses to real world policy issues and problems and serve to transition students' perspectives from theoretical knowledge to the application of theory to solve problems and address the issues facing society today.

Students may also take relevant electives outside the Glenn College to apply towards degree requirements by using the Petition to Count Outside Coursework form that students may obtain from their advisor or on the Graduate Advising website. Prior approval is required, and courses must be at least three graduate credit hours to be considered. Glenn College advisors are prepared to assist students in identifying relevant elective coursework both within and outside the Glenn College.

Skills Courses

Skills courses are not required for in-career MA students but may be helpful if students have a specific skill they are looking to develop. Three one-credit-hour skills classes can serve to meet the three-credit-hour elective requirement for in-career MA students.

Capstone

The capstone course is designed as the exit requirement for the program and requires students to receive a grade of B or higher to fulfill the requirement. A student who receives a grade below a B or takes an "Incomplete" grade in the capstone course will be required to take a second capstone course. A student has only two chances to achieve a grade of B or better in the capstone. In-career MA students also must attain a grade of Pass on the capstone midterm assessment. Students should plan to enroll in the capstone course in their final semester, unless special circumstances merit an earlier enrollment (dual degree or special research interest, for example). All core courses except PUBAFRS 6060 are expected to be complete prior to enrollment in a capstone course to best prepare students for success in the class. Please see Appendix K for more information on the capstone requirement.

Graduation Requirements

- Completion of a minimum of 38 credit hours of approved graduate course work within six calendar years
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit (see Graduate School Handbook)
- Registration during the final semester of the degree program for a minimum of three graduate credit hours (see Graduate School Handbook)
- Completion of an Application to Graduate with the Graduate School, using GradForms, by the deadline set by the Glenn College. If a student does not meet requirements (i.e., grade below a B in the capstone), a new application to graduate may be filed in a subsequent term. The Graduate School will not accept late applications to graduate.
- Attaining a "Pass" on the capstone midterm assessment
- Satisfactory completion of capstone course (grade of B or higher required)

Applications and Admissions

Program Preparation

To be eligible to apply for the in-Career MA program, an applicant must have **at least three years[1]** of significant post-baccalaureate administrative or analytical work experience. Administrative experience may include responsibility for personnel and/or budget decisions within an organization. Analytical experience may include responsibility for researching and/or writing reports that inform decision making within an organization. The admissions committee also looks to see whether an applicant had increased responsibility over time.

Before applying, individuals should submit a resume for review by the Graduate Studies Committee to determine program eligibility. Email resumes to GlennApply@osu.edu. Applicants should specifically address the factors listed in the paragraph above that are used in the determination of eligibility.

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[1] An MPA student *cannot* accrue additional work experience after admission to count toward the work experience requirement for admission to the In-Career MA program.

To succeed in the MA coursework, the Glenn College strongly recommends that applicants complete the following undergraduate courses as preparation:

- Microeconomics
- Statistics
- American Government or American History

While the courses are not formal prerequisite requirements, the master's programs have strong analytical components and are framed in the context of the American government, and our courses are taught with the expectation that entering students have familiarity with the basic concepts from these courses. Prior coursework is also an element in the admission decision.

Prospective/admitted students may take preparatory coursework at any college or university. Students admitted into the John Glenn College may also contact the Student Services Office prior to starting the program to discuss how to incorporate these undergraduate classes into their program of study.

Admission Criteria

For all MA applicants, the admissions committee considers applications holistically; weighing all components with the student's potential to succeed in mind.

Required materials include the following:

- Original Graduate Admissions online application
- All undergraduate (and if applicable, graduate) transcripts
- Three letters of recommendation (letters from previous instructors are preferred)
- Statement of purpose
- Resume or CV describing work experience and/or related activities
- GRE scores are not required for any applicant to a master's level program at the Glenn College. However, applicants with a GPA that falls below a 3.0 are encouraged to contact the Glenn College for further direction in strengthening their application since those applicants require final approval from the Graduate School to be admitted.
- International students must submit TOEFL or IELTS test scores; scores should be above the equivalent of a TOEFL iBT Total Score of 100 for consideration.

Please see the in-career MA Program website for more detail on these items.

How to Apply

In addition to reviewing the steps below, students are also encouraged to visit the in-career MA Program website on the Glenn College website for more detailed information on how to apply.

Step One

Complete the online application through the Office of Graduate and Professional Admissions. The application requires a non-refundable fee of $60 ($70 for international applicants). If a student is interested in switching from one graduate program into a Glenn College master's program, or if a student has completed a graduate degree from Ohio State previously, the student should contact the Graduate School for eligibility guidelines and procedures.

Step Two

Send transcripts to Graduate Admissions or upload them to your online application. Transcripts are required for every college/university you have attended aside from Ohio State. For complete details regarding transcript requirements, please reference the Graduate Admissions webpage.

Step Three

Submit official test scores (if needed): GRE scores are not required for any applicant to a master's level program at the Glenn College. However, applicants with a GPA that falls below a 3.0 are encouraged to contact the Glenn College for further direction in strengthening their application since those applicants require final approval from the Graduate School in order to be admitted. TOEFL (or IELTS) scores are required for all international applications except for those from exempted countries. GMAT or LSAT scores may also be accepted in place of the GRE on a case-by-case basis: please check with Student Services before planning to use LSAT scores.

Official GRE and GMAT Codes (Optional)	TOEFL Test Score Codes
• GRE Institution Code: 1592 ; Department Code: 2204 • GMAT Program Code: ZLJ-GT-29 Masters in Public Policy	Institution Code: 1592; Department Code: 94
Ohio State Office of Graduate and Professional Admissions Contact Information	
Phone: (614) 292-9444	
Website: http://gpadmissions.osu.edu/	
Email: gpadmissions@osu.edu	
Mailing Address:	
Graduate Admissions Office The Ohio State University P.O. Box 182004 Columbus, OH 43218-2004 US	

Step Four

Attach these additional materials to the online application, or upload online via the Application Document Uploader later:
- **Resume**
- **Statement of Purpose***
- **Three letters of recommendation*** (should be requested through your online application)

*Note: the in-career MA Program website includes information on expectations for the statement of purpose and letters of recommendation.

Applicants may check the status of their application online. Application materials may be attached in any order using the online uploader; only complete applications are sent for review by the faculty.

Application Deadlines

The final application deadlines are June 15 (Autumn), November 1 (Spring) and March 1 (Summer). International applications may have earlier deadlines.

Please check the Graduate Admissions page on the in-career MA Program website for application deadlines and the link to the application.

Funding

The Glenn College does not provide merit-based funding to incoming in-career MA students; however, in-career MA students are welcome to apply for the Glenn College's second-year scholarship competition, which is held in early summer each year.

External Funding Sources

External funding sources may be awarded in a variety of areas. In addition to those found on this web page, resources available to help you find additional scholarships include libraries, your local chamber of commerce office, college counselors and the Internet. Prospective students should also inquire at their current place of employment to determine if financial aid benefits are offered.

Critical Difference for Women (CDW)

CDW is a scholarship/grant offering program at Ohio State offering financial support to students, faculty, and staff. CDW is comprised of three funds:

- Re-Entry Scholarships – Scholarships for women seeking degrees whose education has been interrupted due to unforeseen circumstances such as family responsibilities or financial constraints.
- Research on Women Grants – Grants for faculty members and doctoral students (both male and female) who are conducting research on areas of women's lives, including gender and gender equity.
- Professional Development Grants – Designed to facilitate professional development and career mobility of women.

Student Loans

Complete the Free Application for Federal Student Aid (FAFSA) if you would like to apply for financial aid through the university (the Ohio State school code is #003090). We recommend that all students complete the FAFSA whether or not a final decision has been made on the application or before knowing of any funding opportunities: the annual deadline is usually February 1. Please consult the university's Office of Student Financial Aid website for current information regarding need-based aid and student loans.

V. ONLINE MASTER OF PUBLIC ADMINISTRATION AND LEADERSHIP

The Master of Public Administration and Leadership (online MPAL) program offers a flexible master's option for working professionals with at least three years of significant post-baccalaureate administrative or analytical work experience. The online MPAL program can be completed entirely online in 20 months (five consecutive academic semesters). Students in the program have the opportunity to address real work problems throughout the program that culminates in a capstone experience where students can present solutions to these problems. The curriculum allows students to build key competencies needed for leadership in the public and nonprofit sectors, and emphasizes ethical leadership, civic engagement and civil discourse, and diversity throughout the program.

The MPAL program requires a minimum of 32 credit hours of coursework made up of 20 hours of core courses and 12 hours of elective credit.

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Curriculum

Core Courses

The online MPAL core curriculum is designed as an integrated curriculum targeted at advancing the management and leadership skills of working professionals. The core curriculum consists of seven required courses.

PUBAFRS 6051 – Introduction to Public Affairs and Orientation to the Program

Prepares students for their roles as action-oriented administrators, managers, and leaders within a democratic system of governance. Students will explore the context of public sector management and leadership.

PUBAFRS 6060 – Managerial Leadership in Public and Nonprofit Organizations

Introduces best practices on supervising and managing, and how to recruit, motivate, and retain talents in public organizations. This course also teaches about the leadership skills and practices needed to lead high-performing public service organizations.

PUBAFRS 6045 – Fundamentals of Budgeting & Financial Administration

Provides a high-level understanding of government and nonprofit budgeting processes by focusing on planning and financial decision-making in public and nonprofit organizations. Students will be able to understand, communicate, and participate in the budgetary process.

PUBAFRS 6055 – Judgment in Managerial Decision-Making

Provides opportunities for managers to identify common biases and logical fallacies in decision-making and employ skills and techniques to compensate for them.

PUBAFRS 6075 – Data, Models, and Evaluation

Provides students with the knowledge and tools necessary to analyze data. Students will learn the fundamentals of statistics needed to conduct analyses, and will develop an understanding of program evaluation and research design in order to evaluate the quality of analyses conducted by others and communicate findings.

PUBAFRS 6530 – Negotiation

Explores the major concepts and theories behind the psychology of bargaining and negotiation and improves students' negotiation skills.

PUBAFRS 7990 – Capstone

Online MPAL students will take capstone class in their final semester. All core classes must be completed before the capstone with the exception of 6530, which is taken concurrently with capstone. The capstone class integrates the fundamental knowledge and skills gained in the online MPAL curriculum and further applies them to relevant workplace situations. The online MPAL capstone will integrate skills and concepts through the writing of short professional briefs.

The capstone course has two main components: ; 1) developing one of the core course assignments or products to include specific managerial recommendations so that it can be utilized in the workplace; and 2) acquiring and displaying a set of skills to effectively communicate the management recommendation to relevant audiences(s).

Students who do not successfully complete the capstone with a grade of a B or higher will be required to take a second capstone course.

Specializations and Electives

Online MPAL students are required to take 12 credit hours of elective coursework—usually four, three-credit hour elective classes. Elective coursework provides opportunities for students to pursue specialized interests or broaden their knowledge as well as to apply skills learned in the core courses to management and policy issues or problems.

Students also have the option to create a more focused degree by selecting a specialization in Public Management, Public Policy, Criminal Justice Administration, or Nonprofit Management.

Public Management

The Public Management specialization is designed for students who would like to focus even more on managerial and leadership skills. Students completing the Public Management specialization will be prepared to

- effectively apply management theory to practical management challenges;
- diagnose complex situations and resolve them in ways that enhance organizational performance;
- engage in fundamental strategic management techniques;
- set organizational priorities, use performance data to manage operations and use performance information to develop more effective employees and make financial decisions;
- effectively manage projects

Public Policy

The Public Policy specialization is designed for students who would prefer to develop their public policy knowledge and policy analysis skills. Students completing the Public Policy specialization will be able to

- understand the public policy process;
- apply the concepts from economics to policy problems;
- set up basic program evaluations and evaluate the evaluations conducted by others;
- further develop their analytic tools or knowledge of a specific policy area

Criminal Justice Administration and Policy

The Criminal Justice Administration and Policy specialization, developed in conjunction with the Department of Sociology, is designed for students who would like to develop their managerial skills in the field of criminal justice. Students completing the specialization will be prepared to

- understand the criminal justice system generally as well as specifically in Ohio;
- understand the role of administrators in a criminal justice system;
- understand crime and society's responses to crime, based on public policy and the criminal justice system;
- make evidence-based recommendations regarding key correctional populations (arrestees, probationers, prisoners, parolees, drug abusers, and others);
- articulate best practices related to prisons and jails;
- develop an understanding of criminal careers and recidivism

Coursework for this specialization will be offered by the Department of Sociology in addition to the Glenn College.

Nonprofit Management*

The Nonprofit Management specialization is designed for students who would like to focus even more on the management skills unique to nonprofit organizations. Students completing this specialization will:

➢ learn to assess and manage nonprofit capacity to achieve organizational performance and system impact;
➢ learn the fundamentals of nonprofit budgeting, accounting, and financial management;
➢ be prepared to engage in development and fundraising strategies, process and systems;
➢ grow their expertise in marketing for nonprofit and public sector organizations

***Note**: Some courses in the Nonprofit Management specialization are only offered in person. Please consult your advisor for course planning and additional information.

Students may also take relevant electives outside the Glenn College by Petition to Count Outside Coursework form which students may obtain from their advisor or on the Graduate Advising website. Glenn College advisors are prepared to assist students in identifying relevant elective coursework both within and outside the college.

