

# Edmund S. Muskie School of Public Service

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The Edmund S. Muskie School of Public Service is a non-partisan education, research, and public service organization dedicated to educating leaders, informing policy and practice, and strengthening civic life. The School combines the expertise of three nationally recognized research institutes with master's programs in community planning and development, health policy and management, and public policy and management, as well as a doctoral program in public policy.

The Muskie School is frequently sought after as a source of knowledge on issues of national, regional, state, and local importance. Faculty and staff now number over 300, and, in 2007, externally funded grant and contract awards totaled over \$36 million. This success is attributable to growing expertise, a practical, innovative approach to issues, and a commitment to spanning traditional boundaries among university, government, and nonprofit organizations.

The School's research and public service activities encompass a range of public policy areas, including health policy, child and family policy, economic and tax policy, public administration, community planning, and the environment. The School conducts research and provides program evaluation, policy analysis, technical assistance, and training. These activities provide faculty and students with real-life experience that expands and informs classroom learning. Many graduate students take advantage of the School's research programs through assistantships and internships.

## *Muskie School Research Institutes*

Three nationally recognized research institutes are located within the Muskie School. The Cutler Institute for Child and Family Policy, the Institute for Health Policy, and the Institute for Public Sector Innovation conduct projects for federal, state, and local agencies as well as private foundations, and are committed to bringing the resources of the University to bear on problems of critical importance to Maine and the nation. Collaborative partnerships with agencies and organizations have served as vehicles for innovative policy and program development.

The School is also home to four national research centers. Community Partnerships for Older Adults is a program funded by the Robert Wood Johnson Foundation that works to improve long-term care and supportive services for older adults. The Maine Rural Health Research Center is one of eight federally funded centers focused on critical issues related to rural health in the United States. The National Child Welfare Resource Center for Organizational Improvement assists all 50 states with advances in public services for children and families. The New England Environmental Finance Center focuses on creative approaches to environmental protection and management, especially with respect to questions of financial support for such activities.

## *Academic Programs*

The Muskie School offers master's degrees in public policy and management, health policy and management, and community planning and development (with joint degrees with the School of Law and a joint degrees program with the School of Business and Health Policy and Management). These programs educate students for leadership roles in government and the private and nonprofit sectors through interdisciplinary, problem-focused education. A combination of classroom and applied field experiences imparts a broad understanding of the challenges of democratic governance and develops competencies in policy planning and analysis and organizational and management skills.

The Muskie School also offers a Ph.D. in public policy. The Ph.D. program is designed for students who are interested in studying and influencing critical public policy issues facing Maine and the nation. Graduates of the Ph.D. program prepare

for senior policy and management positions in all levels of government, nonprofit agencies, school districts, research organizations, and consulting firms as well as positions in colleges and universities.

### *Joint Degrees Program*

The joint degrees programs in law and public policy, in law and health policy and management, and in law and community planning and development offer the juris doctor degree (J.D.) through the University of Maine School of Law, and the master's degree through the Muskie School of Public Service. The programs allow students to earn both the J.D. and master's simultaneously by designating a certain number of crossover courses that satisfy the graduation requirements of each degree. Students may thus complete both degrees in four years instead of the five years that would ordinarily be required. Separate admission is required.

The joint degrees program in Business Administration and Health Policy and Management offers a Master of Business Administration (M.B.A.) through the USM School of Business and a Master of Science (M.S.) in Health Policy and Management through the Muskie School of Public Service. The program allows students to earn the M.B.A. and M.S. simultaneously by designating a certain number of crossover courses that satisfy the graduation requirements of each degree. Full time students may thus complete both degrees in three years instead of the four years that would ordinarily be required. Separate admission is required.

### ***Admission***

Admission to the master's degree programs is granted to those students with a baccalaureate degree from an accredited college or university who demonstrate evidence of commitment to leadership in public service, health policy and management, or in community planning and development, and the ability to perform graduate studies successfully. Ability to master a diversity of skills and subjects, to handle complex analytical tasks, and to think creatively is essential.

