

**MPA PROGRAM MANUAL**

**DEPARTMENT OF PUBLIC ADMINISTRATION AND POLICY**

ROCKEFELLER COLLEGE OF PUBLIC AFFAIRS AND POLICY

UNIVERSITY AT ALBANY

STATE UNIVERSITY OF NEW YORK

**2008-2009**

## **INTRODUCTION**

Welcome to the MPA Program at the Rockefeller College, University at Albany. 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/grad](http://www.albany.edu/grad)).

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. If you have any questions about the information in this manual or the Graduate Bulletin, contact your academic advisor or the Department Chair, at (518) 442-5258.

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# **MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAM MANUAL**

**Effective Fall 2008 Semester**

## **MPA PROGRAM OVERVIEW**

### **ORIENTATION**

All new students are required to attend orientation. Orientation sessions are held at the beginning of each semester and give students a chance to become familiar with the program and to meet fellow incoming students. New students are also given advisement at the orientation session.

### **MAIL/E-MAIL**

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). Students should sign up for University e-mail via the web, and make sure all e-mail addresses they intend to use for program purposes are listed under My Personal Profile in MyUAlbany.

Each student is also assigned a mail file in the first floor mailroom. This file should be checked regularly for postal mail, fliers, graded assignments, and other communications.

### **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 Math score under 450), a remedial course is offered. The Departmental Secretary will coordinate the offering of this class and notify students of its schedule during the first week of school.

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 you to take advantage of this service if you feel that you need help with writing. Contact the Writing Center at (518) 442-4061 or <http://www.albany.edu/writing/home.htm>.

### **COURSE REQUIREMENTS**

The course requirements for the MPA program consist of two parts: core courses and specialization courses. The **core** consists of six semester-length courses and two Professional Applications Modules. 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 second section of this Manual for a list of core courses). Procedures for waiving a course and transferring in credit are specified below.

Students take at least five **specialization** courses, which should be chosen based on long-term professional interests. Depending on the specialization, students can choose to take two, three, or five courses within a specialization. Students should choose specializations based on their career goals and should work closely with an advisor to determine which specializations best match their professional interests and to identify the specific courses they will take within a specialization. Where appropriate, a student working closely with his or her advisor may design a unique specialization. Detailed information about specializations appears in the second section of this manual.

## **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) two semesters of service (or the equivalent) 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 Assistant Dean for Career and Alumni Development, 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.

Most students are eligible to participate in the **Internship Program** as early as their second semester, though international students must wait until their second year due to visa restrictions. Prior to taking an internship, students are encouraged to attend an Internship Information Session and an individual advisement appointment with the Assistant Dean for Career and Alumni Development, David Liebschutz ((518) 442-5253), all of which are offered at the beginning of each fall and spring semester. The Office of Career and Alumni Programs handles coordination of assignments and placements in outside internships. Further information and updates may be obtained from the Office of Career and Alumni Programs in Milne 103.

## **CAPSTONE EXPERIENCES**

The core capstone experience for the MPA program includes successful completion of two integrative modules – Professional Applications I (two credits) and Professional Applications II (two credits) – and PAD 895. Professional Applications I, normally taken early in the core curriculum, emphasizes the development of professional skills, the ability to work in teams, and an awareness of tradeoffs in modern administration. Professional Applications II, normally taken during the second semester of study, continues the focus on skill development introduced in Professional Applications I and synthesizes material presented throughout the entire core curriculum. PAD 895 is a one-credit project that is required of all MPA students entering in Fall 2007 or later. These modules require students to draw on a range of professional aptitudes and skills to address significant, multifaceted managerial or policy problems. The core capstone experience is designed to help students appreciate how the different elements of the core curriculum contribute to effective management.

# 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 specializations 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 desired specialization areas. Generally, a faculty member who is knowledgeable about the student's specialization area is in a better position to advise than is 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.

## TENTATIVE DEGREE PROGRAM PLANNING SHEET

A Tentative Degree Program Planning sheet is a planning document to be completed by the student and the advisor concerning how the MPA requirements will be met. It must be signed by the student, the advisor, the Academic Director of Internships, and the Department Chair and becomes 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 specialization.*** A copy of the Tentative Degree Program sheet is included in the appendix of this manual and can also be downloaded from the Department of Public Administration and Policy website.