Graduation requirements
- Completion of a minimum of 32 credit hours of approved graduate course work within six calendar years
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit (see Graduate School Handbook)
- Registration during the final semester of the degree program for a minimum of 3 graduate credit hours (see Graduate School Handbook)
- Successful completion of the capstone course during the final term of enrollment
- Completion of an Application to Graduate with the Graduate School, using GradForms by the deadline set by the Glenn College. If a student does not meet requirements, a new application to graduate may be filed in a subsequent term. The Graduate School will not accept late applications to graduate.
- Satisfactory completion of capstone course (grade of B or higher required, see Appendix K for more information)

Applications and Admissions

Admissions Criteria

To be eligible for the online MPAL program, an applicant must have **at least three years** of significant post-baccalaureate administrative or analytical work experience. Administrative experience may include responsibility for personnel and/or budget decisions within an organization. Analytical experience may include responsibility for researching and/or writing reports that inform decision making within an organization. The admissions committee also looks to see whether an applicant had increased responsibility over time.

Before applying, individuals should submit a resume for review by the Graduate Studies Committee to determine program eligibility. Email resumes to GlennApply@osu.edu. Applicants should specifically address the factors used in the determination of eligibility.

How to Apply

MPAL applications are accepted for the autumn and spring semesters. For all Glenn College master's applicants, the admissions committee considers applications holistically, weighing all components with the student's potential to succeed in mind.

![The Ohio State University - John Glenn College of Public Affairs]

Required materials include the following:

- Original Graduate Admissions online application
- All undergraduate (and if applicable, graduate) transcripts
- Three letters of recommendation
- Statement of Purpose*
- Resume describing work experience and/or related activities
- GRE scores are not required for any applicant to a master's level program at the Glenn College. However, applicants with a GPA that falls below a 3.0 are encouraged to contact the Glenn College for further direction in strengthening their application since those applicants require final approval from the Graduate School to be admitted.
- International students must submit TOEFL or IELTS test scores; scores should be above the equivalent of a TOEFL iBT Total Score of 100 for consideration

*Note: the online MPAL program website includes information on expectations for the statement of purpose and letters of recommendation.

How to Apply

In addition to reviewing the steps below, students are also encouraged to visit the online MPAL program website on the Glenn College website for more detailed information on how to apply.

Step One

Complete the online application via Ohio State's Office of Graduate and Professional Admissions. The application requires a non-refundable fee of $60 ($70 for international applicants). If a student is interested in switching from one graduate program into a Glenn College master's program, or if a student has completed a graduate degree from Ohio State previously, the student should contact the Graduate School for eligibility guidelines and procedures.

Note: The Ohio State University Alumni Association and the Office of Distance Education have established a benefit for Ohio State alumni: graduates of Ohio State who apply to an online degree or certificate program are eligible for an application fee waiver. Follow directions on the application to request the fee waiver.

Step Two

Send transcripts to Graduate Admissions or upload them to your online application. Transcripts are required for every college/university you have attended aside from Ohio State. For complete details regarding transcript requirements, please reference the Graduate Admissions webpage.

Step Three

Submit official test scores (if needed): GRE scores are not required for any applicant to a master's level program at the Glenn College. However, applicants with a GPA that falls below a 3.0 are encouraged to contact the Glenn College for further direction in strengthening their application since those applicants require final approval from the Graduate School to be admitted. TOEFL (or IELTS) scores are required for all international applications except for those from exempted countries. GMAT or LSAT scores may also be accepted in place of the GRE on a case-by-case basis: please check with Student Services before planning to use LSAT scores.

TOEFL (or IELTS) scores are required for all international applications except for those from exempted countries.

Official GRE and GMAT Codes (Optional)	TOEFL Test Score Codes
• GRE Institution Code: 1592 ; Department Code: 2204 • GMAT Program Code: ZLJ-GT-29 Masters in Public Policy	Institution Code: 1592; Department Code: 94

Ohio State Office of Graduate and Professional Admissions Contact Information
Phone: (614) 292-9444
Website: http://gpadmissions.osu.edu/
Email: gpadmissions@osu.edu
Mailing Address:
Graduate Admissions Office
The Ohio State University
P.O. Box 182004
Columbus, OH 43218-2004 US

Step Four
Attach these additional materials to the online application, or upload online at a later date:

- **Resume**
- **Statement of Purpose***
- **Three letters of recommendation*** (should be requested through your online application)

*Note: the online MPAL program website includes information on expectations for the statement of purpose and letters of recommendation.

Applicants may check the status of their application online. Application materials may be attached in any order using the online uploader; only complete applications are sent for review by the faculty.

Deadlines for Autumn and Spring Semester Admission
The final application deadlines are May 15 (Autumn) and November 1 (Spring). International applications may have earlier deadlines.

Continue to check the on the Graduate Admissions website for the online MPAL Program to get up-to-date information on deadlines and requirements.

Funding

Merit-based funding is generally not available through the Glenn College for the online MPAL program. Most students in the online MPAL program pay for their education from personal finances or employer assistance. Online MPAL students are welcome to apply for the Glenn College's second-year scholarship competition, which is held in early summer each year.

External Funding Sources
External funding sources may be available in a variety of areas. In addition to those found on this web page, resources available to help you find additional scholarships include libraries, your local chamber of commerce office, college counselors and the Internet. Prospective students should also inquire at their current place of employment to determine if financial aid benefits are offered.

Critical Difference for Women (CDW)

CDW is a scholarship/grant offering program at Ohio State offering financial support to students, faculty, and staff. CDW is comprised of three funds:

- Re-Entry Scholarships – Scholarships for women seeking degrees whose education has been interrupted due to unforeseen circumstances such as family responsibilities or financial constraints.
- Research on Women Grants – Grants for faculty members and doctoral students (both male and female) who are conducting research on areas of women's lives, including gender and gender equity.
- Professional Development Grants – Designed to facilitate professional development and career mobility of women.

Student Loans

Complete the Free Application for Federal Student Aid (FAFSA) if you would like to apply for financial aid through the university (the Ohio State school code is #003090). We recommend that all students complete the FAFSA whether or not a final decision has been made on the application or before knowing of any funding opportunities: the annual deadline is usually February 1. Please consult the university's Office of Student Financial Aid website for current information regarding need-based aid and student loans.

VI. DUAL, JOINT AND COMBINED DEGREES

The Glenn College offers the following joint , dual, and combined master's programs:

- Joint Master of Arts (MA) in Arts Policy and Administration with the Department of Arts Administration, Education and Policy
- Combined MA/Juris Doctor (JD) with the Moritz College of Law
- Dual MPA/Master of Social Work (MSW) with the College of Social Work
- Dual MPA/Master of City and Regional Planning (MCRP) with the Knowlton School of Architecture
- Dual MPA/Master of Science (MS) or Master of Environment and Natural Resources (MENR) with the School of Environmental and Natural Resources
- Dual MPA/Master of Health Administration (MHA) or Master of Public Health (MPH) with the College of Public Health
- Dual MPA/Master of Arts (MA) in Slavic and Eastern European Studies with the Slavic and East European Studies Program
- Dual MPA/Master of Business Administration (MBA) with the Fisher College of Business
- Dual MPA/Master of Applied Economics (MAE) with the Department of Agricultural, Environmental, and Development Economics (AEDE) Program
- Dual MPA or MA/Master of Arts (MA) in Latin American Studies
- Dual MPA and MA in Bioethics

Individualized dual degree options may be available for MPA as well as MA students; please consult an advisor if you have any questions. Below please find brief descriptions of the Glenn College's established joint, dual, and combined degree programs.

Program Descriptions

A. Joint MA in Arts Policy and Administration

The [Master of Arts in Arts Policy and Administration](#) (MA) program is a joint degree effort by the John Glenn College of Public Affairs and the Department of Arts Administration, Education and Policy. It is one of the first in the country dedicated to serious research and advanced training in arts policy and administration. The interdisciplinary program focuses on three components: 1) public policy and the arts and culture, 2) arts management, and 3) arts education policy and program management. Graduates of the program will have the practical skills required to manage an arts or cultural organization and will understand the relationships of the arts to education, education to government and government to the arts.

The program requires a minimum of 43-47 credit hours, depending on which courses or substitutes are taken. Students have the option to complete a thesis in Arts Policy and Administration or a Glenn College capstone class. Most students complete the degree program in three years (varies depending on a student's thesis).

Students are strongly recommended to undertake internship experiences. Arrangements should be made in consultation with the Arts Policy and Administration advisor.

B. Combined MA/JD with the Moritz College of Law

By taking advantage of the Glenn College's combined degree program with the [Moritz College of Law](#), students are able to get their Juris Doctor (JD) and a Master of Arts (MA) in Public Policy and Management in three years-i.e. no longer than the law degree takes to complete by itself. The curriculum of the Moritz College of Law is designed to provide a strong theoretical and analytical foundation, as well as offering multiple opportunities for developing one's skills in this field. Students in the combined degree program have access to all the resources and advising services offered by both departments.

Important Notes for Combined MA/JD Students
- To apply, JD students must submit an [online application](#) through Graduate Admissions, and select the Master of Arts in Public Policy and Management Program (MA)
- Taking courses after completion of the law degree is acceptable provided you complete both programs within six years

C. Dual MA/MSW with the College of Social Work
The John Glenn College of Public Affairs offers a dual degree program with the [College of Social Work](#), where students earn a Master of Arts in Public Policy and Management (MA) and a Master of Social Work (MSW) degree. Graduates of the dual degree program are equipped with the knowledge and skills to inform public policy and manage human service programs in the public and private sectors. Students in the dual degree program have access to all the resources and advising services offered by both departments, and most full-time MA/MSW dual degree students are able to complete both degrees in three years.

D. Dual MA/MCRP with the Knowlton School of Architecture
The John Glenn College of Public Affairs and the [Knowlton School of Architecture](#) have established a dual degree partnership that allows students to earn a Master of Arts in Public Policy and Management (MA) and a Master of City and Regional Planning (MCRP). The dual degree program prepares students for leadership positions in the public, private and nonprofit sectors with a background and interest in City and Regional Planning. Students in the dual degree program have access to all the resources and advising services offered by both departments and are able to complete both degrees in three years.

E. Dual MA/MS or MENR in Natural Resources with the School of Environmental and Natural Resources

The John Glenn College of Public Affairs and the School of Environment and Natural Resources have an established dual degree program that allows students to complete a Master of Arts in Public Policy and Management (MA) and a Master of Science in Environment and Natural Resources (MS) **or** a Master of Environment and Natural Resources (MENR). Graduates of the dual degree program are prepared for leadership positions in the public, private and nonprofit sectors, and can specialize in topics related to environmental policy. Students in the dual degree program have access to all the resources and advising services offered by both departments and are able to complete both degrees in two years – much less time than if they pursued them separately.

F. Dual MPA/MHA or MPH with the College of Public Health

The John Glenn College and the College of Public Health have established a dual degree program that allows students to complete a Master of Public Administration (MPA) and a Master of Health Administration (MHA) or a Master of Public Health (MPH). The MHA and MPH programs offer professional preparation for those who will take leadership roles in the delivery and financing of health services. Career settings range from delivery organization, such as hospitals and clinics, to related parts of the health care industry such as consulting, insurance and related industries. Many health care graduates pursue careers in public agencies and nonprofit organizations as well. Students in the dual degree program have access to all the resources and advising services offered by both departments and are able to complete both degrees in three years – much less time than if they pursued the degrees separately.

G. Dual MA/MA with Slavic and East European Studies

The John Glenn College and the Center for Slavic and East European Studies have developed a dual degree program that allows students to complete a Master of Arts in Public Policy and Management (MA) and a Master of Arts in Slavic and East European Studies (MA). This unique program of study will provide graduate students with an interest in Slavic and East European countries and cultures with an applied set of skills and tools to add to their professional profile upon graduation. Students in the dual degree program have access to all the resources and advising services offered by both departments and are able to complete both degrees in less than three years.

H. Dual MPA or MA/MA with the Center for Latin American Studies (CLAS)

The Glenn College and the Center for Latin American Studies (CLAS) have developed programs of study that will provide graduate students with an interest in Latin American countries and cultures with an applied set of skills and tools to add to their professional profile upon graduation. As Latin America develops, people with strong skills in policy, economics, leadership, analysis and communication are necessary for development.

I. Dual MPA/MBA with Fisher College of Business

The John Glenn College of Public Affairs has partnered with the Fisher College of Business to develop a dual degree program that allows students to complete a Master of Public Administration (MPA) and a Master of Business Administration (MBA). This program will help students navigate the increasingly complex world of government-business relations and can be completed in three years, one full year less than if students pursued the degrees separately.

J. Dual MPA/MAE with the Department of Agricultural, Environmental, and Development Economics (AEDE)

The John Glenn College of Public Affairs and the Department of Agriculture, Environmental and Development Economics (AEDE) have established a dual degree program that allows students to complete a Master of Public Administration (MPA) and a Master of Applied Economics (MAE). The program prepares students for careers in public finance, management and policy analysis with a focus on environmental, agricultural and development policy issues. The program can be completed in two years and provides students the flexibility to specialize and tailor the programs' courses and electives.

K. Dual MPA/MA in Bioethics

The John Glenn College of Publics Affairs and the Ohio State College of Medicine have established a dual degree program that allows students to complete a Master of Public Administration (MPA) and a Master of Arts in Bioethics. This program will prepare students on history, topics and issues of bioethics as well as a firm grounding in public policy, management, economics and quantitative data analysis.

Application Instructions

New to/Prospective Ohio State Students

Applicants who have not yet been admitted into an Ohio State program should apply to the Glenn College using the application instructions (please see the Dual Programs page on our website). They may choose to apply concurrently to the secondary program as well.

After students have been admitted to the Glenn College, it is recommended they meet with an advisor to discuss how to apply to another dual program at Ohio State. Please note: we strongly advise students speak with an admissions staff member with the Glenn College before starting to pursue a dual degree.