Applications are submitted to the USM Office of Graduate Admissions. Applications for admission to the master's degree programs are considered in the spring of each year for the fall semester, and in the fall for matriculation in January.

Credit toward completion of degree requirements owing to previously completed graduate study or prior learning experience may be granted in certain cases.

Admission decisions to the Ph.D. program are based on the applicant's overall academic record, GRE scores, professional experience, and educational goals. The Ph.D. Admissions Committee will carefully consider each applicant's ability to perform doctoral studies successfully. Ph.D. applications are considered in the spring for fall matriculation. Applications are accepted every other year for admission.

### *Application Deadline*

The application deadline for the master's degree programs is February 1 for the fall semester (September), and December 1 for the spring semester (January). Applications received by these deadlines receive priority consideration for scholarships and assistantships. Applications received after the deadline will be considered on a space available basis until July 1.

The application deadline for the Ph.D. program is February 1. Applications received after the deadline will be considered on a space-available basis.

### *Application Material*

Applications for the master's degree programs or Ph.D. program must include:

1. An official USM graduate application, including a written statement of educational goals.
2. Official scores of the Graduate Record Examination. GREs are waived for those holding an advanced degree.
3. Official transcripts of all undergraduate and other graduate education.
4. Three letters of recommendation.
5. Application fee (\$50.00).

### ***Master's Degree Program Policies***

In addition to the general policies described in the Academic Policies chapter, specific policies of these programs are as follows.

### *Time Limit*

All students must complete requirements for the degree within six years from the semester in which they matriculated in the program.

### *Full-Time Master's Students*

Full-time students will be able to complete the program in two years or less. They should take as many core courses as possible in the first year, remaining sensitive to the possible need to fit in an occasional track/concentration course and/or elective course scheduled only in alternate years. Track selection must be complete prior to the end of the first year. In the second year, full-time students should first make certain all core and track requirements are fulfilled; they are then free to exercise concentration and elective options for the remaining credits, finishing with the capstone course.

### *Part-Time Students*

Students planning to graduate in May of the third year should plan to take 14 to 18 credits the first and second years (two courses in the fall, two in the spring, and one or two in the summer session), for a total of 33 credits the first two years, and all remaining credits the third year. It is suggested that the three-year, part-time student take all core courses in the first year and a combination of core, track, and elective courses in the second and third years. Again, sensitivity to alternate year course sequencing is advised.

### *Special/Nonmatriculated Students*

Public service professionals and community residents may, with instructor permission, enroll in Muskie School courses as special students. Because special student status is dependent on space availability, those interested are urged to contact instructors as early as possible. Special students may take up to 9 credit hours in either the PPM, HPM, or CPD degree prior to matriculation. Taking classes as a special student does not guarantee admission to the PPM, HPM, or CPD program.

### *Transfer Credit*

Students who have completed coursework in another graduate program may petition the PPM, HPM, or CPD Academic Affairs Committee for transfer credit. Upon approval of the program Academic Affairs Committee, students may receive up to 9 transfer credits for graduate courses taken at other institutions to be counted toward the total credits required for the master's degree. Requests for transfer credit normally are made at the time of admission or during the first semester of matriculation.

Transfer credit may be approved for required courses, track choices, electives, or some combination thereof. In all cases, an official graduate transcript from the institution where the courses were taken must be on file with the director of Student Affairs.

In the event the student desires transfer credit to *replace* a required course or track choice, evidence of equivalence to the PPM, HPM, or CPD course must be demonstrated. At a minimum, a course syllabus must be submitted to the appropriate Academic Affairs committee.

In the event the student desires that transfer credit be *used in place* of PPM, HPM, or CPD electives, a description of the course or course syllabi must be submitted to the appropriate Academic Affairs committee.

Transfer credit will not be approved for:

1. Courses which would not have received graduate credit if taken at the University of Southern Maine.
2. Correspondence courses.
3. Courses in which a grade lower than B was received.

### *Extramural Credit*

Students who are matriculated in the PPM, HPM, or CPD master's program and would like to take a course at another University of Maine campus or other University, or who would like to include a course from another department at USM that is not currently cross listed, must obtain permission from the appropriate academic affairs committee. The procedure is the same as for transfer credit requests.

