INTRODUCTION

Congratulations on your choice of the Rockefeller College of Public Affairs and Policy as the place to study Public Administration. As you know, the College has been consistently ranked in the top 16 schools of Public Affairs in the country by US News and World Report for more than a decade. What you may not know is that Rockefeller College represents the best value among the top 25 schools of Public Affairs in the United States, with the lowest total tuition cost and among the lowest cost of living of any city in the country. We combine that with proximity to the largest seat of State government in the nation; strong institutional relationships with local governments in the State, the region and the country; and our location within a three-hour drive of one of the largest concentrations of not-for-profit organizations in the country. You’ll be happy to know that we have been able to successfully place our graduates across the full range of public service careers, including Presidential Management Fellowships, the United Nations, and the list goes on.

This manual is designed to help you learn about the requirements for successful completion of the MPA Program. It provides general information about the structure of the program and specific information about course and internship requirements. It is consistent with, but does not substitute for, the University’s rules and requirements for master’s study contained in the Graduate Bulletin (www.albany.edu/graduatebulletin).

As a Master’s student, you are personally responsible for knowing and acting upon the information contained in both the Graduate Bulletin and this MPA Manual. In particular, the rules and regulations in the Graduate Bulletin and this manual at the time of your initial matriculation in the master’s program form a mutual agreement between you and the University about degree requirements. For this reason, it is wise to save a copy of the MPA Manual that was in force at the time of your initial matriculation in the program.

Review this manual regularly to make sure you understand and follow all your program requirements. To get answers quickly, go to the FAQ section on the Rockefeller College website at http://www.albany.edu/rockefeller/pad_faq_mpa.shtml. If you still have questions about the information in this manual or the Graduate Bulletin, contact your academic advisor or the MPA program director, Prof. Stephen Weinberg, at sweinberg@albany.edu, (518) 442-5270, or in Milne 213B.
THE PROGRAM

Our faculty pride themselves on preparing students for successful careers in the public service. We aim to provide our MPA students with the skills they need to achieve that success. As you are aware, the Rockefeller College of Public Affairs and Policy is nationally ranked by our peers and US News and World Report in virtually all of the concentration areas that we offer. As you think about your career focus, we strongly urge you to take advantage of our faculty’s willingness to work with each student to make sure that they leave with the skills they need.

<table>
<thead>
<tr>
<th>Key MPA Concentrations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Management <em>(ranked 14th)</em></td>
</tr>
<tr>
<td>- State and Federal government management</td>
</tr>
<tr>
<td>- Local government management</td>
</tr>
<tr>
<td>- Organizational behavior &amp; theory</td>
</tr>
<tr>
<td>Nonprofit Management <em>(ranked 18th)</em></td>
</tr>
<tr>
<td>Information Technology and Management <em>(ranked 3rd)</em></td>
</tr>
<tr>
<td>Financial Management &amp; Public Economics <em>(ranked 16th)</em></td>
</tr>
<tr>
<td>Homeland Security</td>
</tr>
<tr>
<td>Policy Analytical Methods</td>
</tr>
<tr>
<td>Health Policy</td>
</tr>
</tbody>
</table>

The Rockefeller College of Public Affairs & Policy also offers students the opportunity to concentrate in a number of policy concentrations. Generally, students take policy analytical methods courses at Rockefeller College; depending on the policy area, students may take much of the substantive policy content from other departments across the University at Albany.
# TABLE OF CONTENTS

## MPA Program Overview

<table>
<thead>
<tr>
<th>MPA PROGRAM OVERVIEW</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation</td>
<td>4</td>
</tr>
<tr>
<td>Mail/E-mail</td>
<td>4</td>
</tr>
<tr>
<td>Minimum Competencies</td>
<td>5</td>
</tr>
<tr>
<td>Course Requirements</td>
<td>5</td>
</tr>
<tr>
<td>Calculation of GPA</td>
<td>6</td>
</tr>
<tr>
<td>Career Experience and Internship Program</td>
<td>6</td>
</tr>
</tbody>
</table>

## MPA PROGRAM ADMINISTRATIVE PROCESSES

<table>
<thead>
<tr>
<th>Process</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisement</td>
<td>8</td>
</tr>
<tr>
<td>Tentative Degree Program Planning Sheet</td>
<td>8</td>
</tr>
<tr>
<td>Completed Degree Program Sheet</td>
<td>8</td>
</tr>
<tr>
<td>Procedure for Waiving Required Courses</td>
<td>9</td>
</tr>
<tr>
<td>Transfer of Credit</td>
<td>9</td>
</tr>
<tr>
<td>Incomplete Grade Procedures</td>
<td>10</td>
</tr>
<tr>
<td>Statute of Limitations</td>
<td>10</td>
</tr>
<tr>
<td>Hudson-Mohawk Cross Registration</td>
<td>10</td>
</tr>
</tbody>
</table>

## ACADEMIC & GRADUATION REQUIREMENTS

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Standing</td>
<td>11</td>
</tr>
<tr>
<td>Degree Clearance</td>
<td>11</td>
</tr>
<tr>
<td>Code of Conduct</td>
<td>11</td>
</tr>
<tr>
<td>Academic Integrity</td>
<td>12</td>
</tr>
</tbody>
</table>

### Academic Program

#### CORE COURSES

| Expected Core Offerings by Semester         | 15   |
| How to register for PAD 509                 | 15   |
| How to register for an independent study    | 15   |

#### CONCENTRATIONS

<table>
<thead>
<tr>
<th>Concentration</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Management</td>
<td>17</td>
</tr>
<tr>
<td>Nonprofit Management and Leadership</td>
<td>20</td>
</tr>
<tr>
<td>Homeland Security</td>
<td>22</td>
</tr>
<tr>
<td>Public Economics &amp; Finance</td>
<td>24</td>
</tr>
<tr>
<td>Policy Analysis &amp; Information Systems</td>
<td>26</td>
</tr>
<tr>
<td>Politics, Policy &amp; Institutions</td>
<td>28</td>
</tr>
<tr>
<td>Substantive Public Policy Areas</td>
<td>29</td>
</tr>
</tbody>
</table>

### COMBINED DEGREES, GRADUATE CERTIFICATES, AND DUAL DEGREES

#### FORMS

<table>
<thead>
<tr>
<th>Form</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tentative Degree Program Planning Sheet</td>
<td>37</td>
</tr>
<tr>
<td>Completed Degree Program Sheet</td>
<td>39</td>
</tr>
<tr>
<td>Permission to Change Academic Advisor</td>
<td>41</td>
</tr>
<tr>
<td>Course Waiver Form</td>
<td>43</td>
</tr>
<tr>
<td>Course Transfer Form</td>
<td>45</td>
</tr>
</tbody>
</table>
MPA PROGRAM OVERVIEW

ORIENTATION

All new students are required to attend Welcome Week during the week before the beginning of their first fall semester in the program. You can access a complete schedule of Welcome Week activities at www.albany.edu/rockefeller/welcomeweek. Welcome Week is an integral part of Professional Applications I (PAD 507), a required first-semester course for all incoming MPA students. It is meant to give students a chance to become familiar with the program, to meet fellow incoming students, and to meet faculty members.

If you are starting the MPA program in the spring semester, you will not be afforded the opportunity to attend Welcome Week before you begin the program. Therefore you must plan to enroll in Professional Applications I in your first fall semester in the program, and attend Welcome Week in the preceding summer.

MAIL/E-MAIL

Before you can access your University email account, you must sign up for MyUAlbany. If you need help logging in to MyUAlbany, go to http://www.albany.edu/rockefeller/gateway_docs/pad/How%20to%20register%20for%20classes.pdf.

E-mail and the student LISTSERVs are the primary means of communication for the Department. Event notices, course scheduling changes, and University announcements are all posted to the LISTSERVs, so all students are expected to sign up for the list appropriate to their degree program as soon as they arrive (instructions are in your orientation packet). Your Albany email address will have the following format: yourfirstinitialfollowedbylastname@albany.edu. Although students may sign up for programmatic listservs using any email they wish, all official University correspondence will be sent to students’ University email account. Therefore, students should check their University email regularly.

Each student is also assigned a mail file in the first floor mailroom located on the Western Avenue end of Milne Hall next to the Dean’s office. This file should be checked regularly for postal mail, fliers, graded assignments, and other communications. In order to receive mail at the correct address, students should make sure that their address information is correct under Demographic Data on their MyUAlbany homepage and that they have provided a local mailing address in addition to their permanent address.
MINIMUM COMPETENCIES

The ability to understand and use college math and algebra is essential for success in the MPA program. In cases where a math deficiency exists (i.e., GRE Quantitative score under 156), students may want to consider taking an undergraduate math class or finding a tutor. A math diagnostic quiz will be administered during Welcome week and students will have the opportunity to participate in remedial math sessions during the week. These math sessions can help students review key material and assess specific deficiencies. As an on-going math resource, the department recommends Blaeu, Clemens, and Clemens (2013), Forgotten Algebra 4th Edition, Barron’s Educational Series, 978-1438001500, which has been ordered through Mary Jane Books as a recommended textbook for RPAD 507.