Current Graduate Students at Ohio State

1. Request that your home department send a copy of your application file to the Glenn College. Your file should include your original statement of purpose, resume, transcripts, application, and letters of recommendation. Have your home department send these documents to GlennApply@osu.edu.
2. Complete the Glenn College Dual Degree application form. This will serve as your new statement of purpose specifically for the Glenn College, so take your time in crafting your response. Please email this form to GlennApply@osu.edu.
3. Email an updated resume to GlennApply@osu.edu.
4. JD/MA STUDENTS ONLY: In addition to the steps above, please also submit an Online Application through the Graduate Admissions Office. Please select the MA - Public Policy and Management Program (PUBADM-MA). DO NOT include attachments to the online application. Everything we will need is outlined above and should be submitted via email from the student and college office directly.

VII. GRADUATE MINORS AND CERTIFICATES

Graduate Minors

The Glenn College offers three graduate minors, which allow current graduate students not enrolled in the Glenn College to complement their primary graduate program with coursework in public administration.

Graduate Minor in Nonprofit Management

The Graduate Minor in Nonprofit Management will equip current graduate students not enrolled in the Glenn College with an understanding of the theories and practices that shape nonprofit organizations.

To earn the Graduate Minor in Nonprofit Management, students are required to complete a minimum of 10 hours of graded, graduate-level coursework in at least three courses offered by the John Glenn College of Public Affairs. Students must attain a grade of B or better in each course. For the list of required and elective courses, refer to Graduate Minor in Nonprofit Management Course Options.

Graduate Minor in Public Policy and Management

The Graduate Minor in Public Policy and Management will equip current graduate students not enrolled in the Glenn College with an understanding of the theories and practices that shape policy and management in the public sector. To earn the Graduate Minor in Public Policy and Management, students are required to complete a minimum of 10 hours of graded, graduate-level coursework in at least three courses offered by the John Glenn College of Public Affairs. Students must attain a grade of B or better in each course. For the list of required and elective courses, refer to Graduate Minor in Public Policy and Management Course Options.

Graduate Minor in Federal Policy and Management

The Graduate Minor in Federal Policy and Management is designed for students interested in an immersive Washington, DC experience, while earning an in-demand credential. Live and learn in the nation's capital while learning the dynamics of the federal policy environment and applying it to your area of expertise.

To earn the Graduate Minor in Federal Policy and Management, students are required to complete a minimum of 13 hours of graded, graduate-level coursework in six courses offered by the John Glenn College of Public Affairs. There is also an internship component where students typically will work 20-30 hours a week in an internship that advances their career goals.

Students must attain a grade of B or better in each course. For the list of required and elective courses, refer to the Federal Policy and Management Minor website.

Application Instructions

Any current Ohio State graduate student not already enrolled at the Glenn College may pursue a Glenn College graduate minor. To apply, students must be:

- Already enrolled in a graduate degree program at Ohio State University, and in good standing (3.0 or higher GPA); your home department must not be the Glenn College
- International students must have appropriate undergraduate coursework or equivalent in American Government

Students should apply to the minors via the Minors & Interdisciplinary Specializations Form on GradForms by the end of their first term in a minor-approved course.

1. Go to GradForms and complete a Minors and Interdisciplinary Specialization Form
2. Your Graduation Level/Plan/Degree will belong to your home department

3. For the "Designation Name," select **PPOLMGT-GM** – for the Public Policy and Management Minor, **NONPRFT-GM** – for the Nonprofit Studies Minor or **FEDPM-GM** – for the Federal Policy and Management Minor

The Graduate School offers GRADFORMS Help Documents.

Graduate Certificates

The Glenn College offers three graduate certificates, which allow anyone with a bachelor's degree to pursue additional training in the areas of Public Management, Criminal Justice Administration and Federal Policy and Management.

Students may be able to transfer up to 100% of the certificate's credits into a degree program such as the MPA, in-career MA or online MPAL subsequent to completing the certificate. Please speak with a Glenn College advisor for additional details.

To receive a Graduate Certificate, students must attain a cumulative GPA of a 3.0 and a minimum grade of a C- in each course.

Graduate Certificate in Public Management

The John Glenn College of Public Affairs' Graduate Certificate in Public Management is designed to meet the needs of working professionals in the public sector who desire to enhance their public management and leadership skills.

The 13-credit-hour certificate is perfect for students and professionals across a multitude of fields who wish to prepare themselves for management roles in the public sector. The certificate is also perfect for professionals who are contemplating a career change to the public sector and who need the skills and knowledge to make a successful transition. For many professionals, a graduate certificate will be sufficient to master the relevant skills, but for others, a certificate provides an opportunity for further training for those who are not ready or unable to complete a full master's degree.

Graduate Certificate in Criminal Justice Administration

The John Glenn College of Public Affairs in partnership with the Department of Sociology offers a Graduate Certificate in Criminal Justice Administration designed to meet the needs of working professionals by providing accessible online criminal justice administration training.

This 15-credit-hour graduate certificate program is designed for working professionals who are looking to advance their careers by attaining the necessary skills and training for administrative roles in criminal justice organizations. This program is perfect for working professionals considering a career change to the criminal justice sector.

While a graduate certificate does not replace a master's degree, for many, it is sufficient to master job relevant skills. Earning a graduate certificate is a great option for working professionals who are not ready or are unable to commit to a full master's degree program.

Graduate Certificate in Federal Policy and Management

The Graduate Certificate in Federal Policy and Management is for students interested in an immersive Washington, DC experience, while earning an in-demand credential. Live and learn in the nation's capital while learning the dynamics of the federal policy environment and applying it to your area of expertise.

To earn the Graduate Certificate in Federal Policy and Management, students are required to complete a minimum of 13 hours of graded, graduate-level coursework in six courses offered by the John Glenn College of Public Affairs. There is also an internship component where students typically will work 20-30 hours a week in an internship that advances their career goals.

Application Instructions

Interested applicants may apply to start a certificate program in any semester. Admission requirements include a baccalaureate degree from an accredited institution with a minimum cumulative undergraduate GPA of 3.0. Statements of purpose require articulation of how the certificate is consistent with the applicant's professional and career goals. Letters of Recommendation are not required if GPA from most recently earned degree was 3.0 or higher. If GPA was below a 3.0 then one letter of recommendation is required for consideration. It is recommended that students from international undergraduate institutions score at least a 100 in the TOEFL iBT. Resumes and transcripts are required from all applicants.

VIII. PROGRAM SUPPORT AND RESOURCES

Career Services

The Glenn College Office of Career Services offers several programs to help students with professional development. Examples include the following:

- One-on-one sessions with a career advisor
- Handshake, an online database of jobs and internships
- Networking events and career fairs
- Employer information sessions and on-campus interviews
- Resume and cover letter assistance
- Mock interviews

Additionally, information sessions and workshops are designed to build and sharpen the skills students need to prepare for a successful career. Some of these topics include social media branding, job searching, and financial wellness.

Paid Internships and Employment

The Glenn College does not require students to pursue internships to fulfill degree requirements, and internships cannot count for graduate credit. However, the opportunity to apply your coursework to an actual work environment is key to future professional success. This is why nearly all Glenn College students complete some type of internship or otherwise relevant work experience prior to graduation. Students regularly succeed in securing jobs and internships (paid and unpaid) via our job databank, Handshake. Please contact Student Services for more information.

Computer & Technology Information

Computer Labs

The Glenn College has two computer labs for graduate student use, both accessible with a BuckID card swipe. The primary lab in room 030 Page Hall is available to all Glenn College graduate students 24 hours a day, seven days a week. The secondary lab in room 040 Page Hall is a lab/classroom. While it is used chiefly for classroom instruction, it is also available to students for lab use when it is **not** being used for a class or

other scheduled activities (e.g., examinations). When 040 is not otherwise occupied, it is reserved for students as a "quiet lab," while 030 is reserved for students who need to work in groups.

Graduate students have exclusive access to these computer labs and must have key-card access to enter. Lab access for new students is loaded before the start of the academic year. However, if you are a Glenn College graduate student and your BuckID is not working to grant you access to the computer labs, fill out the Lab Access Form with your BuckID information. Occasionally, the labs are scheduled for administering exams. Notice is provided via a sign on the lab door.

All Glenn College IT tech support is provided by the OSU Office of Technology and Distance Innovation (OTDI) Support Desk. This includes tech support for email, MS Office 365, Page Hall computers, printers, etc. The OTDI Support Desk is staffed 24/7. The Support Desk number is 614-688-HELP. For any lab-related or technical questions, inclusive of e-mail, computers, printers, and virtual labs, please reach out to the OTDI Support Desk.

For more comprehensive computer and technology information, please see Section XI: Additional Glenn College Resources, Program Information and FAQs.

Page Hall Building Information

Page Hall is open to the public during business hours Monday through Friday. In addition, certain parts of the building are accessible to students on a 24/7 basis, including the 030 lab and the main areas of all four floors of the building. Students can access Page Hall outside of business hours by swiping their BuckID at the southeast door, facing the Ohio Union North parking garage. Students can access all floors of Page Hall by swiping their BuckID in the elevator, and then selecting a floor.

Office of Disability Services

The Office of Disability Services collaborates with and assists students with documented disabilities in order to coordinate support services and programs that enable equal access to an education and university life. Students with such needs should contact Disability Services upon enrollment to ensure reasonable accommodations can be arranged in a timely manner.

Counselling and Consultation Services

The Office of Student Life's Counseling and Consultation Services provides individual and group mental health services, psychoeducational workshops and outreach programming to currently enrolled undergraduate, graduate and professional students. CCS offers a wide variety of services to meet the individual needs of each student.

International Student Registration and Orientation

New international students must check in and attend an orientation with the Office of International Affairs (OIA). For more information, please visit OIA's Check in and Orientation resource.

Section 3.1 of the Graduate School Handbook states that international students are required to register for a certain number of credit hours each semester (eight hours in autumn and spring). International students must make sure they comply with minimum credit requirements as they apply to their student status. Contact OIA and/or the Graduate School for current and complete information.

Military Veterans

Assistance for military personnel and veterans is available through the Office of Military and Veterans Services. This office offers information on GI Bill benefits, other types of financial aid, counseling services, resources for friends, family and alumni, and job postings.

Student Advocacy Center

The Office of Student Life's Student Advocacy Center provides a broad set of academic, financial, health, and emergency resources to empower students to overcome obstacles that are part of their growth inside and outside the classroom.

The Center for Belonging and Social Change

The Center for Belonging and Social Change (CBSC) is a department within the Office of Student Life.

The CBSC offers several hundred programs a year - cultural and intercultural celebrations, heritage and awareness events, dialogues, workshops, student leadership and cohort meetings, prejudice-reduction trainings, wellness initiatives and Social Justice Engagement courses - all focused on teaching students personal and interpersonal skills necessary to be most effective in a diverse world.

The CBSC welcomes ALL students, faculty, staff and community members to our events while at the same time supporting and celebrating specific constituency groups (including African and African American, Asian and Asian American, American Indian/Indigenous, Hispanic/Latino, Gay, Lesbian, Bisexual, Transgender, Queer, Women, Men and Faith communities).

Ombudsperson

The graduate and professional student (GPS) ombudsperson is an independent, confidential, * impartial, and informal resource for all graduate and professional students for resolving issues and conflicts, and for exploring options and making important decisions.

The primary mission of the GPS ombudsperson is to support graduate and professional students in addressing issues and challenges they may face in their academic and professional careers at Ohio State. The GPS ombudsperson addresses issues and challenges that students may face with faculty and advisors, within their programs or within the university at large, with the goal of supporting a positive learning and work environment and advancing fairness and equity for graduate and professional students. The GPS ombuds also serves postdoctoral scholars.

* Please note that, while the ombudsperson provides confidential support resources for a wide variety of issues, the ombudsperson has reporting obligations with the Office of Institutional Equity related to sexual misconduct and discrimination complaints. Thus, while the ombudsperson will discuss concerns in these areas with sensitivity and keep your information as private as possible, confidentiality cannot be guaranteed. For confidential resources for concern in these areas, please contact a confidential counselor.

IX. GETTING STARTED IN THE PROGRAM

There are several items to take care of before classes begin. In addition to finding housing, moving in, and picking up financial aid disbursements (if you have not authorized direct deposit), you should complete the following:

Confirm Enrollment

Please go to your student Applicant Center, and click on **Accept/Decline** to officially accept your admission to the program. The screen should look like this:
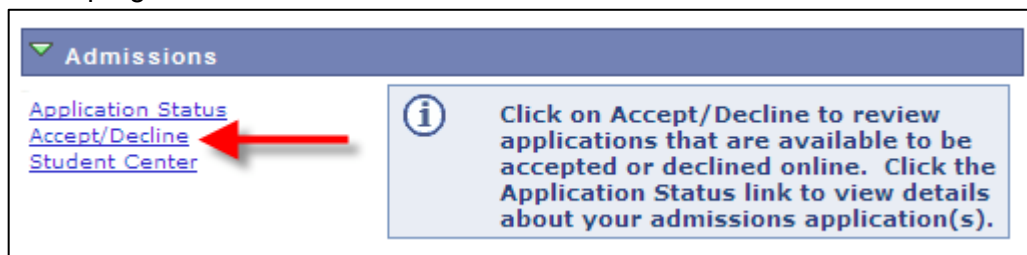
Activate Your Ohio State Email Account

All information from the university will be communicated via email or through a secure website, including grades, fee statements, confirmed class schedules, etc. Your LastName.# is also the username you will use to access student information online and log into campus and Glenn College computers.