## COMPLETED DEGREE PROGRAM SHEET

The Completed Degree Program 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 found online.

## **PROCEDURE FOR WAIVING REQUIRED COURSES**

Students may waive any 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 plus the two Professional Application Modules for the MPA program.* (If you have completed work at the graduate level at another institution, see the policy for transferring credits.)

If the student wishes permission to waive a core course, substitute an alternative course for a required course, or vary from the standard program in some other way, he or she must file a petition to the faculty explaining the reasons for the request. File this petition using a course waiver form, which is available from the Department Secretary.

The procedure is as follows:

1. The student first consults with his/her advisor about the advisability of waiving a course.
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.
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, by the instructor of the relevant course, and by the Department Chair.
4. When filling out the Completed Degree Program sheet, the student should list the course, and write "waived" instead of a grade.

## **TRANSFER OF CREDIT**

A Transfer of Credit form is used to request transfer of graduate credit from another 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. 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. The statute of limitations (see section below) applies to transferred courses and will begin with the original date of the course for which credits are transferred. There are no special procedural requirements when taking courses in other departments within this university.

## **STATUTE OF LIMITATIONS**

The MPA program must be completed within six years of the time you are admitted into the program. A student may apply to the Department for an extension of the statute of limitations. Such an extension will require submission of a plan for completion and will require approval of the student's advisor.

## **GRADUATION REQUIREMENTS**

### **ACADEMIC STANDING**

In order to graduate, students must have an overall grade-point average of at least 3.00. To apply a course toward your requirements, you must receive a C or better for the term grade. See the section of the Graduate Bulletin on Academic Standards for a full discussion of this requirement. The Departmental Committee on Academic Standing and Retention reviews students' academic progress, and works with students who are in academic difficulty.

### **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.

# ACADEMIC PROGRAM

## CORE COURSES

The MPA Program is designed to appeal to students who are interested in careers in public and nonprofit service. Because students come to the program at various stages of their professional careers and with a variety of academic backgrounds, we require all students to take a set of core courses. These courses cover knowledge and skills that are important for professionals who work in or interact closely with the public and nonprofit sectors.

### **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 503: Public Economics and Finance I (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:* Completion or concurrent enrollment in Data, Models, and Decisions I

### **PAD 501: Public Economics and Finance II (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.

*Prerequisites:* Public Economics and Finance I and completion or concurrent enrollment in 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 450 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:* 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:* Institutional Foundations of Public Administration

**PAD 507: Professional Applications I (2 credits)**

This module is normally taken concurrent with PAD 500, Institutional Foundations of Public Administration. It emphasizes the early development of professional skills, the ability to work in teams, career planning, and an awareness of tradeoffs in modern administration.

**PAD 508: Professional Applications II (2 credits)**

This module is normally taken concurrently with PAD501 (Public Economics and Finance II), a point mid-way in a student's core curriculum. It 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.

*Prerequisites:* Professional Applications I

**PAD 895: Career Capstone Experience (1 credit)**

This capstone project helps students connect their professional career experience and the academic components of the MPA program. A written paper 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.

## SPECIALIZATIONS

In addition to their core courses, students choose one or two specializations. When deciding which areas of specialization best fit with your career goals, you should speak with your advisor and with other faculty members who are associated with particular specializations in which you may be interested. You may fulfill the specialization requirement in two ways.

- **Option A:** Five courses within a single specialization. This option will provide you with deep knowledge of a particular topic, discipline, or subject area.
- **Option B:** Two courses in one specialization and three courses in a second specialization. This option will provide you with greater breadth, allowing you to develop two areas of expertise instead of just one. The specializations listed in the following pages may be paired in any way that is approved by your advisor.

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

*Some specializations have required courses that may only be offered every other year.* In order to take specialization 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 specializations in a timely fashion.