The ability to write English well is also essential for success in the MPA program. The University offers tutoring through the Writing Center on the Uptown campus. We encourage students to take advantage of this service if they feel that they need help with writing. Contact the Writing Center at (518) 442-4061 or http://www.albany.edu/writing/. The University’s Intensive English Language Program offers several ESL courses aimed at international students who are currently enrolled in the University. Additional information about the English-language courses offered by the University can be found at http://www.albany.edu/ielp/ESLCourses.html. Oral Communication and Academic Writing courses are designed to give students the skills and practice they need to succeed in university level course work.

COURSE REQUIREMENTS

The course requirements for the MPA program consist of two parts: core courses and concentration courses. The core consists of six semester-length courses, two Professional Applications Modules, and an internship capstone paper. Core courses are required of all students. In some cases, however, where students have appropriate educational background, they may petition to waive or transfer in credits to substitute for a core course (see the second section of this Manual for a list of core courses). Procedures for waiving a course and transferring in credit are specified below.

All MPA students must have successfully completed or be enrolled in at least 5 of their 6 core courses, including a minimum of 3 out of the 4 quantitative courses (PAD 501, 503, 504, and 505), before enrolling in a concentration course. Students should speak to their advisor about situations where it might be necessary to delay a core course, such as registering for a concentration course which is only offered every other year.

Students enrolled in the combined BA/MPA program must take some combination of the following classes, not to exceed 12 total credits, during the undergraduate portion of their program: PAD 500, PAD 501, PAD 504, PAD 507, and PAD 508. PAD 504 must be taken before or concurrently with PAD 501. Combined BA/MPA students may not register for any advanced graduate courses while an undergraduate.

Students take at least five concentration courses, which should be chosen based on long-term professional interests. Depending on the concentration, students can choose to take two, three, or five courses within one or more concentrations. Students should choose concentrations based on their career goals and should work closely with an advisor to determine which concentrations best match their professional interests and to identify the specific courses they
will take within that area. Where appropriate, a student working closely with his or her advisor may modify the course list for a particular concentration or may design a unique concentration. Any such modifications require the advisor’s approval. Detailed information about concentrations appears in the second section of this manual.

In addition to coursework, students must complete a substantial career experience requirement (see below). All students must complete the Public Service Intern Seminar (RPAD 509).

In order to be cleared by the Office of Graduate Studies to receive the MPA degree, at graduation students must have satisfied the requirements for at least 11 full-length (3- or 4-credit) courses, two professional application courses, and the Public Service Intern Seminar.

Clearance is based on the number of courses completed, not the number of credits. All courses must be completed with a grade of C or higher to count towards the completion of the degree.

**CALCULATION OF GPA**

For academic standing and degree clearance purposes, the GPA is calculated on the basis of letter-graded courses completed at the University at Albany and counted towards the MPA degree. If a student transfers credits from a different institution, including other SUNY campuses, those classes do not count towards the GPA.

The GPA is computed as follows:

1) Convert each letter grade onto a 4.0 scale, in which an A is a 4.0, an A- is a 3.7, a B+ is a 3.3, a B is a 3.0, etc.
2) Calculate the average of these scores, weighting by the number of credits each course is worth.

There are two special cases that are not accounted for in the GPA shown on the student transcript, but that the department corrects for in its own calculations.

First, a student may re-take any course. The transcript will continue to show every instance of the course. For degree purposes, however, only the highest grade for any given course will count.

Second, students may have taken University at Albany courses towards the MPA degree before matriculating into the graduate program. For example, students in the combined BA/MPA program may count up to 12 credits of MPA courses taken as undergraduates towards their MPA degree. Grades from these courses will be included in the GPA for academic standing and degree clearance purposes.

**CAREER EXPERIENCE AND INTERNSHIP PROGRAM**

The career experience requirement may be satisfied by the following relevant experiences in the public or nonprofit sector: 1) concurrent full-time employment, 2) two years prior full-time
employment or 3) 480 hours (two semesters) of service in an approved, supervised internship. The manner in which the career experience has been satisfied must be noted on the Completed Degree Program sheet and approved by the Director of Internships and Career Services, your faculty advisor, and the Department Chair. A copy of the Completed Degree Program sheet is included in the Appendix and can also be downloaded from the Department of Public Administration and Policy website.

If you believe that you can satisfy the career experience requirement through work outside of the department’s internship program, you are strongly encouraged to speak to the Director of Internships and Career Services within your first semester.

Prior to taking an internship, students should schedule an individual advisement appointment with the Director of Internships and Career Services. The Office of Career and Alumni Programs assists students in identifying internship opportunities. The Director of Internships and Career Services must approve all internships prior to a student starting his/her hours of service.

To be eligible for an internship, students must maintain a satisfactory grade point average. Students with a GPA below 2.85 will not be eligible to participate in an internship. Students with a GPA between 2.85 and 2.99 may be eligible for internships with the approval of the Committee on Academic Standing and Retention.

Further information and updates may be obtained from the Office of Internships and Careers in Milne 105, or by contacting the office at 518-442-5253 or Rockefeller.Careers@albany.edu.
MPA PROGRAM ADMINISTRATIVE PROCESSES

ADVISEMENT

Upon acceptance into the MPA program, every student is assigned an advisor. The advisor helps the student decide what course concentrations best fit his or her professional interests. Advisors are also expected to monitor the student’s progress and to ensure that the student complies with all procedural requirements on a timely basis. At a minimum, these duties include advising the student, providing the student with an Advisor Verification Number (AVN) to permit registration each semester, and assisting the student in the completion of the Tentative Degree Program Planning sheet (to specify fulfillment of course requirements), the Completed Degree Program sheet, and other academic documents, as appropriate.

Students may request a new advisor for any reason. Such a change is recommended if an assigned advisor is not associated with at least one of the student’s chosen concentration areas. Generally, a faculty member who is knowledgeable about the student’s concentration area is in a better position to advise than one who is not. To change advisors, the student should secure the agreement of another faculty member to serve as the new advisor and then notify the Department Secretary of the change using a signed Change of Advisor form. This form is included in the appendix to this manual and is available on Rockefeller College web site at http://www.albany.edu/rockefeller/gateway_docs/pad/0_advisor%20change.pdf.

TENTATIVE DEGREE PROGRAM PLANNING SHEET

A Tentative Degree Program Planning (TDPP) sheet is a planning document to be completed by the student and advisor. It outlines how the MPA degree requirements will be met. It must be signed by the student, advisor, Director of Internships and Career Services, and Department Chair and is given to the Director of Graduate Students to become part of the permanent student record. (Students should work with their advisor to obtain signatures.) A Tentative Degree Program Planning sheet should be approved prior to beginning work in a concentration. A copy of the Tentative Degree Program Planning sheet is included in the appendix of this manual and can be downloaded from the Rockefeller College website at http://www.albany.edu/rockefeller/gateway_docs/pad/0_MPA%20tdpp.pdf.

COMPLETED DEGREE PROGRAM SHEET

The Completed Degree Program (CDP) sheet is a final document outlining how the student has met the requirements of the MPA degree. It should be completed by the student and the advisor by the end of the fifth week of the student’s last semester in the MPA program. The Completed Degree Program sheet is used by the Office of Graduate Studies to review the student’s credentials for degree clearance. A copy of the Completed Degree Program sheet is included in the appendix of this manual and can also be downloaded from the Rockefeller College website at http://www.albany.edu/rockefeller/gateway_docs/pad/MPA_cdp_new.pdf.
PROCEDURE FOR WAIVING REQUIRED COURSES

Students may waive any core or required elective course if they have completed equivalent academic coursework in another setting. Waiving an introductory course allows you to move directly to more advanced courses without repeating material you already know. You will still be required to complete 11 full-semester courses, two Professional Application Modules, and the Career Capstone experience for the MPA program. (If you have completed work at the graduate level at another institution, see the policy for transferring credits.)

Students seeking permission to waive a core course, substitute an alternative course for a required course, or vary from the standard program in some other way, must file a petition to the core course faculty explaining the reasons for the request. File this petition using a course waiver form, which is included in the appendix to this manual.

Students anticipating that they will be able to waive a required course are strongly encouraged to file their petition during their first semester in the program, so that they will know the result of the petition in time to plan accordingly.