Once you have officially accepted enrollment in the program, you will be able to activate your Ohio State username and university email account by going to my.osu.edu. Full details on how to activate your username and email can be found on this OCIO page. Alternatively, call (614) 688-HELP (4357) to set up your account over the phone.

Register for Classes

Program plans for the in-career MA, MPA, MPA-DC and online MPAL are available on their individual program websites. While the Glenn College coursework is relatively flexible, if students plan to deviate from the program plans, they are highly encouraged to contact their academic advisor to ensure they are taking courses in an appropriate order and that courses will be offered in the semesters in which students plan to take them. You can find the name of your assigned advisor on the right-hand side of your Student Center.

Students are responsible to know and observe the registration and payment deadlines, available on the Registrar's website and the Graduate School website. Students provisionally admitted to Ohio State must submit the final official transcript(s) from the institution(s) where they completed a degree or required coursework. Students should request that the transcripts be sent directly to the Graduate Admissions Office. Failure to do so will result in a hold on their account, preventing current and future registration.

The deadlines for course changes, additions and drops are published each semester under "Important Dates" on the University Registrar's webpage.

Check Carmen

Carmen Canvas (often referred to as "Carmen" and found at carmen.osu.edu) is Ohio State's learning management system, and all classes that you take will have a Carmen page. Instructors may use Carmen for a variety of activities, so check the site regularly. Students can also download the "Canvas Student" app for mobile phones which gives you access to your courses on Carmen.

Obtain Student ID

To receive a BuckID, you must be registered for classes. You may make an appointment to get your BuckID at the Ohio Union (3040 Ohio Union, 1739 N. High Street). The office is open from 8:00am-5:00pm, Monday through Friday. You will need to bring a valid photo ID such as a state ID, passport, or driver's license. Your BuckID is necessary to access the Page Hall computer labs at all times and to access Page Hall after business hours. This card is also necessary to obtain a parking permit.

Obtain Parking Permit

Parking without a parking permit is not permitted in any university parking lot. Students may purchase an annual Ohio State parking permit at the CampusParc Customer Service Center located in the South Campus Gateway at 1650 N. High Street. Customer Service Center Hours are 7:30am–4:30pm, weekdays. Annual permits may also be purchased online. Please refer to CampusParc for full details about permit eligibility and prices.

CampusParc also offers various shorter-term options for surface-lot and garage parking. Please contact CampusParc with any questions about these options.

Pay Fees

To view tuition and fee information for different enrollment types and credit hours, please visit the University Registrar and click on the "Tuition and Fees" link on the left menu and look under "Graduate and Professional" student tuition and fee tables.

Along with tuition (resident and non-resident) and general fees, there are several additional mandatory fees each semester:

- Student Activity fee- supports on-campus entertainment, cultural and arts events, etc.
- Recreational fee (assessed at 4+ credit hours of enrollment)- gives students full member benefits to the various recreational sports facilities, including the RPAC and the Adventure Recreation Center
- Student Union facility fee
- COTA fee- allows students to use their BuckID as a bus pass on city buses
- Glenn College Learning Technology Fee

Click here for a full explanation of fees.

In addition, regularly admitted graduate students must select or waive enrollment in both the Student Health Insurance and the Student Legal Services fee. The default selection for both is "enroll," so students must actively go in and waive these fees if interested in doing so by the annual deadline (one week prior to the start of autumn semester).

The above fees, except for the Glenn College Learning Technology fee, are **not** covered by fee authorizations (generally associated with fellowships and graduate assistantships), which cover instructional fees, general fees, non-resident fees and Learning Technology fees. Students do not receive paper statements of account in the mail; students should check their statement of account online and observe all payment and registration deadlines. **Tuition and fees must be paid at least seven days prior to the start of each academic term to avoid late penalties.**

To pay fees, please visit BuckeyeLink. Under the "Students" tab, click on "Account Inquiry (Statement of Account)." Students may also visit the Office of Financial Services with the Student Services Center at the Student Academic Services Building [281 West Lane Avenue, or call (614) 292-0300 or (800) 635-8944].

Buy Textbooks

You should buy your textbooks prior to your first class. Copies for all Glenn College textbooks are available for purchase through the Ohio State Barnes and Noble Bookstore (1598 N. High Street, (614) 247-2000). To find out which textbooks are required for each course, and to purchase these textbooks, visit the Barnes & Noble Ohio State Bookstore.

X. POLICIES AND PROCEDURES

Graduate Studies Committee

Each academic unit authorized to offer a graduate degree has a Graduate Studies Committee. This committee oversees and administers the graduate programs offered by the academic unit. The dean of the college appoints the members.

The responsibilities of the Graduate Studies Committee are enumerated in the Graduate School Handbook, Section 13. The committee is responsible for enforcement (and waiver) of stated rules and required procedures.

In the event that special circumstances warrant an exception to any of the guidelines set forth in the Glenn College Handbook, you may petition the Graduate Studies Committee in writing for a waiver of the relevant guideline. The decision of the committee will be binding.

University Code of Student Conduct

As a student at the John Glenn College of Public Affairs, you are a member of the larger Ohio State University community. As such, you are subject to the rules of the university as a whole, which are broadly laid out in the Code of Student Conduct. These rules are designed to foster and protect the scholarly and civic development of the university's students in a safe and secure learning environment, and to protect the people, properties and processes that support the university and its missions. The rules deal with items like academic misconduct, prohibited behavior that endangers the health and safety of others, use of property, and sexual harassment.

Student Classifications

Regular Graduate Students

Students who meet all the Graduate School and Graduate Studies Committee admission criteria and are approved by the Graduate Studies Committee to pursue work toward graduate degrees at The Ohio State University are designated as regular students.

Conditional Graduate Students

Students are admitted in this category for one or more of the following reasons:

- The student holds a bachelor's degree from a non-accredited institution;
- The student must complete prerequisite work;
- The student has less than a 3.0 GPA in undergraduate or graduate work; or
- The Graduate Studies Committee or the Graduate School has some reservation about the student's probability of success.

Any conditional admission requirement placed upon the student must be satisfied within the specified time limit. See the Graduate School Handbook for specific information regarding conditional admission.

Advising

Students can visit the Glenn College Graduate Advising page to access both advising sheets and sample program plans for their degrees. Please contact the Student Services 110 Desk (614-292-9633 or glenn-110desk@osu.edu) if you would like to schedule an appointment with an advisor.

Any changes in schedule (i.e., add/drop, section changes, etc.) should be reported to your advisor to avoid any financial repercussions or adding time to degree. Students are encouraged to contact their advisor, a faculty member or a staff member in the Student Services Office (Suite 110) for assistance with situations that may interfere with your academic studies. The Student Services Office provides assistance with degree planning, university policies and deadlines, campus resources, petitions and appeals and graduation requirements. Although it is the student's responsibility to know of university policies, procedures and deadlines, advisors can answer questions and clarify.

Course Load

The course load is determined by the nature of the courses taken, the student's academic record and employment plans. Course loads for full-time students generally range from eight to 18 semester hours for Autumn and Spring semesters. The course loads for full-time students generally range from eight to 12 semester hours in the Summer semester. A student may not enroll for more than 18 credit hours per semester (for autumn or spring semester) or 12 credit hours (for summer), including audited courses, without special permission and additional fees. There are some additional criteria for summer enrollment.

Withdrawal from University

Withdrawal early in the semester is done by officially dropping all courses. Requests to withdraw after a certain point in the semester are by petition basis only (please refer to Section 3.4 of the Graduate School Handbook for specific deadlines). Consult with your advisor if you think you may need to withdraw from class(es). For information on a refund of fees, please contact the University's Bursar office.

Course Credit and Progress

Credit by Exam
A student cannot earn credit by exam for Glenn College graduate courses.

Credit for Internships
A student cannot earn credit for completing an internship. Students are not required to complete an internship as part of the program; however, for professional development purposes, students are encouraged to pursue an internship while in the program. Career Services staff can assist students with locating internship opportunities.

Credit for Work Experience
A student cannot earn credit for prior work experience.

Transfer Credit
Graduate credit earned at another university may be transferred to Ohio State pending review by the college's Graduate Studies Committee (please see the Graduate School Handbook for more information). A graduate student who wishes to transfer credit from another institution should consult with an academic advisor. The student should provide copies of the transcript, the catalog description, the syllabi and reading lists. If transfer credit is approved, the student must complete the "Transfer of Graduate Credit" form through GradForms, which will require approval from the Graduate Studies Chair and the Graduate School.

Special Notes

80% of required master's degree hours *must* be completed at Ohio State. Transfer credit is listed as credit hours only and is not included in the calculation of the cumulative point-hour ratio. The entire work for a master's degree from the Glenn College, including transfer credit, must be completed within a period of six years. Transfer credit is generally not an option for meeting Glenn College requirements for dual degrees.

Graduate Non-Degree

Students who have accumulated graduate non-degree credit hours at Ohio State may count no more than ten of these hours toward our graduate degrees.

Course Waivers

Certain course requirements may be waived if comparable undergraduate or graduate courses were completed satisfactorily. A student requesting such a waiver must submit a request in writing to the chair of the Graduate Studies Committee (if the waiver request is based upon coursework taken elsewhere, the committee will typically ask to view any relevant syllabi). In such cases, the credit hours cannot be counted toward a master's degree. The student will take approved substitute graduate coursework to meet the total credit hour requirement for the master's degree.

Independent Study with Glenn College Faculty

Registration for independent study requires the student to submit a form that provides a brief explanation of the work to be done. Please consult with an advisor to complete this form. (**Note**: this is an internal form used only by the Glenn College. For an independent study that is completed with a faculty member outside the Glenn College, students should submit the Petition to Count Outside Coursework form which they may obtain from their advisor). Master's students may only count two credits of independent study work towards the elective requirements for their degree. Independent studies are generally discouraged where there is an existing Ohio State course that covers the same material. The supervising faculty member and the Graduate Studies Committee chair must approve the independent study. The workload for an independent study should adhere to the same workload requirements for any other class, or around three hours/week for each credit hour.

Reasonable Progress

Students are expected to maintain reasonable progress toward a degree and meet graduate program requirements as stated in this document and in the Ohio State Graduate School Handbook. A student who has a graduate GPA below a 3.0 will receive an academic warning (if they have fewer than nine credit hours). A student who has completed more than nine credit hours and has a GPA below a 3.0 will be placed on academic probation. Two consecutive terms on academic probation will result in dismissal from the program by the Graduate School.

Students must maintain a cumulative GPA of at least 3.0 in all graduate course work and fulfill all course requirements agreed upon by the student and advisor in development of the program plan. Failure to maintain reasonable progress is grounds for denial of further registration in the program.

Grade Appeal Process

Grade grievances are covered by University policy (3335-8-23, Alteration of marks) Students should be aware of these university policies and the Glenn College's procedures for implementing this policy. Grades are subject to change only when a procedural error was made in the evaluation or recording of a grade. Action to change a grade must be initiated before the end of the second succeeding semester or summer term. In no case will a grade be revised in accordance with criteria other than those applied to all students in the class.

If a student believes that a procedural error in grading was made, the student should meet with the instructor in an attempt to resolve the issue. If the instructor does not agree that a procedural error was made, the student may meet with the relevant program director (undergraduate, graduate professional, or PhD) to discuss the grade grievance. The program director shall respond to the student no later than thirty days after the student has requested a review by the program director. Upon receipt of the program director's response, if the issue is not resolved to the satisfaction of the student, the student may within two weeks request in writing by duplicate submission to the associate dean for curriculum and program director within the Glenn College. In these cases, a faculty committee comprised of the faculty members of the relevant curriculum committee and chaired by the associate dean for curriculum will conduct a review and make a final determination within the college. The faculty committee chaired by the associate dean for curriculum will not include the program director.

Should the program director and instructor be one in the same, the program director will not conduct a review of the grade grievance. If the issue is not resolved to the satisfaction of the student after meeting with the instructor, the student may request the associate dean for curriculum to convene a faculty committee comprised of the faculty members of the relevant curriculum committee and chaired by the associate dean for curriculum to conduct a review and make a final determination within the college.

Should the associate dean for curriculum and the instructor be one in the same, the associate dean for faculty development will convene and chair the faculty review committee.

Time Limit
The entire work for a master's degree from the Glenn College must be completed within a period of six years. Students who have started coursework with the Glenn College and did not finish within the six-year time limit should contact the Graduate Studies Chair to determine necessary steps to re-enroll and also to determine what requirements must be met in order to finish the degree.

Re-Entry of Students
The Graduate Studies Committee will consider petitions to re-enroll from students who were denied further registration or dismissed. Students who wish to re-enroll must submit a letter of request and supply the Committee with any evidence requested to consider re-enrollment. The student should be prepared to supply new evidence of their capacity to successfully pursue graduate work. If approved for re-enrollment, the student must comply with all degree requirements as listed at the time of re-enrollment.

Denial of Further Registration
A student may be denied further registration in the John Glenn College of Public Affairs for any of the following reasons:

- The student is on academic probation for two consecutive semesters, or was conditionally admitted and does not successfully raise their GPA above a 3.0 by the time indicated by the Graduate School (see Graduate School Handbook regarding academic dismissal)
- The student admits guilt or is determined to be guilty of academic misconduct by the University Committee on Academic Misconduct
- The student receives a grade below a B in the capstone course. Students have two opportunities to successfully complete the course with a grade of B or higher.
- The student refuses to follow the educational plan developed by their advisor and approved by the college's Graduate Studies Committee

- The student fails to meet the minimum time limits established under the rules of the committee and/or the Graduate School

Fresh Start

Any student who re-enrolls in the Graduate School after an absence of five or more years may petition the Graduate Studies Committee that previous graduate credit is not counted toward the total earned hours and graduate cumulative grade point ratio.