## **Specializations in POLICY ANALYSIS & INFORMATION SYSTEMS**

These specializations 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, evaluation, bargaining and negotiation, operations research, cost-benefit analysis, and information resource 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  
Sharon Dawes  
James Fossett  
Gerald Marschke  
Terry Maxwell

R. Karl Rethemeyer  
George Richardson  
John Rohrbaugh  
Thomas Stewart  
Stephen Weinberg

### *Decision Making and Management Science (select two or three courses from the following)*

PAD 611	Decision Making in Government & Administration
PAD 620	Normative Decision Making
PAD 624	Simulating Dynamic Systems
PAD 625	Bargaining and Negotiation
PAD 629	Risk Analysis
PAD 634	Judgment and Decision Making Behavior
PAD 637	Social & Organizational Networks
PAD 777	Advanced Topics in Social Network Analysis

### *Evaluation (select two courses from the following)*

PAD 626	Evaluation of Public Sector Programs
PAD 704	Research Methods I
PUB 514	Economics for Public Affairs II

### *Information Policy (select two or three courses from the following)*

PAD 550	Foundations of Government Information Strategy and Management ( <b>required</b> )
INF 523	Fundamentals of Information Technology ( <b>required</b> )
IST 560	Information and Public Policy
INF 704	Proseminar in Information Policy

**Information Strategy and Management – Applications Focus (select two or three courses from the following)**

PAD 550 Foundations of Government Information Strategy and Management (**required**)

*Plus one or two additional courses selected from:*

PAD 650	Building a Case for IT Investments in the Public Sector
PAD 652	Seminar on Information Strategy and Management
INF 523	Fundamentals of Information Technology
IST 615	Advanced Seminar in Information Policy and Management
GOG 596	Geographic Information Systems
GOG 597	ARC/INFO Practicum
MSI 601	Concepts in Information Systems
MSI 602	Advanced Concepts in Information Systems
MSI 603	Knowledge Worker Information Systems Concepts
MSI 604	Advanced Information Systems Techniques
ACC 681	Accounting Information Systems
ACC 682	Analysis and Design of Accounting Databases

**Self-Designed Specialization in Substantive Policy Area**

Students, with the consent of an advisor knowledgeable about a substantive policy area such as health care, environmental management, information policy, or social policy, may design a two-course sequence for that area.

**Statistics (requires advisor approval of courses)**

POS/PAD 518	Regression Analysis
PAD 705	Research Methods II
PAD 748	Quantitative Analysis in Public Finance
PUB 514	Economics for Public Affairs II
CRJ 687	Statistical Techniques in Criminal Justice Research II
ECO 520	Quantitative Methods I
ECO 521	Quantitative Methods II
SOC 609	Multivariate Analysis

**Systems Modeling and Simulation (select two courses from the following)**

PAD 624	Simulating Dynamic Systems
PAD 724	Simulation for Policy Analysis and Design
PAD 824	Advanced Topics in System Dynamics

**Honors Specialization in Decision and Policy Sciences (a five course specialization)**

- (1) PAD 611 Decision Making in Government And Administration
- (2) PAD 624 Simulating Dynamic Systems
- (3) One course in advanced multivariate techniques appropriate to the student's interest and with the approval of advisor (e.g., PAD/POS 518, PAD 705, PSY 510/511, SOC 609/622, ECO 520/521, CRJ 687/690)
- (4) & (5). Two additional electives chosen from

**Judgment and Decision Making Track**

PAD 620	Normative Decision Making
PAD 625	Bargaining and Negotiation
PAD 627	Cost-Benefit Analysis <b>or</b> PUB 514 Economics for Public Affairs II
PAD 629	Risk Analysis
PAD 632	Group Dynamics in Organizations
PAD 634	Judgment and Decision Making Behavior

**or**

**Modeling and Simulation Track**

PAD 724	Simulation for Policy Analysis and Design
PAD 824	Advanced Topics in System Dynamics

## **Specializations in POLITICS, POLICY, & INSTITUTIONS**

These specializations 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 specializations provides opportunities for a student to focus on specific policy sectors, particular institutional settings, and both domestic and international settings.