The procedure is as follows:

1. The student first consults with his/her advisor about the advisability of waiving a course (should occur during Welcome Week or early in the student’s first semester).
2. The student then meets with an instructor who normally teaches the course and gives the instructor relevant materials from the course that support the waiver request, such as the syllabus or textbook from the course. The student will also need to provide evidence of the final grade for any coursework relevant to the waiver. The course instructor might ask for additional materials, potentially including a test of ability.
3. If the course instructor agrees it is appropriate for the student to waive the course, the student then submits a course waiver form, signed by the student’s advisor and by the instructor of record, to the Department Chair. The Department Chair will make a final determination based on the recommendation of the faculty and supporting evidence provided.
4. When filling out the Completed Degree Program sheet, the student should list the course, and write “waived” instead of a grade/instructor.

Faculty will err toward requiring the course in all cases, so it is the responsibility of the student to provide sufficient proof of relevant coursework or background in the relevant subject area. There are no appeals of course waiver decisions.

TRANSFER OF CREDIT

A Transfer of Credit form, found in the appendix of this manual, is used to request transfer of graduate credit from another accredited institution. The transferred course may be used as an elective or as an approved substitution for a required/optional course in the MPA program. Students must receive a grade of B or better in order to transfer credit. In submitting a transfer of credit request to your advisor, include the description of the course to be transferred in, a detailed syllabus, and any papers and exams you have from the course. Before registering
at another institution, the Transfer of Credit form must be submitted to and approved by a student’s advisor. Normally a transfer graduate course of 3 or 4 semester credits would equate to a 4-credit course in the MPA program; if you took your courses in a program with a “quarter” system, please confer with the MPA Director. For courses taken at other universities prior to entering the MPA program, the number of credits that may be transferred is limited by the University requirement that at least 24 credits toward the degree must be taken at the University at Albany. Courses transferred for credit will not be assigned a grade and will not count toward a student’s overall GPA.

An MPA student who has already completed one master’s degree program at the University at Albany may apply for admission with Advanced Standing. The award of advanced standing may allow the student to apply up to 30 percent of the credits required for the MPA by using appropriate courses from the first completed master's degree program. Please see the Policy of Advanced Standing and Resident Study for a Second Master's Degree in the University’s Graduate Bulletin.

INCOMPLETE GRADE PROCEDURES

An incomplete is a tentative grade given only when the student has nearly completed the course but due to circumstances beyond the student’s control the work is not completed on schedule. It is up to the course instructor whether to allow an incomplete or assign a grade based on the work completed during the term. The date for the completion of the work is specified by the instructor. The date stipulated will not be later than 120 days after the Incomplete is received, unless otherwise modified by the instructor. The grade of I is automatically changed to E or U unless work is completed as agreed between the student and the instructor. It is the student’s responsibility to seek additional time to finish incomplete coursework. The student is also encouraged to double check the transcript to ensure that the grade was changed correctly.

STATUTE OF LIMITATIONS

The MPA program must be completed within six years of the time students are admitted into the program. While there is no continuous registration requirement, students who opt to take a semester off should note that without enrollment, they do not have access to many services. This includes those offered by the Health Center, Counseling Center, University Libraries, Parking & Mass Transit and Recreation. In addition, such students are unable to defer the repayment of prior college loans or qualify for financial aid.

HUDSON-MOHAWK CROSS REGISTRATION PROGRAM

The Cross Registration Program by the Hudson Mohawk Association allows students the opportunity to take courses at participating institutions while still enrolled at The University at Albany. Authorization to cross-register will be given to students if the proposed course(s) is not offered by The University at Albany at any time. No extra tuition charge is assessed to full-time matriculated students with at least one-half of the credits registered through the University at Albany. The transfer credit does not carry a grade; therefore any such course will not contribute to the student’s GPA. See [http://www.albany.edu/registrar/hudson_mohawk_cross-registration.html](http://www.albany.edu/registrar/hudson_mohawk_cross-registration.html) for more information.
ACADEMIC & GRADUATION REQUIREMENTS

ACADEMIC STANDING

To meet the minimum standards set by the University at Albany, all graduate students must maintain a cumulative grade point average of not less than 3.00 in their graduate coursework. For academic standing and degree clearance purpose, cumulative GPA does not round up; therefore, a 2.99 does not round up to a 3.00.

All student records are reviewed at the end of each semester by the Departmental Committee on Academic Standing and Retention. Students who have a GPA below 3.00, after completing at least twelve credits, will be placed on academic probation. To return to good academic standing, students must raise their GPA to at least a 3.00 after taking the lesser of twelve credits or the remaining courses required to complete the degree program. These courses must be completed within one academic year from the date of notification. Students who do not raise their GPA to at least a 3.00 will be separated from the program.

DEGREE CLEARANCE

To graduate, a Graduate Degree Application must be filed online via MyUAlbany. The deadline for online degree application is posted on MyUAlbany at the beginning of each semester. A fully completed and signed Completed Degree Program sheet must also be on file with the office of the Assistant to the Chair at that time. Students must have a 3.00 or higher cumulative GPA to be approved for degree clearance by the Office of Graduate Studies.

CODE OF CONDUCT

In all matters, faculty and graduate students will communicate and otherwise deal with one another and with staff members in a manner that is appropriate for a professional academic program. Students are expected to exhibit due respect for their fellow students’ and professor’s dignity, sensibilities, responsibilities and authority. Behavior and communications of any type that can reasonably be interpreted to constitute an abuse of authority, egregious nuisance or intimidation, or that systematically interfere with the fair opportunity for others to express their views, or that persistently disrupt the educational process, are not acceptable and will be subject to sanction by the Department of Public Administration and Policy and/or the University at Albany. Offensive behavior or communication that in a single instance may not rise to the level of being actionable can do so if it is persistent.

Specifically, the Department of Public Administration and Policy expects students to practice:

- Respect for all members of our community and for the space we share.
- Professionalism in all things, including the pursuit of intellectual and academic excellence.
- The recognition of the value of different opinions in our "free marketplace of ideas."
- Individual accountability for actions inconsistent with this Code of Conduct.
Members of the Rockefeller College community have a personal responsibility to integrate this code into all aspects of their experience.

**ACADEMIC INTEGRITY**

All students are expected to be highly familiar with the University’s Standards of Academic Integrity, which are described in the Graduate Bulletin. The Bulletin standards include BUT ARE NOT LIMITED TO the following:

- Identifying the contributions of sources within academic work and following appropriate citations practices
- Operating within each instructor’s guidelines on how and when it is appropriate to collaborate with others during assignments
- Turning in only the student’s own work
- NOT handing in the same assignment—or substantially the same assignment—to multiple courses without the permission of the relevant instructors, including in cases where the student is repeating the same course
- NOT giving or receiving unauthorized assistance before, during, or after an examination.

See the Graduate Bulletin for a complete discussion of the University’s integrity standards and of the procedures followed when these standards are violated.
ACADEMIC PROGRAM

CORE COURSES

PAD 500: Institutional Foundations of Public Administration (4 credits)
This course focuses on tensions and tradeoffs between important values in public administration and the institutional foundations of the public service in political, bureaucratic, and legal settings. Major topics include dimensions of the public sector, characteristics of institutional settings, history of the field, environmental context, and functions, roles, behaviors, and structures.

PAD 501: Public and Nonprofit Financial Management (4 credits)
This course teaches students how to use financial information to make decisions in governmental and not-for-profit organizations. It first focuses on operating budgets, tools for short-term decision-making, financial control processes, capital-budgeting decisions, and the analysis of long-term financial options. It then focuses on the recording and reporting of financial information and using reports to analyze the financial position of governments and nonprofit organizations.

Required: previous or concurrent registration with RPAD 504: Data, Models, and Decisions I. (Students scoring 550 or below on the math section of the GRE should complete a math refresher course.)

PAD 503: Principles of Public Economics (4 credits)
This course examines the application of market mechanisms such as prices, profits, and information in allocating resources in major domestic policy areas. Topics include the economics of markets and firms; basic management and cost accounting; and the effects of alternative payment systems on agency behavior, output, and services.

Prerequisites: RPAD 501: Public and Nonprofit Financial Management, suggested previous or concurrent registration with RPAD 505: Data, Models, and Decisions II.

PAD 504: Data, Models, and Decisions I (4 credits)
An introduction to computer-based tools for planning, policy analysis, and decision-making that covers topics such as administrative and policy models in spreadsheets, dynamic models in difference equations and spreadsheets, making decisions with multiple criteria, resource allocation, probability and decision trees, databases and information management, and telecommunications in local networks and the Internet.

Prerequisites: Familiarity with word processing and college algebra. (Students scoring 550 or below on the math section of the GRE should complete a math refresher course.)
PAD 505: Data, Models, and Decisions II (4 credits)
A case-based approach to methods of data collection, statistical modeling, and analysis particularly appropriate to problems in public management and policy. Topics include case studies of data modeling and decisions in the public sector, data collection, exploratory data analysis, population and sampling distributions, confidence intervals, hypothesis testing, correlation, and regression.