Reactivation of Enrollment Eligibility

After two calendar years, application to re-enroll should be made by addressing a letter to the Chair of the Graduate Studies Committee. If approved, the student must comply with all degree requirements as listed at the time of re-enrollment (see Graduate School Handbook).

Repetition of Courses

A graduate student who is not dismissed from the university *must* repeat a required course which the student failed (Grade = "E or EN") or did not complete (Grade = "I"). When approval is given by the advisor, a graduate student may repeat for credit any elective course in which the student has received a mark of D or E. A student who audited a course may repeat the course for credit with the permission of the advisor or instructor. The credit hours for a repeated course shall in no case be counted more than once in meeting graduation requirements. However, when a student repeats a course and gets letter grades both times, both grades will be counted in computing the cumulative point hour ratio.

Graduation

A student desiring to graduate with a master's degree from the Glenn College must submit an application to graduate online through GradForms with the Graduate School **by the deadline announced by the Graduate Programs Manager** which is typically the last day of classes in the prior term to which you are graduating. This gives advisors time to review your progress and suggest any changes necessary before the start of your last term.

Dual degree students will be required to complete separate applications to graduate for each program, and each application must be submitted the semester they graduate from that specific program.

Students must satisfactorily meet all minimum Graduate School and Glenn College degree to graduate.

Courses Taken Outside the Glenn College

Students may take graded graduate-level coursework from other departments to count toward their graduation requirements. Students must first submit a Petition to Count Outside Coursework with a recent course syllabus attached. Petitions for substitution should be turned in to your assigned advisor for further review by the chair of the Graduate Studies Committee.

If a student opts to complete a graduate minor or graduate interdisciplinary specialization from other departments, they may petition to overlap up to six credit hours of the minor or specialization coursework toward their MPA elective coursework. The student must petition each class via the Petition to Count Outside Coursework.

XI. ADDITIONAL GLENN COLLEGE PROGRAM INFORMATION, RESOURCES AND FAQS

Alumni Services

Each year, the Glenn College offers an alumni mentoring program in which second year master's students are matched with an alumnus/alumna of the program. The goal of the mentoring program is to tap into the vast professional experience of Glenn College alumni to help students in their career paths and academic choices by sharing career advice, job-search strategies and other tips. In addition, the Director of Advancement and Alumni Relations plans several networking events each year with Glenn College alumni. For alumni services and networking opportunities, contact the Glenn College's Director of Advancement and Alumni Relations, Lisa Frericks.

Computers and Technology

Ohio State offers several student computer centers across campus, equipped with Windows and/or Macintosh computers and a variety of peripheral equipment. Software includes word processing, desktop publishing, spreadsheet, email, web browsers and more.

Computer Lab User Accounts and File Storage

To log in to a computer on campus, use your name.# and password that you use for all Ohio State services.

Technical Support

Ohio State offers many online resources for IT help and support. Students may also visit the BuckeyeBar in the west wing of the Thompson Library, the BuckeyeBar at the TechHub, email servicedesk@osu.edu or call 614-688-4357 (8-HELP).

Glenn College Librarian

Kay Clopton, the Glenn College's librarian, maintains a web page of Public Affairs Resources. Dr.Clopton can be contacted at 614-292-2483 or clopton.1@osu.edu.

Ohio State Internet Username and Email Address

What is my Ohio State Internet username?

Your Ohio State internet username is your unique identifier for logging in to secure Ohio State web sites, enabling access on university computers, and acquiring access to the wireless network. The username takes the form of lastname.# (i.e. **smith.2**). Use it to access many campus computing systems, such as BuckeyeLink, where (among other services) you can enroll in and drop classes and receive final grades.

What is my Ohio State email address?

Your Ohio State email address is your lastname.#@buckeyemail.osu.edu. It is formed by adding "@buckeyemail.osu.edu" to your Ohio State Internet username; for example, Serena Williams' Ohio State email address would be williams.1@buckeyemail.osu.edu.

Do I need to use Ohio State's email service?

Yes. Many important university and class mailings (including scheduling and billing information) are only sent to your Ohio State email address, and many classes require email and other Internet activities. The Glenn College will only distribute electronic materials to your Ohio State email address.

How do I start using my Ohio State Internet Username for email and web access?

Visit our Account Management site and select "Activate Now!"

Does Ohio State offer webmail?
Yes. Your BuckeyeMail account allows a convenient and secure way to read and send email using almost any web browser from any active Internet connection.

Can I have messages sent to my Ohio State email address forwarded elsewhere?
Yes, but it is not recommended, and we encourage you to regularly check your Buckeyelink. If you would like your Ohio State email forwarded to another provider, such as Gmail or Yahoo, from your MyOSU account, just click on the "Change Email Delivery" link on the left-hand side of the screen.

Please note that Ohio State's central IT HelpDesk recommends that students use BuckeyeMail as their primary address, as all university communications will be sent directly to this email.

Wireless Network Access
There are more than 190 free wireless hotspots in over 60 campus buildings for use by Ohio State students. You will need your pre-assigned Ohio State Wireless username and password AND a mobile device with a properly installed, internal or external network adapter/card that is WPA Enterprise compatible. Most wireless adaptors/cards that are "Wi-Fi compliant" should work.

Hardware and Software
Ohio State maintains discount agreements with vendors, and students can visit the Tech Hub at Ohio State for significant educational discounts on many technology products, including a variety of computers, iPads, printers, and accessories.

Ohio State offers a variety of software for free or reduced cost.

Printing
Glenn College graduate students have access to printing in the Page Hall 030 computer lab and around campus with Follow Me Printing. Students are encouraged to conserve paper, when possible, by only printing what they need, by printing multiple sheets per page, and by printing on both sides of the page. Each student is given a printing allowance added to their BuckID at the beginning of the academic year. The printing allowance refreshes at the beginning of each autumn semester. The annual print allowance is generally a higher limit than is needed for legitimate schoolwork and usage data and trends are analyzed for ongoing sufficiency. To print beyond the Glenn College grad student allowance, students will need to add personal funds to their BuckID account. In very unique situations, a student's print quota may be increased. A detailed usage summary to date, justification for an increase, and estimate of remaining printing needs can be submitted to Glenn-Help@osu.edu for review and decision.

Color printing is available but will be charged at a rate of $0.20 per page compared to $0.06 per black and white page.

Technology Fee
Graduate students are assessed a technology fee each semester. The fee contributes to computer hardware and software in both Page Hall labs (030 and 040), printing, virtual lab and software, technical support, and technology and services to enhance distance learning, among other technology outlays. All students pursuing a graduate degree with the Glenn College will be assessed the technology fee.

Additional Building Amenities

Page Hall is equipped with multiple study areas, including the Policy Forum on the first floor and the library on the third floor. The third floor also offers standing laptop workspaces. The second floor is home to a shared kitchen with a table and chairs. Page Hall also has a nursing mother's room with comfortable and private accommodations.

Student Listserv

We maintain an email list of all enrolled students. This list is used by the Student Services Office to send important announcements. Most students will be added to the list automatically and do not need to take any action to sign up.

Social Networking

The Glenn College has groups created for current students, faculty, staff, and alumni on Facebook, Twitter, LinkedIn, Instagram, Flickr, and YouTube. Our Student Services office also has many social media accounts you can follow for updates on activities, deadlines and more on Twitter and Instagram.

XII. LIFE OUTSIDE THE CLASSROOM

Public Affairs Student Association (PASA)

PASA is composed of the entire Glenn graduate student body, and conducts regular professional development, social and community service programming to foster a sense of community and mutual support among classmates. Some regular PASA events throughout the academic year include Career Conversations, happy hours, the Glenn Gala, and weekend service events. PASA leadership is made up of elected, appointed, and volunteer graduate student representatives that serve as liaison between the students, faculty, and staff of the John Glenn College of Public Affairs. As a graduate student in the Glenn College, you are automatically considered a member of PASA. While active attendance at meetings and participation in events is encouraged, there are no requirements to maintain membership!

Public Affairs Multicultural Student Organization (PAMSO)

The purpose of PAMSO is to develop and foster diverse and cross-cultural relationships to create a sense of cohesiveness among people of various backgrounds, identities, ideas and interests within the Glenn College. Our goal is to develop and support programs to provide opportunities for members to serve their communities and help spread awareness and knowledge about diversity and multicultural issues or topics in Public Affairs. In effort to achieve this goal, PAMSO hosts guest speakers, provides volunteer opportunities, holds membership meetings, and helps connect students to the many cultural events offered by the university. The ultimate objective is to enhance the cultural experience of university students, faculty, and staff through culturally centered programming and cross-cultural interactions.

International City/County Management Association (ICMA) Student Chapter

The ICMA Student Chapter is an organization designed to introduce undergraduate and graduate students to the local government management profession. Events are organized throughout the year to facilitate networking between members and professional managers throughout the state. The cornerstone of the chapter is the nationally recognized Shadowing Program that offers students the chance to shadow Ohio city managers for real-life, field experience in local government.

Council of Graduate Students

The Council of Graduate Students (CGS) is the official branch of student government that represents every graduate student on campus and its main purpose is to work towards continual improvement of the graduate student experience at Ohio State. CGS Officers and Delegates serve as advocates during university policy-making decisions. It has competitive funding programs and "graduate-only" social events support the personal and professional development of any graduate student.

The university's most involved and notable students participate in executive level functions of the university by serving as delegates to the Council or as senators to the University Senate. Glenn College students have done quite well in filling these positions. CGS delegates are elected from every graduate program and are responsible for communicating concerns and representing the opinions and interests of their constituents at their monthly meetings. Great delegates serve as key contacts and sources of information for the students within their departments.

University Senators are elected from each of 10 academic areas and are responsible for crafting, debating and voting on legislation that governs the university through committees and regular meetings of the Senate. Senators should strive to be aware of the issues affecting their college and to fully understand the impact of policies that are enacted by the Senate.

Professional Associations

Students are encouraged to join professional associations in relevant career fields of interest to them. Popular options include Ohio Women in Government (OWIG), Ohio City/County Management Association (OCMA), Network of Schools of Public Policy, Affairs, and Administration (NASPAA), Association for Public Policy Analysis and Management (APPAM), American Society for Public Administration (ASPA), the Central Ohio Chapter of ASPA, American Planning Association (APA), National Association of State Budget Officers (NASBO) and the National League of Cities (NLC).

Ohio State

Below are links to websites that include opportunities for getting involved on campus:
- Student Activities/Ohio Union (Discount tickets/student organizations, and activities)
- Student Organizations
- OUAB Grad/Prof Student Committee (Programming specifically for graduate and professional students)
- Wexner Center for the Arts
- Athletic Events and Teams
- Recreation Facility and Sports
- Center for Belonging and Social Change
- Office of International Affairs (Programs and services)

Experience Columbus

Below are links to various activities and events in Columbus
- Experience Columbus (guide for events)
- Columbus Commons (riverfront park, restaurants, and entertainment)
- Downtown Columbus
- The Short North (shopping and restaurants)
- Arena District (sporting events, concerts, restaurants)
- North Market and Farmer's Markets
- Gateway (shopping, restaurants, movies)

- Columbus Blue Jackets (Hockey)
- Columbus Clippers (Baseball)
- Columbus Crew (Soccer)
- Easton Mall and Polaris Fashion Place (shopping, entertainment, and restaurants)
- Columbus Zoo
- COSI (Center of Science and Industry)
- Franklin Park Conservatory and Columbus Metro Parks

THE OHIO STATE UNIVERSITY
JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

APPENDIX A: Master of Public Administration (MPA) Advising Sheet

For current course listings and syllabi, please visit the Graduate Advising page.

Total Credits Required: 52

CORE COURSES (32 credits - complete all courses)

Course	Hours	Grade	Sem/Yr
POLICY STREAM			
PUBAFRS 6000: Public Policy Formulation and Implementation	4		
PUBAFRS 6010: Legal Environment of Public Organizations	4		
ECONOMICS STREAM			
PUBAFRS 6030: Public Sector Economics	4		
PUBAFRS 6040: Public Budgeting and Finance (Prereq: 6030)	4		
MANAGEMENT STREAM			
PUBAFRS 6050: Managing Public Sector Organizations **OR** PUBAFRS 7553: Nonprofit Management and Governance	4		
PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations	4		
QUANTITATIVE DECISION-MAKING STREAM			
PUBAFRS 6070: Public Affairs Statistics	4		
PUBAFRS 6080: Public Affairs Program Evaluation (Prereq: 6070)	4		

SKILLS COURSES (5 credits total required, 3 beyond required course noted below)

Course	Hours	Grade	Sem/Yr
REQUIRED			
PUBAFRS 6500: Written and Oral Communication	2		
CHOOSE ANY 3			
PUBAFRS 5513: Excel Basic Skills (session 1)	1		
PUBAFRS 5514: Excel Advanced Skills (session 2)	1		
PUBAFRS 6505: Governmental Accounting	1		
PUBAFRS 6510: Conveying Quantitative Data in Public Affairs	1		
PUBAFRS 6515: Database Management	1		
PUBAFRS 6520: Balanced Scorecards and Dashboards	1		
PUBAFRS 6525: Survey Design	1		
PUBAFRS 6530: Negotiation	1		
PUBAFRS 6890: Special Topics Skills	1		

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ELECTIVE COURSES (12 credits required from the following list[i])

Courses are separated by general area of relevance for the purposes of transparency for students. Not all courses are offered regularly. Students need not take courses from each subcategory and may take multiple courses from any category. Specific courses are not repeatable.