### *Waiver Request*

A student may request a waiver from a program requirement by showing adequate mastery of the subject matter. Evidence may include the undergraduate transcript or a transcript of other graduate work, successful completion of an examination or other academic exercise prepared by the course instructor, submission of

samples of work, or through other means acceptable to the Academic Affairs Committee. The Academic Affairs Committee may solicit input from the course instructor as to the advisability of the substitution and may request supplemental information. Approval of a course waiver does not reduce the credit requirement for graduation; students may take additional electives to meet the required credits.

To expedite the process, a student contemplating a request for permission to substitute a course should meet with the chair of their program's Academic Affairs Committee for more information about the required information to be submitted to the committee, given the basis for the request.

### *Capstone Requirements*

The capstone project is an integrative research requirement for each of the master's degree programs in the Muskie School. Depending upon the academic program, the substantive foci may differ and the format may vary from an individualized to a group research effort. Regardless of academic program, it is the policy of the Muskie School that all students applying for graduation must have completed and successfully presented a capstone proposal no later than two weeks prior to graduation. Additional program requirements may apply. Students are urged to contact their academic program advisors or capstone coordinators for additional information regarding program specific requirements.

### *Certificates of Graduate Study*

Certificates of graduate study may be taken as additional credits of coursework to augment the master's degree, or as a 11-15 credit certificate program that does not require matriculation in a degree program. Certificate programs include courses selected from the master's programs' curricula.

The following certificates of graduate study are offered by the Muskie School:

- Applied Research and Evaluation Methods
- Child and Family Policy and Management
- Community Planning and Development
- Health Policy and Management
- Nonprofit Management
- Performance Management and Measurement
- Practice Management
- Public Health (15 credits)

### *Certificate of Graduate Study in Applied Research and Evaluation Methods*

The certificate of graduate study in applied research and evaluation methods is designed for students and practitioners who want to learn to use data more effectively on the job and in the community. The certificate emphasizes data acquisition, data analysis and presentation, choosing and applying statistical techniques to real world problems, and practical application of analytical tools. There is no mathematics or statistics prerequisite. Students select four courses (12 credits) including one required course and three from a list of approved courses.

Required Course

PPM 601 Applied Statistics for Public Policy and Management

Select an additional nine credits

AMS 535 Introduction to Epidemiologic Research

AMS 545 Applied Biostatistical Analysis

CPD 622 Introduction to ArcView

CPD 625 Community Planning Analysis and Land Use Modeling

PPM 503C Applied Research Methods: Applied Cost-Benefit Analysis

PPM 503H Applied Research Methods: Graphing Data

PPM 531 Measuring Performance in the Public and Nonprofit Sectors

PPM 602 Research Design

PPM 603 Applied Research Methods

PPM 603B Applied Research Methods: Introduction of Forecasting Using Regression Analysis

PPM 603D Applied Research Methods: Introduction to Economic Impact Analysis

PPM 603F Applied Research Methods: Introduction to Correlation and Regression Methods

PPM 603G Applied Research Methods: Hands-on Multiple Regression

PPM	604	Evaluation Methods
PPM	606	Survey Methods and Design

### *Certificate of Graduate Study in Child and Family Policy and Management*

Today's multifaceted social problems and an evolving definition of "family" need sound public policies, effective programs, and management strategies/skills to address the needs of children and families. The certificate of advanced study in child and family policy and management is a collaborative effort of the Muskie School's nationally accredited public policy and management master's degree program (PPM) and the School's Institute for Child and Family Policy (ICFP).

The interdisciplinary curriculum gives students an opportunity to gain the knowledge and competencies needed to affect change, guide policy development and implementation, and manage programs serving children and families. The certificate is designed for child and family professionals, children's advocates, teachers, justice system personnel, policy makers, and others wishing for a better understanding of children and family policy and management.

Students select four courses (12 credits) from among the following courses in the graduate programs at the Muskie School. Students are required to take PPM 526 Public Policy and Children, one course from each of the other groups listed below, and a fourth course from either group.