Prerequisites:  RPAD 504: Data, Models, and Decisions I

PAD 506: Foundations of Public Management (4 credits)
An introduction to the theory and practice of public management. Topics include individual, group level, and organizational issues such as creating productive work environments, working within human resource systems, developing a learning organization, facilitating innovation, and managing across organizational boundaries. Cases and exercises focus on practical applications of concepts covered.

Prerequisites:  RPAD 500: Institutional Foundations of Public Administration

PAD 507: Professional Applications I (2 credits)
This module is normally taken during the first fall that a student is matriculated in the MPA program. It emphasizes the early development of professional skills including writing decision memos, making presentations, developing professional networks, and confronting ethical dilemmas. Students registered for this module must also attend the August Welcome Week sessions.

Registration available only to degree seeking students in Public Administration and Policy

PAD 508: Professional Applications II (2 credits)
This module continues the focus on skill development introduced in Professional Applications I and synthesizes material presented throughout the core curriculum. Using a variety of experiential exercises, it requires students to address significant, multifaceted managerial or policy problems. Students generally take this module in the semester immediately following registration for PAD 507.

Prerequisites:  Professional Applications I. Registration available only to degree seeking students in Public Administration and Policy.

PAD 509: Public Service Intern Seminar (1 credit)
This capstone paper helps students connect their professional career experience and the academic components of the MPA program. Students work with a tenure-track or Public Service Professor to complete a written paper which connects a set of chosen readings, issues, and themes from the student’s coursework to their internship and professional experience. This course is usually taken while the student is doing an internship or is involved in some other career experience. The 509 paper also includes a portfolio requirement, in which the student documents coursework meeting various core competencies. To prepare for the portfolio assignment, students are strongly encouraged to save their main assignments throughout the program.
Expected Core Course Offerings by Semester:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Fall semester</th>
<th>Spring semester</th>
<th>Summer Session*</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 500</td>
<td>two sections</td>
<td>one section</td>
<td>one section</td>
</tr>
<tr>
<td>PAD 501</td>
<td>two sections</td>
<td>one section</td>
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</tr>
<tr>
<td>PAD 503</td>
<td>one section</td>
<td>two sections</td>
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<tr>
<td>PAD 504</td>
<td>two sections</td>
<td>one section</td>
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<td>PAD 505</td>
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<tr>
<td>PAD 506</td>
<td>one section</td>
<td>two sections</td>
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<tr>
<td>PAD 507</td>
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<tr>
<td>PAD 508</td>
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</tbody>
</table>

* Course offerings subject to change. The department does not control which courses are offered in the summer. Check each year to see which summer courses are offered. Do NOT plan your program—especially your graduation date—around the assumption that summer courses will be available. Summer Sessions may cancel courses up to twelve hours before their scheduled start date.

How to Register for PAD 509:

- Find a professor with whom you would like to work
- Ask the professor for his/her section number and a permission number
- You will not be able to find the appropriate section using the schedule search function in MyUAlbany
- Add the class BEFORE THE LATE ADD/DROP PERIOD

How to Register for an Independent Study:

The department has several course numbers designated to independent studies. First, you should contact the professor you wish to work with. If that professor agrees to work with you on an independent study, you should ask him or her for their class number of the appropriate independent study course and a permission number. The most popular options are PAD 697 – Guided Research (1-4 credits) and PAD 695 – Readings in Public Management (4 credits). All independent study courses are S/U graded and do not contribute to your cumulative GPA; however, appropriate courses can count towards concentration requirements. There are no graded options for independent study.
CONCENTRATIONS

In addition to the core courses, students choose one or two concentrations. When deciding which areas of concentration best fit with your career goals, you should speak with your advisor and with other faculty members who are associated with particular concentrations in which you may be interested. You should think of your concentration courses as being designed to give you the skills and background you need to succeed in your chosen career. You may fulfill the concentration requirement in two ways.

- **Option A:** Five courses within a single concentration. This option will provide you with deep knowledge of a particular topic, discipline, or subject area.

- **Option B:** Two courses in one concentration and three courses in a second concentration. This option will provide you with greater breadth, allowing you to develop two areas of expertise instead of just one. The concentrations listed in the following pages may be paired in any way that is approved by your advisor. Several concentrations require specific courses; these courses must be met even when taking only a two course concentration, except where otherwise specified.

If you cannot find a concentration that fits your interests, it is also possible to construct a unique concentration in cooperation with your advisor.

*Some concentrations have required courses that may only be offered every other year.* In order to take concentration courses that will not be offered during your second year in the program, you may delay parts of the core. For this reason, it is essential to consult with an advisor during the first week or two in the program. You and your advisor should cooperatively create a strategy for completing both the core and your desired concentrations in a timely fashion.
Concentrations in
PUBLIC MANAGEMENT

These concentrations are designed to provide current and future managers with both a theoretical and practical understanding of the knowledge and skills needed to be an effective manager in public and nonprofit organizations. Concentrations, consisting of two, three, or five courses, should be designed in consultation with the student’s advisor. Examples of concentration areas are listed below.

It is possible to combine elements of all of the following public management disciplines into one 5-course concentration, which may also draw on relevant courses from other concentrations. Students often find it productive to combine courses in the Public Management area with selections from the Financial Management, Policy Analytical Methods, or Nonprofit Management concentrations. For example, students interested in health management might combine coursework from Organizational Behavior and Theory, Financial Management, and Health Policy. Students interested in the State and Federal areas of government would typically work with their advisor to choose courses from across the Public Management and Public Economics & Finance offerings to match their specific career interests. Students wishing to do a 5-course concentration in Public Management should consult with their academic advisor to design a customized concentration.

FACULTY ADVISORS

Mitchel Abolafia        David Matkin
David Andersen          David McCaffrey
Ik Jae Chung            Bob McEvoy
Jennifer Dodge          Theresa Pardo
Sharon Dawes            R. Karl Rethemeyer
Sue Faerman             John Rohrbaugh
Erzsébet Fazekas        Ellen Rubin
Ramon Gil-Garcia        Judith Saidel
Yvonne Harrison         Jeffrey Straussman