Course	Hours	Grade	Sem/Yr
POLICY RELATED			
PUBAFRS 5240: Race and Public Policy in the United States	3		
PUBAFRS 5250: Poverty, Inequality, and Public Policy	3		
PUBAFRS 5506: Administration of Criminal Justice Policy	3		
PUBAFRS 5600: Science, Engineering, and Public Policy	3		
PUBAFRS 5700: Rebuilding Failed and Weak States	3		
PUBAFRS 5750: Public Policy: The Business-Government Relationship	3		
PUBAFRS 5890: US Food Policy	3		
PUBAFRS 5895: Food Insecurity, Food Assistance Programming and Policy in the U.S.	3		
PUBAFRS 7503: Higher Education Policy for Public Leaders	3		
PUBAFRS 7505: Wicked Policy Problems	3		
PUBAFRS 7507: Criminal Justice Policy	3		
ECONOMICS RELATED	3		
PUBAFRS 5900: Food System Planning and the Economy	3		
PUBAFRS 7531: Economic Development Policy	3		
PUBAFRS 7534: Privatization	3		
PUBAFRS 7535: Regulation and Deregulation	3		
PUBLIC MANAGEMENT RELATED			
PUBAFRS 5770: Risk and Decision Analysis	3		
PUBAFRS 5591: Lobbying and Government Relations	3		
PUBAFRS 7550: Contract Management	3		
PUBAFRS 7554: Performance Measurement and Management in the Public Sector	3		
PUBAFRS 7555/CRP 6620: Project Management	3		
PUBAFRS 7557: Strategy for Public Organizations	3		
NONPROFIT MANAGEMENT RELATED			
PUBAFRS 5590: Fundraising and Philanthropy for Nonprofit Orgs	3		
PUBAFRS 5592: Marketing for Nonprofit and Public Orgs	3		
PUBAFRS 5595: Social Enterprise	3		
PUBAFRS 7501/ CRP 6610: Grant Writing in the Public Sector	3		
PUBAFRS 7533: Nonprofit Financial Management	3		
METHODS RELATED			
PUBAFRS 5573: Qualitative Methods	3		
PUBAFRS 7571: Multivariate Data Analysis for Public Policy and Management	3		
PUBAFRS 7572: Policy Simulation and Modeling	3		
PUBAFRS 7573: Public Affairs Qualitative Methods	3		
PUBAFRS 7574: Mixed Methods Approaches for Policy-Related Research	3		

CAPSTONE COURSES (3 credit hours required[ii])

Not all capstone courses are offered regularly. Please be sure to consult the master schedule via BuckeyeLink to make sure you have the pre-requisites in place in order to take a specific course. Consult with your advisor to plan out a program that will best suit your interests and prepare you to meet requirements.

Course	Hours	Grade	Sem/Yr
PUBAFRS 7900: Capstone: Research Paper in Public Affairs	3		
PUBAFRS 7910: Capstone: Public Policy Issues	3		
PUBAFRS 7930: Capstone: Public Budgeting and Finance	3		
PUBAFRS 7940: Capstone: Public Management	3		
PUBAFRS 7950: Capstone: Nonprofit Topics	3		
PUBAFRS 7960: Capstone: Information Management	3		

Capstone Notes: Students should have PUBAFRS 6010, 6040, and 6080 completed prior to enrollment in any capstone course. Students interested in PUBAFRS 7950: Capstone: Nonprofit Topics should also have PUBAFRS 7553 completed prior to enrollment in that capstone course.

MPA Exit Requirements

- Fulfillment of credit hour requirements
- Fulfillment of course requirements
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit
- Registration during the final semester of the degree program for a minimum of three graduate credit hours
- Submission of the Application to Graduate to the Graduate School, via the GradForms system, by the deadline communicated by the Glenn College
- Please review the Graduate School Handbook for more detail on these requirements
- Successful completion of the capstone course with grade "B" or higher

Other Notes:
- MPA students are not permitted to take PUBAFRS 5060, 5062, 6045, 6051, or 6075.
- The MPA program is an accredited, in-person, professional master's degree program. Students must complete a majority of their coursework in-person to align with accreditation standards. Students are highly recommended to take no more than one core or elective course online per term, and availability of online coursework is not guaranteed.

i With the permission of the Glenn College Graduate Studies Chair, students may count graduate-level graded coursework from outside the college to apply toward their total required elective hour total of 3 credits (e.g. one 3-credit course in most cases).
To obtain permission, a student must fill out Petition to Count Outside Coursework found at the Graduate Advising webpage submit it to their advisor for approval PRIOR to enrolling in the course. You must submit a syllabus from the course you are seeking to take. Please consult with your advisor for ideas and suggestions for coursework that matches your areas of interest.

ii Additional capstone courses may count toward the fulfillment of elective degree requirements. A grade of "C" or higher is required for a capstone course to count as an elective substitution. A grade of "B" or higher is required for the capstone course to count as your MPA exit requirement.

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APPENDIX B: Master of Public Administration – Washington, D.C. (MPA-DC) Advising Sheet

For current course listings and syllabi, please visit the Graduate Advising page.

Total Credits Required: 52

CORE COURSES (32 credits - complete all courses)

Course	Hours	Grade	Sem/Yr
POLICY STREAM			
PUBAFRS 6000: Public Policy Formulation and Implementation	4		
PUBAFRS 6010: Legal Environment of Public Organizations	4		
ECONOMICS STREAM			
PUBAFRS 6030: Public Sector Economics	4		
PUBAFRS 6040: Public Budgeting and Finance (Prereq: 6030)	4		
MANAGEMENT STREAM			
PUBAFRS 6050: Managing Public Sector Organizations **OR** PUBAFRS 7553: Nonprofit Management and Governance	4		
PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations	4		
QUANTITATIVE DECISION-MAKING STREAM			
PUBAFRS 6070: Public Affairs Statistics	4		
PUBAFRS 6080: Public Affairs Program Evaluation (Prereq: 6070)	4		

SKILLS COURSES (5 credits total required)

Course	Hours	Grade	Sem/Yr
REQUIRED			
PUBAFRS 6500: Written and Oral Communication	2		
PUBAFRS 6540: Professional Development Skills Class	1		
PUBAFRS 5545: Make a Difference in Washington	1		
REQUIRED: ONE ADDITIONAL SKILL COURSE			
PUBAFRS 5513: Excel Basic Skills (session 1)	1		
PUBAFRS 5514: Excel Advanced Skills (session 2)	1		
PUBAFRS 6505: Governmental Accounting	1		
PUBAFRS 6510: Conveying Quantitative Data in Public Affairs	1		
PUBAFRS 6515: Database Management	1		
PUBAFRS 6520: Balanced Scorecards and Dashboards	1		
PUBAFRS 6525: Survey Design	1		
PUBAFRS 6530: Negotiation	1		
PUBAFRS 6890: Special Topics Skills	1		

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ELECTIVE COURSES (12 credits required from the following list[i])

Courses are separated by general area of relevance for the purposes of transparency for students. Not all courses are offered regularly. Students need not take courses from each subcategory and may take multiple courses from any category. Specific courses are not repeatable.

Course	Hours	Grade	Sem/Yr
REQUIRED			
PUBAFRS 7600: Federal Policy & Administration	3		
POLICY RELATED			
PUBAFRS 5240: Race and Public Policy in the United States	3		
PUBAFRS 5250: Poverty, Inequality, and Public Policy	3		
PUBAFRS 5506: Administration of Criminal Justice Policy	3		
PUBAFRS 5600: Science, Engineering, and Public Policy	3		
PUBAFRS 5700: Rebuilding Failed and Weak States	3		
PUBAFRS 5750: Public Policy: The Business-Government Relationship	3		
PUBAFRS 5890: US Food Policy	3		
PUBAFRS 5895: Food Insecurity, Food Assistance Programming and Policy in the U.S.	3		
PUBAFRS 7503: Higher Education Policy for Public Leaders	3		
PUBAFRS 7505: Wicked Policy Problems	3		
PUBAFRS 7507: Criminal Justice Policy	3		
ECONOMICS RELATED	3		
PUBAFRS 5900: Food System Planning and the Economy	3		
PUBAFRS 7531: Economic Development Policy	3		
PUBAFRS 7534: Privatization	3		
PUBAFRS 7535: Regulation and Deregulation	3		
PUBLIC MANAGEMENT RELATED			
PUBAFRS 5770: Risk and Decision Analysis	3		
PUBAFRS 5591: Lobbying and Government Relations	3		
PUBAFRS 7550: Contract Management	3		
PUBAFRS 7554: Performance Measurement and Management in the Public Sector	3		
PUBAFRS 7555/CRP 6620: Project Management	3		
PUBAFRS 7557: Strategy for Public Organizations	3		
NONPROFIT MANAGEMENT RELATED			
PUBAFRS 5590: Fundraising and Philanthropy for Nonprofit Orgs	3		
PUBAFRS 5592: Marketing for Nonprofit and Public Orgs	3		
PUBAFRS 5595: Social Enterprise	3		
PUBAFRS 7501/ CRP 6610: Grant Writing in the Public Sector	3		
PUBAFRS 7533: Nonprofit Financial Management	3		
METHODS RELATED			
PUBAFRS 5573: Qualitative Methods	3		
PUBAFRS 7571: Multivariate Data Analysis for Public Policy and Management	3		
PUBAFRS 7572: Policy Simulation and Modeling	3		
PUBAFRS 7573: Public Affairs Qualitative Methods	3		
PUBAFRS 7574: Mixed Methods Approaches for Policy-Related Research	3		

CAPSTONE COURSES (3 credit hours required[ii])

Not all capstone courses are offered regularly. Please be sure to consult the master schedule via BuckeyeLink to make sure you have the pre-requisites in place in order to take a specific course. Consult with your advisor to plan out a program that will best suit your interests and prepare you to meet requirements.

Course	Hours	Grade	Sem/Yr
PUBAFRS 7980: MPA-DC Capstone	3		

Capstone Notes: Students should have PUBAFRS 6010, 6040, and 6080 completed prior to enrollment in any capstone course. MPA-DC students will take a capstone course specifically designed for them in Washington, D.C.

MPA Exit Requirements

- Fulfillment of credit hour requirements
- Fulfillment of course requirements
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit
- Registration during the final semester of the degree program for a minimum of three graduate credit hours
- Submission of the Application to Graduate to the Graduate School, via the GradForms system, by the deadline communicated by the Glenn College
- Please review the Graduate School Handbook for more detail on these requirements
- Successful completion of the capstone course with grade "B" or higher

Other Notes:
- MPA students are not permitted to take PUBAFRS 5060, 5062, 6045, 6051, or 6075.
- The MPA program is an accredited, in-person, professional master's degree program. Students must complete a majority of their coursework in-person to align with accreditation standards. Due to the second year of the MPA-DC program being largely online, students are required to take in person classes during their first year of the program in Columbus.
- MPA-DC students have required skills courses throughout the program and one required elective. They will work with their academic advisor to make sure that requirements for the MPA-DC program are met.

i. With the permission of the Glenn College Graduate Studies Chair, students may count graduate-level graded coursework from outside the college to apply toward their total required elective hour total of 3 credits (e.g. one 3-credit course in most cases). To obtain permission, a student must fill out Petition to Count Outside Coursework found at the Graduate Advising webpage submit it to their advisor for approval PRIOR to enrolling in the course. You must submit a syllabus from the course you are seeking to take. Please consult with your advisor for ideas and suggestions for coursework that matches your areas of interest.

ii. Additional capstone courses may count toward the fulfillment of elective degree requirements. A grade of "C" or higher is required for a capstone course to count as an elective substitution. A grade of "B" or higher is required for the capstone course to count as your MPA exit requirement.

APPENDIX C: In-Career Master of Arts (MA) in Public Policy and Management Advising Sheet

For current course listings and syllabi, please visit the Graduate Advising page.

CORE COURSES (32 credits - complete all courses)

Course	Hours	Grade	Sem/Yr
POLICY STREAM			
PUBAFRS 6000: Public Policy Formulation and Implementation	4		
PUBAFRS 6010: Legal Environment of Public Organizations	4		
ECONOMICS STREAM			
PUBAFRS 6030: Public Sector Economics	4		
PUBAFRS 6040: Public Budgeting and Finance (Prereq: 6030)	4		
MANAGEMENT STREAM			
PUBAFRS 6050: Managing Public Sector Organizations OR PUBAFRS 7553: Nonprofit Management and Governance	4		
PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations	4		
QUANTITATIVE DECISION-MAKING STREAM			
PUBAFRS 6070: Public Affairs Statistics	4		
PUBAFRS 6080: Public Affairs Program Evaluation (Prereq: 6070)	4		

ELECTIVE COURSES (3 credits required from the following list[i])

Courses are separated by general area of relevance for the purposes of transparency for students. Not all courses are offered regularly. Students need not take a course from any particular subcategory.