### FACULTY ADVISORS

Jim Fossett	Ellen Rubin
Alethia Jones	Judith Saidel
David McCaffrey	Holly Sims
R. Karl Rethemeyer	Patricia Strach

### *Public Agencies and Institutions*

PAD/PUB 530 Federalism, Intergovernmental Relations, and Public Policy  
PAD 610 Organizational Behavior and Theory  
PAD 618 Public Personnel Administration  
PAD 663 Comparative Policy Systems  
PAD 664 Politics in Developing Countries/Approaches to Development  
PUB 506 Implementation & Impact  
PUB 522 Politics and Policy  
PUB 529 Law and Policy  
PUB 509 Citizen Participation & Public Policy

### *Comparative Administration*

PAD 663 Comparative Policy Systems (**required**)  
PAD 664 Politics in Developing Countries/Approaches to Development (**required**)  
PAD 510 Introduction to Legislative Administration  
PAD 668 Readings in Comparative Administration  
PAD 680 Seminar in Legislative Administration  
POS 623 Africa in World Politics  
POS 552 Comparative Communist and Post Communist Systems  
POS 556 Authoritarian & Comparative/Representative Regimes in Latin America  
POS 563 Government & Politics in the People's Republic of China  
POS 564 Domestic Politics of the Soviet Union and its Successor Countries  
POS 624 African Politics

### **Education Policy**

PUB 506	Implementation & Impact
PUB 522	Politics and Policy
PUB 631	Economics of Education
PAD/PUB 530	Intergovernmental Relations, Federalism, and Public Policy
APS 601	Introduction to Social Analysis
APS 603	The Political Economy of Educational Planning and Development
APS 604	Macro-Sociology of Education and Administration
APS 608	Politics of Education
APS 658	Politics of Higher Education
APS 670	Analysis of Educational Policy and Leadership

### **Environment**

PAD 565	Hudson River Watershed
PAD 627	Cost-Benefit Analysis <b>or</b> PUB 514 Economics for Public Affairs II
PAD 629	Risk Analysis
PAD 635	Health, Safety, and Environmental Regulation
PAD/PUB 665	Biodiversity, Conservation and Public Policy
PAD/PUB 666	International Environmental Policy <b>or</b>
PAD/PUB 667	Politics of Environmental Regulation
PAD 690	Regulatory Administration
PUB 522	Politics and Policy

### **Health Policy**

PAD 644	Health Care Finance ( <b>required</b> )
HPM 500	Health Care Organization, Delivery and Financing ( <b>required</b> )
PUB 522	Politics and Policy
PAD 626	Evaluation of Public Sector Programs <b>or</b> HPM 635 Program Evaluation
PAD 627	Cost-Benefit Analysis <b>or</b> PUB 514 Economics for Public Affairs II
HPM 525	Social and Behavioral Aspects of Public Health
HPM 627	Public Health Educations: Targeting Social, Organizational, & Behavioral Factors to Promote Health
HPM 641	Organization and Management in Health Institutions
SSW 781	Poverty, Health and Health Policy

### **Information Strategy and Management—Policy Focus**

PAD 550	Foundations of Government Information Strategy and Management ( <b>required</b> )
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*Plus one or two additional courses selected from:*

PAD 650	Building a Case for IT Investments in the Public Sector
POS 543	Science, Technology and Public Policy
IST 560	Information and Public Policy
COM 625	Mass Media Effects in Political Communication

### **Intergovernmental Relations**

PAD 530	Federalism, Intergovernmental Relations, and Public Policy ( <b>required</b> )
PAD 683	Program Seminar in Managing Local Government
PUB 522	Politics and Policy
PUB 506	Implementation & Impact

### **Legislatures**

PAD 510	Introduction to Legislative Administration ( <b>required</b> )
PAD 680	Seminar in Legislative Administration ( <b>required</b> )
PAD 530	Federalism, Intergovernmental Relations, and Public Policy
PAD 664	Politics in Developing Countries/Approaches to Development
PAD 668	Readings in Comparative Administration
PAD 681	Legislative Research
PUB 506	Implementation & Impact
POS 531	The Legislative Process
POS 564	Domestic Politics of the Soviet Union and Its Successor Countries

### **Local Government**

PAD 641	Basic Governmental Accounting
PAD 646	Government and Nonprofit Financial Management
PAD 647	Municipal and Pension Finance
PAD 648	State and Local Fiscal Systems
PAD 683	Program Seminar in Managing Local Government
PAD 684	Seminar in Urban Policy Analysis
PUB 523	Urban Community Development

### **Nonprofits and Public Policy**

PUB 612	Nonprofits and Public Policy <i>or</i>
PAD 613	Issues in Not-For-Profit Management ( <b>required</b> )
PAD 675R	Topics in Public Policy Advocacy
PUB 506	Implementation & Impact
PUB 522	Politics and Policy
PUB 523	Urban Community Development
PUB 528	United States Housing Policy
PAD 606	Social Capital and Public Policy