Local Government Management
Students doing a five-course concentration in local government management are required to take RPAD 683, RPAD 684, and RPAD 641. Students doing a two- or three-course concentration are required to take RPAD 683 and RPAD 684.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>PAD 683</td>
<td>Program Seminar on Managing Local Government (required)</td>
</tr>
<tr>
<td>PAD 684</td>
<td>Urban Policy Analysis (required)</td>
</tr>
<tr>
<td>PAD 641</td>
<td>Basic Governmental Accounting (required for five-course concentration)</td>
</tr>
<tr>
<td>PAD 611</td>
<td>Decision Making in Government &amp; Administration</td>
</tr>
<tr>
<td>PAD 618</td>
<td>Public Personnel Administration</td>
</tr>
<tr>
<td>PAD 619</td>
<td>Issues in Public Management and Personnel: Motivation and Compensation</td>
</tr>
<tr>
<td>PAD 631</td>
<td>Cost Mgmt for Govt &amp; Non-profit Orgs</td>
</tr>
<tr>
<td>PAD 651</td>
<td>Labor Relations in the Public Sector</td>
</tr>
<tr>
<td>PAD 685</td>
<td>Culture and Public Policy, Developing Creative Communities</td>
</tr>
<tr>
<td>PLN 523</td>
<td>Urban Community Development</td>
</tr>
<tr>
<td>PLN 535/PAD 534</td>
<td>Environmental Restoration and Brownfields Redevelopment</td>
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<tr>
<td>PLN 556</td>
<td>Geographic Information Systems</td>
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<td>Course Code</td>
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<tr>
<td>PLN 560</td>
<td>Local Economic Development Strategies and Techniques</td>
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<tr>
<td><strong>Information Management</strong></td>
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<tr>
<td>PAD 550</td>
<td>Foundations of Government Information Strategy and Management <em>(required)</em></td>
</tr>
<tr>
<td>PAD 524</td>
<td>Systems Thinking and Strategy Development</td>
</tr>
<tr>
<td>PAD/POS 577</td>
<td>IT, Globalization, and Global Governance</td>
</tr>
<tr>
<td>PAD/INF 585</td>
<td>IT and Homeland Security</td>
</tr>
<tr>
<td>PAD 611</td>
<td>Decision Making in Government &amp; Administration</td>
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<tr>
<td>PAD 614</td>
<td>Managerial Leadership in the Public Sector</td>
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<tr>
<td>PAD 615</td>
<td>Strategic Planning and Management</td>
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<tr>
<td>PAD 650</td>
<td>Building a Case for IT Investments in the Public Sector</td>
</tr>
<tr>
<td>PAD 652</td>
<td>Seminar in Government Information Strategy and Management</td>
</tr>
<tr>
<td>INF 560</td>
<td>Information and Public Policy</td>
</tr>
<tr>
<td>IST 615</td>
<td>Advanced Seminar in Information Policy and Management</td>
</tr>
<tr>
<td>COM 659</td>
<td>Communication and Technology (topics course)</td>
</tr>
<tr>
<td>ITM 522</td>
<td>Managing Information Technology</td>
</tr>
<tr>
<td>ITM 601</td>
<td>Business Systems Analysis and Design</td>
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<tr>
<td>ITM 611</td>
<td>Analysis and Design of Information-Decision Systems</td>
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<tr>
<td><strong>Organizational Behavior and Theory</strong></td>
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<tr>
<td>PAD 610</td>
<td>Organizational Theory and Behavior</td>
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<td>PAD 614</td>
<td>Managerial Leadership in the Public Sector</td>
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<tr>
<td>PAD 615</td>
<td>Strategic Planning and Management</td>
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<tr>
<td>PAD 624</td>
<td>Simulating Dynamic Systems</td>
</tr>
<tr>
<td>PAD 633</td>
<td>Organizational Analysis and Development</td>
</tr>
<tr>
<td>PAD 636</td>
<td>Cultural Analysis of Organizations</td>
</tr>
<tr>
<td>PAD 637</td>
<td>Social and Organizational Networks</td>
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<tr>
<td>MGT 650</td>
<td>Leadership and Managerial Skills*</td>
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<tr>
<td>MGT 661</td>
<td>Change Management*</td>
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<tr>
<td><strong>Human Resources Management</strong></td>
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<tr>
<td>PAD 618</td>
<td>Public Personnel Management *(required)</td>
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<tr>
<td>PAD 600</td>
<td>Fundamentals of Administrative Law</td>
</tr>
<tr>
<td>PAD 610</td>
<td>Organizational Theory and Behavior</td>
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<td>PAD 611</td>
<td>Decision Making in Government &amp; Administration</td>
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<tr>
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<td>Managerial Leadership in the Public Sector</td>
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<tr>
<td>PAD 619</td>
<td>Issues in Public Management and Personnel: Motivation and Compensation</td>
</tr>
<tr>
<td>PAD 626</td>
<td>Evaluation of Public Sector Programs</td>
</tr>
<tr>
<td>PAD 651</td>
<td>Labor Relations in the Public Sector</td>
</tr>
<tr>
<td>PAD 671</td>
<td>Managing Public Sector Performance</td>
</tr>
<tr>
<td>MGT 514</td>
<td>Human Resource Management</td>
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<tr>
<td>PSY 751</td>
<td>Work Motivation</td>
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<td>PSY 752</td>
<td>Personnel Psychology</td>
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<td>PSY 757</td>
<td>Performance Appraisal and Management</td>
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<td>SOC 642</td>
<td>Sociology of Work</td>
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<td><strong>Health Management</strong></td>
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<tr>
<td>PAD 631</td>
<td>Cost Management for Government, Health Care, and Nonprofit Organizations</td>
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<tr>
<td>PAD 644</td>
<td>Health Care Finance</td>
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<tr>
<td>PAD 654</td>
<td>Economics of Health Policy: Your Money or Your Life</td>
</tr>
</tbody>
</table>

*PAD 506 and an upper level management elective required for registration*
PAD 656 Health Care Financial Analysis
PAD 659 Managing Public Service Organization Finances
PAD 550 Foundations of Government Information Strategy and Management
PAD 650 Building a Case for IT Investments in the Public Sector
PAD 647 Capital Markets, Risk and Governments

**Self-Designed Concentration**
Students may work with an advisor knowledgeable about a substantive area that is related to these courses to design a unique 5-course concentration in Public Management.
PAD 613  Issues in Not-For-Profit Management (*required*)

Students are required to take one to four elective courses from any of the following three areas.

**Nonprofit Management and Public Service Leadership**

- PAD 521  Fundraising and Development for Nonprofits
- PAD 532  Performance Measurement and Contracting in Government
- PAD 571  Communications for Public Administration and Not-for-Profits
- PAD 640  Financial Management for Nonprofits
- PAD 659  Fiscal Management of Public Service Organizations
- PAD 610  Organizational Theory and Behavior
- PAD 611  Decision Making
- PAD 615  Strategic Planning and Management
- PAD 626  Evaluation of Public Sector Programs
- PAD 631  Cost Management for Government and Nonprofit Organizations
- PAD 633  Organizational Analysis and Development
- PAD 645  Psychological Economics and Policy
- PAD 675  Women and Leadership
- HPM 650  Strategy and Leadership Applications in Health Management
- HPM 612  Applications in Health Policy and Evaluation
- HPM 641  Organization and Management in Health Institutions
- HPM 550  Financial Management of Healthcare Institutions
- PAD 644  Health Care finance
- HPM 500  Health Care Organization, Delivery and Financing
- HPM 501  Health Policy, Analysis and Management

**Civil Society and Social Change**

- PAD 612  Nonprofits and Public Policy
- PAD 616  Nonprofits and Social Transformation
- PAD 604  Inequality and Public Policy
- PAD 626  Evaluation of Public Sector Programs
- PAD 675R  Public Policy Advocacy
- PAD 685  Culture and Public Policy, Developing Creative Communities
- PAD 528  (PLN 528, POS 528) U.S. Housing Policy
- PAD 561  (POS 523, PLN 523) Urban Community Development
- PAD 563  (PLN 529, LCS 529) Planning for Jobs, Housing and Community Services in Third World Cities
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PAD 607</td>
<td>Nonprofit Governance</td>
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<tr>
<td>PAD 532</td>
<td>Performance Measurement and Contracting in Government</td>
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<td>PAD 611</td>
<td>Decision Making</td>
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<tr>
<td>PAD 615</td>
<td>Strategic Planning and Management</td>
</tr>
<tr>
<td>PAD 659</td>
<td>Fiscal Management of Public Service Organizations</td>
</tr>
</tbody>
</table>
HOMELAND SECURITY

FACULTY ADVISORS

Victor Asal    Brian Nussbaum
Kathleen Deloughery [on leave] R. Karl Rethemeyer
Bryan Early    F. David Sheppard
Rick Mathews   Jim Steiner

POS 554 Political Violence and Terrorism (required)

For a two-course concentration: Choose one Theory and Practice course.
For a three-course concentration: Choose one Theory and Practice and one Methods course.
For a five-course concentration: Choose at least one Theory and Practice and one Methods course; the remaining courses may be taken in either area.

Theory and Practice

PAD 545 Principles and Practices of Cyber Security
PAD 546 Homeland Security Risk Analysis and Risk Management
PAD 553 Topics in Homeland Security and Terrorism
PAD 555 Disaster, Crisis, Emergency Management and Policy
PAD 556 Homeland Security Intelligence
PAD 558 Intelligence & US National Security Policymaking
PAD 559 Homeland Security: Building Preparedness Capabilities
PAD 571 Communications for Public Administration and Not-for-Profits
PAD 583 Global Governance
PAD 610 Organizational Theory and Behavior
PAD 625 Bargaining and Negotiation
PAD 664/POS 553 Politics in Developing Countries
POS 550 Field Seminar in Comparative Political Systems
POS 566 Ethnic Conflict
POS 567 Contentious Politics: Theory and Research
POS 570 Field Seminar in International Political Systems
POS 576 Globalization, International Cooperation, and Violent Global Movements
POS 582 Security Alternatives in the Nuclear Age
CRJ 648 Terrorism, Public Security
CRJ 655/PAD 552 Crime, Criminal Justice, and Public Policy

Methods

PAD 550 Foundations of Government Information Strategy and Management
PAD 556 Homeland Security Intelligence
PAD 557 Intelligence Analysis for Homeland Security
PAD 605 Strategic Planning and Management
PAD 624 Simulating Dynamic Systems
PAD 634 Judgment and Decision-Making Behavior
PAD 636 Cultural Analysis of Organizations
PAD 637 Social and Organizational Networks
PAD 705 Research Methods II
PAD 724 Simulation for Policy Analysis and Design
PAD 734  Seminar on Judgment and Decision Making  
PAD 777  Advanced Topics in Social Network Analysis  
PLN 556  Geographic Information Systems  
PLN 557  Advanced GIS  
POS 517  Empirical Data Analysis  
POS/PAD 518  Regression Analysis
Concentrations in
PUBLIC ECONOMICS & FINANCE

These concentrations provide students with a theoretical and practical understanding of the central concepts in public economics and finance. Students planning a career in budgeting, financial management, or taxation may choose to select all their courses from this group. Students planning a career in a particular institutional environment or programmatic area should consider taking additional courses in Politics, Policy, and Institutions. Students desiring skills in policy analysis or public management might combine courses in economics and finance with those in Policy Analysis and Information Systems or Public Management.