Course	Hours	Grade	Sem/Yr
POLICY RELATED			
PUBAFRS 5240: Race and Public Policy in the United States	3		
PUBAFRS 5250: Poverty, Inequality, and Public Policy	3		
PUBAFRS 5506: Administration of Criminal Justice Policy	3		
PUBAFRS 5600: Science, Engineering, and Public Policy	3		
PUBAFRS 5700: Rebuilding Failed and Weak States	3		
PUBAFRS 5750: Public Policy: The Business-Government Relationship	3		
PUBAFRS 5890: US Food Policy	3		
PUBAFRS 5895: Food Insecurity, Food Assistance Programming and Policy in the U.S.	3		
PUBAFRS 7503: Higher Education Policy for Public Leaders	3		
PUBAFRS 7505: Wicked Policy Problems	3		
PUBAFRS 7507: Criminal Justice Policy	3		
ECONOMICS RELATED	3		
PUBAFRS 5900: Food System Planning and the Economy	3		
PUBAFRS 7531: Economic Development Policy	3		

Course	Hours	Grade	Sem/Yr
PUBAFRS 7534: Privatization	3		
PUBAFRS 7535: Regulation and Deregulation	3		
PUBLIC MANAGEMENT RELATED			
PUBAFRS 5770: Risk and Decision Analysis	3		
PUBAFRS 5591: Lobbying and Government Relations	3		
PUBAFRS 7550: Contract Management	3		
PUBAFRS 7554: Performance Measurement and Management in the Public Sector	3		
PUBAFRS 7555/CRP 6620: Project Management	3		
PUBAFRS 7557: Strategy for Public Organizations	3		
NONPROFIT MANAGEMENT RELATED			
PUBAFRS 5590: Fundraising and Philanthropy for Nonprofit Orgs	3		
PUBAFRS 5592: Marketing for Nonprofit and Public Orgs	3		
PUBAFRS 5595: Social Enterprise	3		
PUBAFRS 7501/ CRP 6610: Grant Writing in the Public Sector	3		
PUBAFRS 7533: Nonprofit Financial Management	3		
METHODS RELATED			
PUBAFRS 5573: Qualitative Methods	3		
PUBAFRS 7571: Multivariate Data Analysis for Public Policy and Management	3		
PUBAFRS 7572: Policy Simulation and Modeling	3		
PUBAFRS 7573: Public Affairs Qualitative Methods	3		
PUBAFRS 7574: Mixed Methods Approaches for Policy-Related Research	3		

CAPSTONE COURSES (3 credit hours required[ii])

Not all capstone courses are offered regularly. Please be sure to consult the master schedule via BuckeyeLink to make sure you have the pre-requisites in place in order to take a specific course. Consult with your advisor to plan out a program that will best suit your interests and prepare you to meet requirements.

Course	Hours	Grade	Sem/Yr
PUBAFRS 7900: Capstone: Research Paper in Public Affairs	3		
PUBAFRS 7910: Capstone: Public Policy Issues	3		
PUBAFRS 7930: Capstone: Public Budgeting and Finance	3		
PUBAFRS 7940: Capstone: Public Management	3		
PUBAFRS 7950: Capstone: Nonprofit Topics	3		
PUBAFRS 7960: Capstone: Information Management	3		

OPTIONAL SKILLS COURSES – (not required for completion of MA degree)

Course	Hours	Grade	Sem/Yr
PUBAFRS 6500: Written and Oral Communication	2		
PUBAFRS 5513: Excel Basic Skills (session 1)	1		
PUBAFRS 5514: Excel Advanced Skills (session 2)	1		
PUBAFRS 6505: Governmental Accounting	1		
PUBAFRS 6510: Conveying Quantitative Data in Public Affairs	1		
PUBAFRS 6515: Database Management	1		
PUBAFRS 6520: Balanced Scorecards and Dashboards	1		
PUBAFRS 6525: Survey Design	1		
PUBAFRS 6530: Negotiation	1		
PUBAFRS 6890: Special Topics Skills	1		

Exit Requirements

- Fulfillment of credit hour requirements
- Fulfillment of course requirements
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit
- Registration during the final semester of the degree program for a minimum of three graduate credit hours
- Successful completion of the capstone midterm assessment, which functions as the Master's Written Examination (graded Pass/Fail)
- Successful completion of the capstone course with grade "B" or higher in the final semester of enrollment
- Submission of the Application to Graduate to the Graduate School, via the GradForms system, by the deadline communicated by the Glenn College
- Please review the Graduate School Handbook for more detail on these requirements

Other Notes:

- MA students are not permitted to take PUBAFRS 5060, 5062, 6045, 6051, or 6075.
- The MA program is an accredited, in-person, professional master's degree program. Students must complete a majority of their coursework in-person to align with accreditation standards. Students are highly recommended to take no more than one core or elective course online per term, and availability of online coursework is not guaranteed.

i With the permission of the Glenn College Graduate Studies Chair, students may count graduate-level graded coursework from outside the college to apply toward their total required elective hour total of 3 credits (e.g. one 3-credit course in most cases). To obtain permission, a student must fill out Petition to Count Outside Coursework found at the Graduate Advising webpage submit it to their advisor for approval PRIOR to enrolling in the course. You must submit a syllabus from the course you are seeking to take. Please consult with your advisor for ideas and suggestions for coursework that matches your areas of interest.

ii Additional capstone courses may count toward the fulfillment of elective degree requirement. A grade of "C" or higher is required for a capstone course to count as an elective substitution. A grade of "B" or higher is required for the capstone course to count towards your exit requirement.

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APPENDIX D: Master of Public Administration and Leadership (Online MPAL) Advising Sheet

For current course listings and syllabi, please visit the Graduate Advising page.

CORE COURSES (7 courses, 20 credit hours total, complete all courses)

Course	Hours	Grade	Sem./Yr.
PUBAFRS 6051: Introduction to Public Affairs/Orientation to Program	4		
PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations	4		
PUBAFRS 6045: Fundamentals of Budgeting & Financial Administration	2		
PUBAFRS 6055: Judgement in Managerial Decision-Making	2		
PUBAFRS 6075: Data, Models, & Evaluation	4		
PUBAFRS 6530: Negotiation	1		
PUBAFRS 7990: Capstone	3		

MPAL SPECIALIZATION OR ELECTIVES (12 credits required)

Specialization/Course	Hours
PUBLIC MANAGEMENT	
PUBAFRS 7557: Strategic Management*	3
PUBAFRS 7550: Contract Management	3
PUBAFRS 7554: Performance Management	3
PUBAFRS 7555: Project Management	3
PUBAFRS 7650: Public Management in Hybrid World	3
CRIMINAL JUSTICE ADMINISTRATION & POLICY	
PUBAFRS 5506: Administration of Criminal Justice Policy*	3
SOC 5950: Evidence Based Practice	3
SOC 5925: Offender Decision Making & Prisoner Reentry	3
PUBAFRS 7507: Criminal Justice Policy	3
PUBAFRS 7508: Juvenile Justice System Policy	3
PUBLIC POLICY	
PUBAFRS 6000: Policy Formulation & Implementation*	4
PUBAFRS 6030: Public Sector Economics	4
PUBAFRS 5750: Business Government Relations	3
PUBAFRS 5770: Risk Analysis	3
PUBAFRS 7555: Project Management	3
NONPROFIT MANAGEMENT	
PUBAFRS 7553: Nonprofit Management & Governance*	4
PUBAFRS 7533: Nonprofit Financial Management*	3
PUBAFRS 5590: Fundraising & Philanthropy for Nonprofit Orgs (currently in-person only)	3

Specialization/Course	Hours
PUBAFRS 5592: Marketing for Nonprofit Organization	3
PUBAFRS 7501: Grant Writing (currently in-person only)	3
PUBAFRS 7557: Strategic Management	3
PUBAFRS 7554: Performance Management	3
PUBAFRS 7555: Project Management	3

* *Required specialization track course

MPAL Exit Requirements

- Fulfillment of credit hour requirements
- Fulfillment of course requirements
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit
- Registration during the final semester of the degree program for a minimum of three graduate credit hours
- Submission of the Application to Graduate to the Graduate School, via the GradForms system, by the deadline communicated by the Glenn College
- Successful completion of the capstone course with grade "B" or higher
- Please review the Graduate School Handbook for more detail on these requirements

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APPENDIX E: Graduate Minor in Nonprofit Studies Advising Sheet

10 credits required – please see advisors for additional information

Not all courses listed are offered every term. For specific course offering schedules by term, please check the Glenn College Graduate Minor webpage for more information. Courses must be successfully passed with a grade of "B" or higher.

CORE COURSE

Course	Hours	Grade	Sem./Yr. Taken
PUBAFRS 7553: Nonprofit Management and Governance	3		

ELECTIVE COURSEWORK

Choose <u>at least two</u> courses (minimum of seven credits) from the approved list of coursework.

Course	Hours	Grade	Sem./Yr. Taken
PUBAFRS 7525: Policy and Strategy in the Nonprofit Sector	3		
PUBAFRS 6010: Legal Environment of Public Organizations	3		
PUBAFRS 7501: Grant Writing in the Public Sector	3		
PUBAFRS 7533: Non-Profit Financial Management	3		
PUBAFRS 5590: Fundraising and Philanthropy	3		
PUBAFRS 5591: Lobbying and Government Relations	3		
PUBAFRS 5592: Marketing for Nonprofit and Public Organizations	3		
PUBAFRS 7550: Contract Management	3		
PUBAFRS 7552: Managing Innovation and Change	3		
PUBAFRS 5800: Social Ventures	3		
PUBAFRS 7557: Strategy for Public Organizations	3		

SKILLS COURSES

Students may choose a maximum of one skills course as part of the Graduate Minor in Nonprofit Studies. Students are highly encouraged to consult with an advisor or Glenn College instructor before enrolling in a skills class to ensure maximum relevance to the minor.

SAMPLE SKILLS CLASSES

Course	Hours	Grade	Sem./Yr. Taken
PUBAFRS 6505: Governmental Accounting	1		
PUBAFRS 6510: Conveying Quantitative Data in Public Affairs	1		
PUBAFRS 6513: Excel Basic Skills	1		
PUBAFRS 6514: Excel Advanced Skills	1		
PUBAFRS 6515: Database Management	1		
PUBAFRS 6525: Survey Design	1		
PUBAFRS 6890: Special Topics Skills	1		

If a student obtains prior permission from the Glenn College, s/he may substitute a Glenn College course not listed above for an elective within the graduate minor if the advisor and student deem the course as appropriate to the student's main program of study and if the student has the necessary pre-requisite coursework to enter a specific class.

APPENDIX F: Graduate Minor in Public Policy and Management Advising Sheet

10 credits required – please see advisors for additional information
Not all courses listed are offered every term. For specific course offering schedules by term, please check the Glenn College Graduate Minor webpage for more information. Courses must be successfully passed with a grade of "B" or higher.

CORE COURSE

Choose <u>one</u> of the following three courses:

Course	Hours	Grade	Sem./Yr.
PUBAFRS 6000: Public Policy Formulation and Implementation	4		
PUBAFRS 6050: Managing Public Sector Organizations	4		
PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations	4		

ELECTIVE COURSEWORK

Choose <u>at least two</u> courses (minimum of six credits) from the approved list of additional coursework.

The groupings below are designed to assist students in choosing thematically-related courses, but they are only suggestions. Students may choose any combination from the coursework listed below.

General Policy/Management			
Course	**Hours**	**Grade**	**Sem./Yr.**
PUBAFRS 6000: Public Policy Formulation and Implementation	4		
PUBAFRS 6010: Legal Environment of Public Organizations	4		
PUBAFRS 5030: Local Government	3		
PUBAFRS 5240: Race and Public Policy in the United States	3		
PUBAFRS 5591: Lobbying and Government Relations	3		
PUBAFRS 5600: Science, Engineering and Public Policy	3		
PUBAFRS 5610: Innovation, Policy and the Global Economy	3		
PUBAFRS 5700: Rebuilding Failed and Weak States	3		
PUBAFRS 5750: The Business Government Relationship	3		
PUBAFRS 5890: US Food Policy	3		
PUBAFRS 5900: Food Systems Planning and the Economy	3		
PUBAFRS 7500: Energy Policy and the Environment	3		
PUBAFRS 7501: Grant Writing in the Public Sector	3		
PUBAFRS 7503: Higher Education Policy for Public Leaders	3		
PUBAFRS 7506: Workforce Planning Policy	3		
PUBAFRS 7537: Education Policy for Public Leaders	3		
PUBAFRS 7572: Policy Modeling and Simulation	3		
PUBAFRS 8030: Seminar in Public Policy [Doctoral-level Course]	3		
Management- Related			

Course	Hours	Grade	Sem./Yr.
PUBAFRS 6050: Managing Public Sector Organizations	4		
PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations	4		
PUBAFRS 5590: Fundraising and Philanthropy	3		
PUBAFRS 5592: Marketing for Nonprofit Organizations	3		
PUBAFRS 7550: Contract Management	3		
PUBAFRS 7551: Dispute Resolution	3		
PUBAFRS 7553: Nonprofit Management and Governance	3		
PUBAFRS 7554: Performance Measurement and Management	3		
PUBAFRS 7555: Project Management	3		
PUBAFRS 7557: Strategy for Public Organizations	3		
PUBAFRS 8000: Public Policy and Mgmt. [Doctoral-level Course]	3		
PUBAFRS 8060: Seminar in Public Management [Doctoral-level Course]	3		
PUBAFRS 7531: Economic Development Policy	3		
PUBAFRS 7534: Privatization	3		
PUBAFRS 7535: Regulation and De-regulation	3		
Economic and Statistics-Related			
PUBAFRS 6030: Public Sector Economics	4		
PUBAFRS 6040: Public Budgeting and Finance	4		
PUBAFRS 6070: Public Affairs Statistics	4		
PUBAFRS 6080: Public Affairs Program Evaluation	4		
PUBAFRS 7530: Strategic Budgeting and Financial Management	3		
PUBAFRS 7531: Economic Development Policy	3		
PUBAFRS 7532: Governmental Accounting and Financial Management	3		
PUBAFRS 7533: Non-Profit Financial Management	3		
PUBAFRS 7534: Privatization	3		
PUBAFRS 7535: Regulation and De-regulation	3		
PUBAFRS 7570: Public Management Information Systems	3		
PUBAFRS 7571: Multivariate Data Analysis for Public Policy and Mgmt.	3		
PUBAFRS 7573: Public Affairs Methods	3		
PUBAFRS 8050: Seminar in Public Sector Economics	3		

If a student obtains prior permission from the Glenn College s/he may substitute a Glenn College course not listed above for an elective within the graduate minor if the advisor and student deem the course as appropriate to the student's main program of study and if the student has the necessary pre-requisite coursework to enter a specific class.