#### Required Course:

PPM	526	Public Policy and Children
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#### Select 3 credits of management coursework:

PPM	531	Measuring Performance in the Public and Nonprofit Sectors
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PPM	535	Managing in the Nonprofit Sector
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PPM	615	Foundations for Public Service and Management*
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PPM	632	Human Resources in Public, Nonprofit, and Health Organizations
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PPM	633	Strategic Planning in the Public and Nonprofit Sectors
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#### Select 3 credits of policy coursework:

HPM	672	Politics of Health Policy
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PPM	527	Child and Family Policy and Law
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PPM	639	Topics in Public Policy and Management
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\*with faculty permission only

### *Certificate of Graduate Study in Community Planning and Development*

The certificate in community planning and development has two major objectives: to provide students with a grounding in land use and environmental planning, economic development, law and policy analysis, infrastructure programming, and growth management; and to develop an understanding of economic, social, legal, ethical, and political contexts within which decisions about land use, economic growth, and environmental protection are made. These objectives are met through course readings, class lectures and discussions, case analyses, and problem-solving exercises in various community-based settings.

Persons contemplating a career in local or state government or nonprofit organizations, and who are particularly interested in the fields of land use, economic development, and environmental planning are invited to discuss their goals with the coordinator of the certificate in community planning and development. Those who already practice in the field and wish to enhance their skills and understanding of the issues are also welcome.

The certificate requires the completion of 12 credit hours of coursework, at least one course must be selected from each of Groups A and B. Students may propose other courses from the CPD program in their certificate program. These must be approved by the chair.

#### Group A

CPD	660	Introduction to Community Planning
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CPD	661	Land Use Control and Zoning
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CPD	664	Principles of Town Design
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CPD	668	Local Environmental Planning
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Group B		
CPD	615	Citizen Involvement and Dispute Resolution in Planning
CPD	652	Introduction to Community Development
CPD	667	Housing and Real Estate
PPM	650	State and Regional Economic Development

### *Certificate of Graduate Study in Health Policy and Management*

The certificate program in health policy and management provides the opportunity to learn about the broad social context of health service or health service policy and to develop both policy analysis and management skills appropriate to the field. The certificate program provides health professionals from diverse backgrounds with a solid foundation of knowledge and skills in health policy and planning, as well as the fundamentals of health care management and community health.

Students take four courses (11 credits) from the graduate program in health policy and management. Courses are offered at the Muskie School in Portland, with several offered at University of Maine System campuses through UNET (the University's Interactive Television Network). Students admitted to the master of science in health policy and management program will receive credit for courses taken in the certificate program in which they received a grade of B or better.

The certificate typically consists of the following courses:

HPM	570	The American Health Care System
HPM	574	Community Health and Medical Care
HPM	630	Fundamentals of Leadership in Health Care
HPM	676	Health Care Planning and Marketing

Students may request substitution of *one* of the following courses for any one of the preceding four courses:

HPM	636	Health Information Management
HPM	678	Health Law
HPM	681	Quality and Outcomes of Health Care

### *Certificate of Graduate Study in Nonprofit Management*

The certificate program in nonprofit management provides traditional students, working professionals, and volunteers in the nonprofit sector with the knowledge, managerial skills, and techniques to respond to the challenges of this important and rapidly changing sector of society.

Students gain valuable expertise in critical areas such as managing human and financial resources, using technology to further organizational goals, and successfully mastering the system of performance contracting being introduced in Maine. Other topics examined include grant writing, fundraising, volunteer recruitment and management, board development, and interagency collaboration.

Many certificate courses are offered through the Education Network of Maine at locations throughout the state. Students may request to transfer certificate courses to the School's master's degree program in public policy and management upon matriculation.

Students select four courses (12 credits) including one required course and three from a list of approved courses from the graduate program in public policy and management.