FACULTY ADVISORS

Kevin Bronner           James Fossett
Gang Chen               David Matkin
Kathleen Deloughery [on leave]      Jeffrey Straussman
Peter Finn             Stephen Weinberg

Public Economics and Finance (a five-course concentration). After completing the PAD 503 and PAD 501 core sequence, you may enroll in specialized public economics and managerial finance courses. Take five of the courses listed below with the approval of a faculty advisor in finance.

Financial Management. Take any two to five of the courses listed below with the approval of a faculty advisor in finance.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>PAD 532</td>
<td>Performance Measurement and Contracting in Government (PAD 503 and 505 or their equivalents are prerequisites)</td>
</tr>
<tr>
<td>PAD 631</td>
<td>Cost Management for Government and Nonprofit Organizations</td>
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<tr>
<td>PAD 640</td>
<td>Nonprofit Financial Management</td>
</tr>
<tr>
<td>PAD 641</td>
<td>Basic Governmental Accounting</td>
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<tr>
<td>PAD 642</td>
<td>Public Budgeting</td>
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<tr>
<td>PAD 644</td>
<td>Health Care Finance</td>
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<tr>
<td>PAD 647</td>
<td>Capital Markets, Risk and Governments</td>
</tr>
<tr>
<td>PAD 656</td>
<td>Health Care Financial Analysis and Policy</td>
</tr>
<tr>
<td>PAD 659</td>
<td>Managing Public Service Organization Finances</td>
</tr>
</tbody>
</table>

Public Economics. Take any two to five of the courses listed below with the approval of a faculty advisor in finance. All students electing to take a five-course concentration in Public Economics must take either PAD 643 or PAD 648.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PAD 643</td>
<td>Economics of Government Programs</td>
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<tr>
<td>PAD 644</td>
<td>Health Care Finance</td>
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<tr>
<td>PAD 648</td>
<td>Economics of Government Revenues</td>
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<tr>
<td>PAD 645</td>
<td>Psychological Economics and Policy</td>
</tr>
<tr>
<td>PAD 649</td>
<td>Science and Innovation Policy</td>
</tr>
<tr>
<td>PAD 654</td>
<td>Economics of Health Policy: Your Money or Your Life</td>
</tr>
<tr>
<td>APS 631/PAD 669</td>
<td>Economics of Education</td>
</tr>
</tbody>
</table>
Financial Market Regulation (a five-course concentration)

Required courses:
PAD 535        Fundamental of Securities Law
PAD 536        Regulation of Securities Markets
PAD 647        Capital Markets, Risk and Governments
PAD 650        Building a Case for IT Investments in the Public Sector

Choose one from:
PAD 600        Fundamentals of Administrative Law
PAD 690        Regulatory Administration

Self-Designed Concentration
Students may work with an advisor knowledgeable about a substantive area that is related to these courses to design their own concentration.
Concentrations in
POLICY ANALYSIS & INFORMATION SYSTEMS

These concentrations provide students with basic skills in analyzing and reporting about policy and management questions including issues of how to manage information resources in the public and nonprofit sectors. Courses deal with techniques and their applications to public policy and management issues. Topics covered by these courses include research methodology, statistics, decision methods, systems analysis, data analytics, evaluation, bargaining and negotiation, operations research, cost-benefit analysis, and information management in government and nonprofit organizations. In addition, students specializing in this area may design course sequences in specialized policy areas such as health, environmental management, or social services.

FACULTY ADVISORS

David Andersen  
Deborah Andersen  
Gang Chen  
Ik Jae Chung  
Sharon Dawes  
Kathleen Deloughery [on leave]  
James Fossett  
Ashley Fox  
Ramon Gil-Garcia  
Erika Martin  
Theresa Pardo  
R. Karl Rethemeyer  
John Rohrbaugh  
Stephen Weinberg

Information Strategy and Management

PAD 550 Foundations of Government Information Strategy and Management (required)  
PAD524 Systems Thinking and Strategy Development  
PAD 577 Information Technology, Globalization and Global Governance  
PAD/INF 585 IT and Homeland Security  
PAD 611 Decision Making in Government & Administration  
PAD/ITM 624 Simulating Dynamic Systems  
PAD 650 Building a Case for IT Investments in the Public Sector  
PAD652 Seminar in Government Information Strategy and Management  
IST 560 Information and Public Policy  
IST 615 Advanced Seminar in Information Policy and Management  
GOG 596 Geographic Information Systems  
INF528 Analysis, Visualization, and Prediction in Analytics  
ITM601 Business Systems Analysis and Design  
ITM 611 Analysis and Design of Information-Decision Systems

Policy Analytic Methods

PAD 540 Public Policy Analysis (required)  
PAD 626 Evaluation of Public Sector Programs (required)

Choose other electives from the following list:

PAD 604 Inequality and Public Policy  
PAD 611 Decision Making in Government and Administration  
PAD 620 Normative Decision Making  
PAD 624 Simulating Dynamic Systems  
PAD 637 Social and Organizational Networks  
PAD 643 Economics of Government Programs
<table>
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<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
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<td>Psychological Economics and Policy</td>
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<tr>
<td>PAD 648</td>
<td>Economics of Government Revenues</td>
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<tr>
<td>PAD 654</td>
<td>Economics of Health Policy: Your Money or Your Life</td>
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<tr>
<td>PAD 705</td>
<td>Research Methods II</td>
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<td>PAD 725</td>
<td>Applied Quantitative Methods</td>
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<td>CRJ 505</td>
<td>MA Research Design</td>
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<tr>
<td>CRJ 655/PAD 522</td>
<td>Crime, Criminal Justice, and Public Policy</td>
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<tr>
<td>CRJ 687</td>
<td>Statistical Techniques in Criminal Justice Research</td>
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<tr>
<td>CRJ 690</td>
<td>Statistical Techniques in Criminal Justice Research III</td>
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<td>EAPS 670</td>
<td>Analysis for Educational Policy and Leadership</td>
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<td>ECO 520</td>
<td>Quantitative Methods I</td>
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<tr>
<td>ECO 521</td>
<td>Quantitative Methods II</td>
</tr>
<tr>
<td>HPM 635</td>
<td>Economic Evaluation in Health Care</td>
</tr>
<tr>
<td>INF528</td>
<td>Analysis, Visualization, and Prediction in Analytics</td>
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<td>POS 513</td>
<td>Field Seminar in Public Policy</td>
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<tr>
<td>POS 517</td>
<td>Empirical Data Analysis</td>
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<tr>
<td>POS 518</td>
<td>Regression Analysis</td>
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<tr>
<td>SOC 522</td>
<td>Intermediate Statistics for Sociologists</td>
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<tr>
<td>SOC 535</td>
<td>Qualitative Research Techniques</td>
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<td>SOC 609</td>
<td>Multivariate Analysis</td>
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<td>SOC 626</td>
<td>Survey Design and Analysis</td>
</tr>
<tr>
<td>SOC 633</td>
<td>Topics in Multivariate Analysis</td>
</tr>
</tbody>
</table>

Note: the department also offers a 1-credit sat/unsat course in STATA programming, PAD 688.

**Decision Making, Systems Modeling, and Management Science**

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>PAD 611</td>
<td>Decision Making in Government &amp; Administration</td>
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<td>PAD 615</td>
<td>Strategic Planning &amp; Management</td>
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<tr>
<td>PAD 620</td>
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<td>Social &amp; Organizational Networks</td>
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<td>PAD 645</td>
<td>Psychological Economics and Policy</td>
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<tr>
<td>PAD 724</td>
<td>Simulation for Policy Analysis &amp; Design</td>
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</table>
Concentrations in
POLITICS, POLICY, & INSTITUTIONS

These concentrations are intended to help students understand the place and role of public and nonprofit institutions as they affect the policies and administration of the political systems of the United States and other countries. The wide range of possible concentrations provides opportunities for a student to focus on specific policy sectors, particular institutional settings, and both domestic and international settings.