APPENDIX G: Graduate Minor in Federal Policy and Management

13 credits required – please see advisors for additional information
For specific course offering schedules by term, please check the Glenn College Graduate Minor webpage for more information. Courses must be successfully passed with a grade of "B" or higher.

Course	Hours	Grade	Sem/Yr
PRE-DEPARTURE COURSEWORK			
PUBAFRS 6000: Public Policy Formulation and Implementation <u>OR</u> PUBAFRS 6050: Managing Public Sector Organizations <u>OR</u> PUBAFRS 5620: Rapid Innovation for Public Impact	4		
PUBAFRS 6540: Professional Competencies for Post-Graduate Life	1		
WASHINGTON SEMESTER COURSEWORK			
PUBAFRS 5545: Make a Difference in Washington *(can be taken pre-departure)*	1		
PUBAFRS 6545: Washington Navigator	1		
PUBAFRS 7600: Federal Policy and Administration	3		
PUBAFRS 7610: Follow the Money: Making Sense of the Federal Budget	3		
Internship Component: Approximately 20-30 hours a week			

Exit Requirements

- Fulfillment of credit hour requirements
- Fulfillment of course requirements
- Only grades of "A" through "C-", as well as "S" may be counted towards the completion of certificate program.
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit
- Submission of the "Application for Certificate Completion" to the Graduate School, via the GradForms system, at the start of the last semester of the certificate program.
- Please review the Graduate School Handbook for more detail on these requirements.

APPENDIX H: Graduate Certificate in Public Management Advising Sheet

13 credits required – please see advisors for additional information

For specific course offering schedules by term, please check the Glenn College Graduate Certificates webpage for more information.

Courses	Hours	Grade	Sem/Yr
Core Courses (10 credits required)			
PUBAFRS 6050: Managing Public Sector Organizations	4		
PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations	4		
PUBAFRS 6045: Fundamentals of Budgeting and Financial Administration	2		
Elective Courses (3 credits required)			
PUBAFRS 6055: Judgment in Managerial Decision-Making	2		
PUBAFRS 6530: Negotiation	1		
PUBAFRS 7550: Contract Management	3		
PUBAFRS 7554: Performance Management	3		
PUBAFRS 7555: Project Management	3		
PUBAFRS 7557: Strategic Management	3		
Other electives may be approved. Contact your advisor.			

Exit Requirements

- Fulfillment of credit hour requirements
- Fulfillment of course requirements
- Only grades of "A" through "C-", as well as "S" may be counted towards the completion of certificate program.
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit
- Submission of the "Application for Certificate Completion" to the Graduate School, via the GradForms system, at the start of the last semester of the certificate program.
- Please review the Graduate School Handbook for more detail on these requirements.

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APPENDIX I: Graduate Certificate in Criminal Justice Administration Advising Sheet

15 credits required – please see advisors for additional information

For specific course offering schedules by term, please check the Glenn College Graduate Certificates webpage for more information.

Courses	Hours	Grade	Sem/Yr
Core Courses (12 credits required)			
PUBAFRS 5506: Administration of Criminal Justice Policy	3		
PUBAFRS 6045: Fundamentals of Budgeting and Financial Administration	2		
PUBAFRS 6075: Data, Models & Evaluation	4		
Sociol 5590: Evidence-Based Practice in Criminal Justice	3		
Elective Courses (3 credits required)			
PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations	4		
PUBAFRS 7507: Criminal Justice Policy	3		
Sociol 5925: Offender Decision Making and Prisoner Reentry	3		
Other electives may be approved. Contact your advisor.			

Exit Requirements

- Fulfillment of credit hour requirements
- Fulfillment of course requirements
- Only grades of "A" through "C-", as well as "S" may be counted towards the completion of certificate program.
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit
- Submission of the "Application for Certificate Completion" to the Graduate School, via the GradForms system, at the start of the last semester of the certificate program.
- Please review the Graduate School Handbook for more detail on these requirements.

THE OHIO STATE UNIVERSITY
JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

APPENDIX J: Graduate Certificate in Federal Policy and Management Advising Sheet

13 credits required – please see advisors for additional information
For specific course offering schedules by term, please check the Glenn College Graduate Certificates webpage for more information.

Course	Hours	Grade	Sem/Yr Taken
PRE-DEPARTURE COURSEWORK			
PUBAFRS 6000: Public Policy Formulation and Implementation <u>OR</u> PUBAFRS 6050: Managing Public Sector Organizations <u>OR</u> PUBAFRS 5620: Rapid Innovation for Public Impact	4		
PUBAFRS 6540: Professional Competencies for Post-Graduate Life	1		
WASHINGTON SEMESTER COURSEWORK			
PUBAFRS 5545: Make a Difference in Washington *(can be taken pre-departure)*	1		
PUBAFRS 6545: Washington Navigator	1		
PUBAFRS 7600: Federal Policy and Administration	3		
PUBAFRS 7610: Follow the Money: Making Sense of the Federal Budget	3		
Internship Component: Approximately 20-30 hours a week			

Exit Requirements

- Fulfillment of credit hour requirements
- Fulfillment of course requirements
- Only grades of "A" through "C-", as well as "S" may be counted towards the completion of certificate program.
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit
- Submission of the "Application for Certificate Completion" to the Graduate School, via the GradForms system, at the start of the last semester of the certificate program.
- Please review the Graduate School Handbook for more detail on these requirements.

APPENDIX K: Capstone Requirement

Information regarding the capstone requirement for MA/MPA:

Description
The objective of the capstone course is to provide an environment in which students integrate, synthesize and apply the knowledge, skills, and perspectives acquired in the MPA or MA core curriculum to a real world public policy or management problem. The capstone course is a professional experience inside the classroom intended to sharpen problem solving, analytic, and communications skills. By applying theory to practice, the capstone experience serves as an important bridge between the classroom and the professional world.

Objectives
The active use and integration of material from core courses in public policy, public sector economics, public management, and decision support and quantitative methods in the capstone project informs issues faced by public policy analysts and managers. The course also prepares students to critically assess public policy and management analyses and prepares students to produce their own analysis that informs a real world policy or management issue. In preparing the project deliverables, students will be expected to produce high-quality policy or management analysis while operating under tight deadlines.

Components of the Capstone Project
I. Define the Problem, Identify Goals and Objectives, and Assemble Evidence

    A.   Clearly define the problem using evidence to assess the nature and extent of the   problem
    B.   Assess previous efforts to solve problem
    C.   Define goals and objectives
    D.   Identify and describe relevant stakeholders
    E.   Identify and describe analysis strategies

II. Construct and Analyze Alternatives

    A.   Identify and describe alternatives
    B.   Systematically compare alternatives, specifying choice criteria
    C.   Identify and describe relevant spillovers and externalities associated with alternatives
    D.   Identify and describe tradeoffs

III. Decide, Conclude, and Recommend

    A.   Describe the preferred alternative
    B.   State conclusions
    C.   Specify political, organizational, and economic conditions that will affect successful implementation of your choice
    D.   Summarize the monitoring and/or evaluation plan

Final project deliverables will include both a written document and an oral presentation.

Capstone Course Requirements
Students are required to earn a grade of B or better to successfully fulfill the capstone requirement, which is necessary to graduate from both the MA and MPA programs. Students with a grade *lower than B or an incomplete* will be required to take a second capstone course. A student has only two chances to achieve a grade of B or better in the capstone course. Regardless of grade, students who take an Incomplete in the course are considered not to have

successfully fulfilled the capstone requirement and will be required to take a second capstone class.

When to take the capstone

Typically, MPA students will take in the class in their final semester, although exceptions may be made to allow MPA students to take the class in the semester prior to graduating. **MA students are required to take the capstone course in the semester in which they intend to graduate.**

Options

Students are encouraged to take capstone classes that focus on a particular topic related to their interests. However, they also have the option of registering for the 7900: Research Paper capstone class, in which students may work independently on a topic of their own choosing. Students opting to enroll in the 7900 class **must submit for approval the following items at least six weeks prior to the start of the semester in which they will enroll in the class.**

The short proposal should contain the following:

A. The proposed topic
B. Preliminary research questions
C. Specific data sources, and
D. A preliminary reading list

Capstone Assessment

Approximately halfway into the semester (dates to be announced prior to the start of the academic year), all students will be required to complete a graded take-home assessment, which will comprise 30% of the grade for the course. It is intended to test a student's ability to integrate the knowledge and skills gained throughout their graduate program and apply it to practice. *While students may be working in groups on their capstone projects, collaboration with other students on this assessment is strictly prohibited.* The exact wording of the assessment will be provided to students preferably in the syllabus, but no later than two weeks prior to the due date. The questions can be tailored to the specific capstone sections as appropriate and will take the following general form:

1) Clearly define the problem addressed by your capstone project. What evidence is there that this is a significant problem worthy of our attention? Who are the relevant stakeholders and what are their roles? Also, identify any previous policy or management efforts to address the problem.
2) Critically assess previous evaluations of the same or similar topic. Components of this assessment should include design, data, statistical methods, internal and external validity, and the counterfactual.
3) Discuss how you plan to address the problem. Why are you choosing this approach, and why is this preferred over other approaches you examined? Further, discuss the rationale for the outcome measures you have chosen.
4) Discuss the policy or managerial alternatives you are examining. What are the specific criteria you will use to compare the alternatives?
5) Thinking about your recommendations (or choose one of the possible recommendations if you are not yet ready to make a recommendation), address possible spillovers and the political, organizational, legal, and economic conditions that may affect the successful implementation of your choice.

MA Students

The Capstone Assessment will also constitute Ohio State's required master's examination for the Master of Arts degree. The Capstone Assessment Committee is approved by the college's Associate Dean for Curriculum and includes at least one core college faculty member plus the instructor of the class, provided that the instructor is a member of the Graduate Faculty of M level or higher. In the event that the instructor is not a graduate faculty member of M level or higher, the instructor may be added to the committee by approval of the graduate studies committee and petition to the Graduate School. While the course instructor assigns the grade for the assignment as part of the grade for the course, the Capstone Assessment Committee evaluates separately whether the student achieves a successful pass ("Pass" or "Marginal Pass"). Students who fail will have the option to stand for an oral examination with the assessment committee, during which they will have the opportunity to expand further on their answers to the written assessment. This should take place immediately (i.e. a day or two) after the committee has determined that the written assessment is insufficient. At the oral examination, the advisor serves as the chair and all members of the assessment committee must be present. MA students failing the oral examination will be required to take a second capstone class in a future semester and also successfully pass the Capstone Assessment. An MA student has only two chances to pass the Capstone Assessment. Students passing the assessment but failing to achieve a B or higher in the course will be required to take another capstone class. *Both* criteria (B in the course and passing the assessment) are required to graduate.

MPA Students

For MPA students, the completion of a capstone class with a grade of B or higher satisfies the college's capstone exit requirement for the Master of Public Administration degree. All other degree requirements must also be successfully met in order to graduate (See Graduate School Handbook for full requirements.)

Dual Degree Students

Dual degree students should consult their advisors in both programs early on to determine the exit requirements specific to their plans of study. All dual MA students will be required to take their exam during the final semester of their program with the Glenn College.

Information regarding the capstone requirement for MPAL:

Description

This course builds on the core curriculum that students have completed in the program. Students will integrate the fundamental knowledge and skills gained in the MPAL curriculum and further apply them to relevant workplace situations. Four integrative models will be used to facilitate the three components in the class; systems thinking, complexity science, strategic management and strategic leadership and decision-making.

Objectives

The course has two main components:
1. develop one of the core course assignments or products to include specific managerial recommendations so that it can be utilized in the workplace
2. acquire and display a set of skills to effectively communicate the management recommendation to relevant audience(s).

Learning Outcomes

Upon successful completion of the course, students should have a strong understanding
of the following:
- Their roles and responsibilities as leaders and managers in the public and nonprofit sectors.
- How the knowledge and skills they have acquired during their studies fit together, as well as how they might apply what they have learned to advancing their careers in the public and nonprofit sectors.

Upon successful completion of the course, student should be able to:
- Synthesize and apply knowledge, skills and values from the curriculum to a management or policy problem. The analysis completed in previous coursework will result in a recommendation that can be used in their organizations. It must include implementation details that deal with management, budget, resources required, timeline, law and relevant policy concerns.
- Develop a final set of deliverables including managerial recommendations based upon analysis and application of coursework. The goal is to have products that can be actually utilized by a client.
- Apply the knowledge and skills they have acquired as they complete a series of exercises designed effectively to communicate previous analytic results to multiple and diverse audiences in written, oral, and visual formats and be able to civilly engage in discourse.
- Develop and communicate a set of contingency plans for their organization to be used in the event of an emergency.

Capstone Course Requirements

Students are required to earn a grade of B or better to successfully fulfill the capstone requirement, which is necessary to graduate from the MPAL program. Students with a grade *lower than B or an incomplete* will be required to take a second capstone course. A student has only two chances to achieve a grade of B or better in the capstone course. Regardless of grade, students who take an Incomplete in the course are considered not to have successfully fulfilled the capstone requirement and will be required to take a second capstone class.