Required Course

PPM	535	Managing in the Nonprofit Sector
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Select three of the following courses:

PPM	545	Grant Writing and Financial Management in the Nonprofit Organization
PPM	601	Applied Statistics for Public Policy and Management
PPM	615	Foundations for Public Service and Management*
PPM	632	Human Resource Management in Public, Nonprofit, and Health Organizations
PPM	633	Strategic Planning in the Public and Nonprofit Sectors
PPM	636	Management Information Systems in the Public and Nonprofit Sectors
PPM	639	Topics in Public Policy and Management
PPM	641	Financial Management for Nonprofit Organizations*

\*with faculty permission only

### *Certificate of Graduate Study in Performance Management and Measurement*

The certificate program in performance management and measurement is designed to equip managers with the knowledge and skills needed to monitor and report on organizational performance, to present results-oriented information in alternative formats to diverse, nontechnical audiences, and to contribute to improving performance in public organizations. The certificate in performance management and measurement is a collaborative effort of the Muskie School's accredited public policy and management master's degree program (PPM) and a research center known nationally for leading edge evaluation and technical assistance, the Institute for Public Sector Innovation. Students select four courses (12 credits) including one required course and three from a list of approved courses.

#### Required Core Course

PPM	531	Measuring Performance in the Public and Nonprofit Sectors
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#### Select an additional 9 credits

PPM	519	Communication Skills for Public Managers
PPM	535	Managing in the Nonprofit Sector
PPM	601	Applied Statistics for Public Policy and Management
PPM	615	Foundations for Public Service and Management*
PPM	632	Human Resource Management in Public, Nonprofit, and Health Organizations
PPM	633	Strategic Planning in Public and Nonprofit Sectors
PPM	636	Management Information Systems in the Public and Nonprofit Sectors
PPM	641	Financial Management for Nonprofit Organizations*

\*with faculty permission only

### *Certificate of Graduate Study in Practice Management*

The Certificate of Graduate Study in Practice Management provides comprehensive training in strategic and operational management of physician and other professional health care practices. Upon completion of this certificate program, students will (i) understand the broad health care market and environment, (ii) acquire management and strategic skills necessary to provide leadership to a professional practice, and (iii) acquire sufficient knowledge of administrative processes to effectively manage a staff in day to day activities that advance short-term financial and operational objectives of a professional practice.

The practice management certificate is awarded upon successful completion of five courses (14 credit hours) from the health policy and management curriculum.

HPM	570	The American Healthcare System
HPM	630	Fundamentals in Leadership in Health Care
PPM	632	Human Resource Management in Public and Nonprofit Organizations
HPM	634	Health Care Finance I
HPM	683	Topics in Practice Management

### *Certificate of Graduate Study in Public Health*

The Certificate of Graduate Study in Public Health provides individuals from diverse backgrounds with a solid foundation of knowledge and skills in public health, health policy, community health, and epidemiology as well as offering students an opportunity to pursue interests in evaluation, planning, or quality.

The public health certificate can serve to augment a student's previous academic training and facilitate advancement in a variety of private health and service organizations as well as public agencies. Alternatively, the certificate can serve as a strong introduction and preview to the field of public health prior to committing to a formal master's program.

The public health certificate is awarded on successful completion of five courses (15 credit hours) from the Health Policy and Management curriculum. If successfully completed, certificate program courses will fulfill degree requirements for students who apply for, and are admitted to, a master's degree program. Courses are held at the Muskie School on the USM Portland campus. Some courses are offered at other campuses in the University of Maine System via the University's distance education network.

The following three courses are required for the certificate:

- HPM 570 The American Healthcare System
- HPM 574 Community Health and Medical Care
- HPM 682 Social and Behavioral Foundations for Public Health

One of the following courses is also required:

- AMS 545 Applied Biostatistics Analysis
- AMS 535 Introduction to Epidemiology Research

The fifth course is an elective selected from the following:

- HPM 676 Health Care Planning and Marketing
- HPM 681 Quality and Outcomes of Health Care
- PPM 524 Gender, Race, Politics, and Public Policy
- PPM 604 Evaluations Methods

And either

- AMS 535 Introduction to Epidemiology Research

**or**

- AMS 545 Applied Biostatistics Analysis