FACULTY ADVISORS

Ik Jae Chung                  R. Karl Rethemeyer
Brian Early                  Ellen Rubin
Jim Fossett                  Judith Saidel
Jennifer Dodge               Patricia Strach
David McCaffrey

Policy Process and Institutions
Choose one from the following two courses:
PAD 529  Law and Policy
PAD 515  Implementation and Impact

Choose remaining courses from the following list:
PAD 510  Intro. To Legislative Administration
PAD 522  Politics and Policy
PAD 571  Communications for Public Administration and Not-for-Profits
PAD 603/POS 509  Citizen Participation & Public Policy
PAD/POS 604  Inequality and Public Policy
PAD 616  Nonprofits and Social Transformation
PAD 626  Evaluation of Public Sector Programs
PAD 643  Economics of Government Programs
PAD 645  Psychological Economics and Policy
PAD 648  Economics of Government Revenues
PAD 663  Comparative Policy Systems
PAD 677  NYS Public Policy Process
PAD 690  Regulatory Administration
PAD 702  Politics and Administration
POS 513  Field Seminar in Public Policy
POS 520  American Federalism & Intergovernmental Relations
POS 531  The Legislative Process
POS 532  The Chief Executive
WSS 525  Feminist Thought
COM 625  Mass Media Effects in Political Communication
HIS 630  Readings in Public Policy
PHI 505  Philosophical and Ethical Issues in Public Policy

Self-Designed Concentration
Students may work with an advisor knowledgeable about a substantive area to design their own concentration for that area.
Concentrations in
SUBSTANTIVE PUBLIC POLICY AREAS

Substantive Policy concentrations provide students with analytic and quantitative skills to frame policy issues, deal with their institutional and political contexts, and bring about effective action directed at the formulation, approval, implementation and evaluation of policy. The policy concentrations listed in this section represent policy areas of excellence in teaching in research at the University at Albany. Students are strongly encouraged to combine three courses from a substantive policy concentration with two or more courses from the Policy Analytic Methods concentration (see pages 21-22). PAD 540 – Policy Analysis and PAD 626 – Evaluation of Public Sector Programs are required courses in this concentration. These courses set the foundation for a career in policy analysis. In addition to the established concentrations, students may design their own field of study in close consultation with their academic advisor.

Substantive Policy concentrations draw upon the University Public Policy faculty, which is comprised of faculty from the departments and Colleges across campus. These faculty share an interest in the policy process and define a distinctive strength in policy studies at the University at Albany. Members of the Policy Faculty share many overlapping interests, creating a network of shared policy interests. Several key faculty advisors have been associated with each policy cluster to help you locate other faculty who may be able to advise you within your policy interests. Members of the University Policy Faculty are listed below.

Richard Alba, Sociology
David Andersen, Public Administration and Policy
Victor Asal, Political Science
Aaron Benavot, Educational Administration and Policy Studies
Carl Bon Tempo, History
Ray Bromley, Geography and Planning
Gene Bunnell, Geography and Planning
David Carpenter, Environmental Health Sciences
José Cruz, Political Science
Sharon Dawes, Public Administration and Policy
Nancy Denton, Sociology
Virginia Eubanks, Women’s Studies
Erzsebet Fazekas, Public Administration and Policy
James Fossett, Public Administration and Policy
Sally Friedman, Political Science
Thomas Gais, Nelson A. Rockefeller Institute of Government
Richard Hamm, History
Rey Koslowski, Political Science
Jason Lane, Educational Administration and Policy Studies
Hamilton Lankford, Educational Administration and Policy Studies
Catherine Lawrence, Social Welfare
Catherine Lawson, Geography and Planning
Eunju Lee, Social Welfare
Daniel Levy, Educational Administration and Policy Studies
David Lewis, Geography and Planning
Frank Mauro, Public Administration and Policy
Gerald Marschke, Economics
David McCaffrey, Public Administration and Policy
Paul Miesing, Management
Loretta Pyles, Social Welfare
R. Karl Rethemeyer, Public Administration and Policy
John Rohrbaugh, Public Administration and Policy
Judith Saidel, Public Administration and Policy
Kathryn Schiller, Educational Administration and Policy Studies
Kendra Smith-Howard, History
Bonnie Steinbock, Philosophy
Patricia Strach, Political Science
Jeffrey Straussman, Public Administration and Policy
Gilbert Valverde, Educational Administration and Policy Studies
Sandra Vergari, Educational Administration and Policy Studies
Alan Wagner, Educational Administration and Policy Studies
Lynn Warner, Social Welfare
Robert Worden, Criminal Justice

**Crime & Justice Policy**

*Key faculty advisor:*

*Robert Worden*

CRJ 655/PAD 552 Crime, Criminal Justice, and Public Policy
CRJ 636 Juvenile Justice
CRJ 641 Issues in Policing
CRJ 645 Prison Environments
CRJ 646 Sentencing
CRJ 647 Innovations in Policing
CRJ 649 Gender, Administration & Policy
CRJ 652 Prosecution & Adjudication
CRJ 659 Drugs, Crime & Public Policy
CRJ 662 Community Intervention & Criminal Justice
CRJ 667 Prison Reform
SOC 601 Social Deviance

**Education Policy**

*Key faculty advisors:*

*Hamilton Lankford*
*Daniel Levy*
*Alan Wagner*
*Gilbert Valverde*

EAPS 500 U.S. Educational Governance, Policy and Administration
EAPS 604 Macro-sociology of Education and Administration
EAPS 608 Politics of Education
EAPS 631/PAD 669 Economics of Education
EAPS 658 Politics of Higher Education
EAPS 666 Comparative Education Policy
EAPS 670 Analysis for Educational Policy and Leadership
EAPS 674 Educational Administration and Federal and State Government
EAPS 750 Higher Education Finance
EAPS 751 Higher Education and the Law
EAPS 766 Research Methods in Comparative Education Policy Studies
EAPS 771 Educational Policy and Law
PAD 643 Economics of Government Programs
Global Affairs

Key faculty advisors:

Victor Asal
Ray Bromley
Ik Jae Chung
Brian Nussbaum
Malcolm Russell-Einhorn

Global Governance
Foundations of Human Rights
Bargaining and Negotiation
Comparative and International Public Administration
Globalization and International Planning Practice
Nationalism and Nation-Building
Political Violence, Insurgency, and Terrorism
Ethnic Conflict
International Political Economy
Energy Policy, Domestic and International
Information Technology, Globalization and Governance
Global Security
American Foreign Policy Formulation and Implementation
Planning for Jobs, Housing and Community Services in Third World Cities
Comparative Education Policy
Research Methods in Comparative Education Policy Studies

Health Policy

Key faculty advisors:

James Fossett
Ashley Fox
Erika Martin
Stephen Weinberg

Health Care Finance (required)
Health and Human Rights: An Interdisciplinary Approach
Economics of Government Programs
Economics of Health Policy: Your Money or Your Life
Health Care Financial Analysis
Health Care Organization, Delivery and Financing
Health Policy, Analysis and Management**
Social and Behavioral Aspects of Public Health
Public Health Education: Targeting Social, Organizational, & Behavioral Factors to Promote Health*
Economic Evaluation in Health Care
Topics in Health Policy and Management
Philosophical and Ethical Issues in Public Health
Philosophical and Ethical Issues in Public Policy
Poverty, Health and Health Policy

* HPM 625 required for registration
**With permission of instructor. Note that space may be limited
History and Policy
Key faculty advisors:
Richard Hamm
Carl Bon Tempo
Kendra Smith-Howard

HIS 515  Topics in Economic History
HIS 621  Readings in Local and Regional History
HIS 622  Seminar in Local and Regional History
HIS 630  Readings in Public Policy
HIS 631  Seminar in Public Policy
PLN 501  Planning History and Philosophy
PLN 543  Transportation History and Policy

Information Policy
Key faculty advisors:
David Andersen
Sharon Dawes
Ramon Gil Garcia
Theresa Pardo

PAD 550  Foundations of Information Strategy and Management (required)
PAD/INF528  IT and Homeland Security
PAD 652  Seminar on Government Information Strategy and Management
POS 543  Science, Technology and Public Policy
IST 560  Information and Public Policy
IST 615  Advanced Seminar in Information Policy and Management
COM 625  Mass Media Effects in Political Communication

Urban Planning and Policy
Key faculty advisors:
Ray Bromley
Gene Bunnell
David Lewis

PAD 566  Urban Policy in the U.S.
POS 528  U.S. Housing Policy
PAD 605  Politics of Migration and Membership
PAD 606  Social Capital and Public Policy
PAD 683  Program Seminar in Managing Local Government
PAD 684  Seminar in Urban Policy Analysis
PAD 685  Culture and Public Policy, Developing Creative Communities
PLN 501  Planning History and Philosophy
PLN 502  Urban and Metropolitan Structure and Functions
PLN 505  Comprehensive Planning Process
PLN 506  Planning Law
PLN 523  Urban Community Development
PLN 529  Planning for Jobs, Housing and Community Services in Third World Cities
PLN 532  Parks, Preservation and Heritage Planning
PLN 535  Environmental Restoration & Brownfields Redevelopment
PLN 544 Transportation Planning
PLN 545 Transportation Corridor Planning and Management
PLN 549 Bicycle and Pedestrian Transportation Planning
PLN 560 Local Economic Development Strategies and Techniques
PLN 573 Metropolitan Governance and Planning
PLN 574 Site Planning
PLN 575 Urban Design
PLN 602 Regional Theories and Techniques

**Social Welfare Policy**

*Key faculty advisors:*
Catherine Lawrence
Eunju Lee
Loretta Pyles
Lynn Warner

PAD 604 Inequality and Public Policy
SSW 600 Social Welfare Policy and Services
SSW 705S Women and Social Policy
SSW 732R Poverty, Health and Policy
SSW 780 Child Welfare
SSW 782 International Social Welfare Policy
SSW 785 Mental Health Policy
SOC 560 Families
SOC 665 Special Topics in Demography (see topics)

**Women and Policy**

*Key faculty advisors:*
Virginia Eubanks
Judith Saidel
Patricia Strach

WSS 525Q Feminist Thought and Public Policy
PAD 604 Inequality and Public Policy
PAD 603 Citizen Participation and Public Policy
PAD 675R Topics in Public Policy Advocacy
HPM 610 Topics in Women’s Health
HPM 669 Topics in Health Policy & Mgt: Community-Based Public Health
WSS 515 Global Politics of Women’s Bodies
WSS 540 Black Women in U.S. History
WSS 551 Gender and Class in Latin American Development
WSS 565 Feminist Theory
WSS/SOC 560 Families
WSS 640 Gender Inequality
WSS 644 Global Gender Issues
COMBINED DEGREES, GRADUATE CERTIFICATES, AND DUAL DEGREES

Combined Degrees at the University at Albany

BA or BS in Economics/Master of Public Administration
BA in Political Science/Master of Public Administration
BA in Public Policy/Master of Public Administration
BA in Sociology/Master of Public Administration
BA in History/Master of Public Administration

Dual Degrees

In conjunction with The Albany Law School, the joint MPA/J.D. program is designed to promote integration between the fields of public administration and law. It enables students to earn both degrees in, at most, four years of full-time study, rather than the usual five. Students must complete their first year of study at the Albany Law School. Recipients of joint MPA/J.D hold professional credentials for a broad range of careers in government, consulting, teaching, research, and law.

A maximum of six courses may be applicable to both degrees. Through the joint MPA/J.D. program, a maximum of three 3- or 4-credit courses within the MPA curricula may be transferred to be counted toward the J.D. The transfer of three 3- or 4-credit courses from the J.D. curricula will be accepted toward the MPA. Students must meet the admissions standards of both The Rockefeller College of Public Affairs and Policy and Albany Law School. Each school will evaluate the application based on its own requirements and standards.

Graduate Certificates

The graduate certificates in Public Sector Management, Nonprofit Management and Leadership, and Women & Public Policy are designed to develop student capabilities and expand student interests. Each can be taken by itself, as exploratory study leading to the MPA, or as an add-on to the MPA degree.

- Students beginning with one of the certificates who decide to continue on for an MPA may count toward the masters all the certificate courses they have taken that fit their proposed course of master’s study.

- Students in the MPA program or graduates of the program may decide to extend their coursework to obtain one of these certificates by taking at least three additional courses not counted toward their masters.

- Graduates of our MPA program should also be aware of the opportunity to further their studies by pursuing the Certificate for Advanced Study in Planning and Policy Analysis.
FORMS

Tentative Degree Program Planning Sheet
Completed Degree Program Sheet
Permission to Change Academic Advisor
Permission to Waive a Core Course
Course Transfer Form
Department of Public Administration and Policy  
Tentative Degree Program Planning Sheet

Name: __________________________________________  Degree Program: Master of Public Administration

Email Address: ____________________________________________

Preferred Phone: ____________________________  Student ID #: ____________________________

Complete this planning document with your advisor before you have accumulated 28 credits toward the MPA degree.

---

A. Courses

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
<th>Credits</th>
<th>Intended Semester of Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 500</td>
<td>Institutional Foundations</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>PAD 501</td>
<td>Public and Nonprofit Fin. Mgmt.</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>PAD 503</td>
<td>Principles of Public Economics</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>PAD 504</td>
<td>Data, Models, &amp; Decisions I</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>PAD 505</td>
<td>Data, Models, &amp; Decisions II</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>PAD 506</td>
<td>Foundations of Public Management</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>PAD 507</td>
<td>Professional Applications I</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>PAD 508</td>
<td>Professional Applications II</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>PAD 509</td>
<td>Public Service Intern Seminar</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

Proposed Courses in Concentration 1

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________

Proposed Courses in Concentration 2

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________
B. Internship Requirement

I have received an internship waiver because my career experience has been fulfilled through at least two years of full-time employment in the public sector.

Organization(s)__________________________________________________________

Period(s) of employment ______________ Hours per week ______________

Title(s) ________________________________________________________________

Brief description of duties: ______________________________________________

______________________________________________________________

Or:

I have spoken to the Director of Internships and Career Services about completing the internship requirement:

Yes____ No____

Required Signatures:

_________________________________________   __________________________

Student                                      Date

_________________________________________   __________________________

Faculty Advisor                              Date

_________________________________________   __________________________

Director of Internships & Career Services     Date

-------------------------------------------------------------------------------------------------  

Approved for the faculty by:

_________________________________________   __________________________

Chair                                        Date
Department of Public Administration and Policy

Completed Degree Program Sheet

Name: __________________________ Degree Program: Master of Public Administration

Email Address: __________________________

Preferred Phone: __________________________ Student ID #: __________________________

Complete this degree clearance form by the end of the fifth week of your last semester in the MPA program.

| A. Courses |
|---|---|---|---|
| Number | Title | Credits | Grade |
| PAD 500 | Institutional Foundations | 4 | |
| PAD 501 | Public and Nonprofit Fin. Mgmt. | 4 | |
| PAD 503 | Principles of Public Economics | 4 | |
| PAD 504 | Data, Models, & Decisions I | 4 | |
| PAD 505 | Data, Models, & Decisions II | 4 | |
| PAD 506 | Foundations of Public Management | 4 | |
| PAD 507 | Professional Applications I | 2 | |
| PAD 508 | Professional Applications II | 2 | |
| PAD 509 | Public Service Intern Seminar | 1 | |

Proposed Courses in Concentration 1

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Proposed Courses in Concentration 2

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| | | | |
B. Internship Requirement
I have received an internship waiver because my career experience has been fulfilled through at least two years of full-time employment in the public sector.

Yes _______ No _______

If no:
My career experience requirement has been fulfilled through an internship with the following organization(s):

Organization(s)___________________________________________________________

Period(s) of employment_________________________ Hours per week _________

Brief Description of Duties_________________________________________________

________________________________________________________________________

Supervisor__________________________________ Telephone no._____________________

Organization(s)___________________________________________________________

Period(s) of employment_________________________ Hours per week _________

Brief Description of Duties_________________________________________________

________________________________________________________________________

Supervisor__________________________________ Telephone no._____________________

Required Signatures:

___________________________________________________________  ________________________
Student  Date

___________________________________________________________  ________________________
Director of Internships & Career Services  Date

___________________________________________________________  ________________________
Faculty Advisor  Date

Approved for the faculty by:

___________________________________________________________  ________________________
Chair  Date
PERMISSION TO CHANGE ACADEMIC ADVISOR

Student’s Name: ________________________________________________

Student’s Email: ______________________________________________

Current Advisor: _______________________________________________

New Advisor: __________________________________________________

New Advisor Signature: _________________________________________

Date: __________________________________________________________

Please return this form to the Director of Graduate Student Services office, Milne 107.

A copy of this form should be placed in the student’s file.
COURSE WAIVER FORM

NAME: _______________________________ DEGREE/PROGRAM: __________________

CONCENTRATION: ___________________________________________________________

EMAIL ADDRESS: _____________________________________________________________

UAlbany Course to be waived: _________________________________________________

Justification for waiving: (List course(s) taken, where, with dates and grades. Attach a copy of the formal syllabus, tests, and papers, if available.)

Student’s Signature ___________________ Date _____

Advisor’s Signature ___________________ Date _____

Signature of Professor teaching waived course ___________________ Date _____

Action: ( ) Approved ( ) Disapproved ( ) No Action

Reason:

Signature of Department Chair ___________________ Date _____
NAME: _______________________________ EMAIL _______________________________

DEGREE/PROGRAM: ________________________________

CONCENTRATION: ________________________________

Course to be transferred in: ________________________________

Where taken and when: ________________________________

Equivalent UAlbany course (if applicable): ________________________________

Justification for transfer: (Attach a copy of the formal course description, syllabus, tests, and papers, if available.)

________________________________________________________________________

Student’s Signature __________________ Date ___ Advisor’s Signature __________________ Date ___

Signature of Professor teaching equivalent UAlbany course (if applicable) __________________ Date ___

Action: ( ) Approved ( ) Disapproved ( ) No Action

Reason: ____________________________________________________________

Signature of Department Chair __________________ Date ___