### **Policy Process and Political Institutions**

PAD 680	Seminar in Legislative Administration
PAD 690	Regulatory Administration
PUB 506	Implementation & Impact
POS 531	The Legislative Process
POS 532	The Chief Executive
PAD 601	Historical Analysis and Public Policy
PUB 522	Politics and Policy
PUB 529	Law and Policy
PUB 509	Citizen Participation & Public Policy
PUB/POS 604	Inequality and Public Policy
PAD/POS 605	Politics of Migration and Membership
PAD 606	Social Capital and Public Policy

### **Public Personnel and Labor Relations Policy**

PAD 618	Public Personnel Management ( <b>required</b> )
PAD 651	Labor Relations in the Public Sector
APS 607	Labor Relations and Collective Bargaining
PSY 751	Work Motivation
PSY 752	Personnel Psychology
PSY 753	Psychometric Theory and Research

**Welfare Policy**

PUB 520	Welfare Policy and Management ( <b>required</b> )
PUB 506	Implementation & Impact
PUB 522	Politics and Policy
PAD/PUB 530	Intergovernmental Relations, Federalism, and Public Policy
SSW 600	Social Welfare Policy and Services

**Women and Public Policy**

PAD 617	Equal Opportunity Development
PUB/POS 604	Inequality and Public Policy
PAD 675R	Topics in Public Policy Advocacy
PUB 525Q	Feminist Thought and Public Policy
HPM 610	Topics in Women's Health

**Self-Designed Specialization**

Students may work with an advisor knowledgeable about a substantive area to design a two-course specialization for that area.

## Specializations in PUBLIC ECONOMICS & FINANCE

These specializations 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

James Fossett  
David Liebschutz  
Gerald Marschke

Robert Purtell  
Jeffrey Straussman  
Stephen Weinberg

**Public Economics and Finance (a five-course specialization).** 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, including either PAD 643 or PAD 648.

**Financial Management.** 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 specialization must take either PAD 643 or PAD 648.

PAD 532	Performance Measurement and Contracting in Government (PAD 503 and 505 or their equivalents are prerequisites)
PAD 631	Cost Management for Government and Nonprofit Organizations
PAD 640	Nonprofit Financial Management
PAD 641	Basic Governmental Accounting
PAD 642	Public Budgeting
PAD 644	Health Care Finance
PAD 647	Municipal and Pension Finance

**Public Economics.** Take any two to five of the courses listed below with the approval of a faculty advisor in finance.

PAD 643	Governmental Finances
PAD 648	State and Local Fiscal Systems
PUB 514	Economics for Public Affairs II
PUB 520	Welfare Policy and Management
PUB 631	Economics of Education
PAD 532	Performance Measurement and Contracting in Government (PAD 503 and 505 or their equivalents are prerequisites)

**Econometrics.** Take any two to five of the courses listed below. Because some courses overlap, select courses with the advice of a faculty member in finance.

ECO 520	Quantitative Methods I
ECO 521	Quantitative Methods II
CRJ 687	Statistical Techniques in Criminal Justice Research I
CRJ 690	Statistical Techniques in Criminal Justice Research II
SOC 609	Multivariate Analysis

**Self-Designed Specialization**

Students may work with an advisor knowledgeable about a substantive area that is related to these courses to design a two-course specialization.

## **Specializations in PUBLIC MANAGEMENT**

These specializations 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. Specializations, consisting of two, three, or five courses, should be designed in consultation with the student's advisor. Examples of specialization areas are listed below.

### FACULTY ADVISORS

Mitchel Abolafia	Theresa Pardo
David Andersen	R. Karl Rethemeyer
Sharon Dawes	John Rohrbaugh
Sue Faerman	Ellen Rubin
Sydney Gatto-Cresswell	Judith Saidel
David McCaffrey	Jeffrey Straussman
Erzsébet Fazekas	

### *Health Management*

HPM 500	Health Care Organization, Delivery, and Financing
HPM 641	Organization and Management in Health Institutions

### *Human Resources Management*

PAD 618	Public Personnel Management ( <b>required</b> )
PAD 610	Organizational Theory and Behavior
PAD 617	Equal Employment Opportunity
PAD 651	Labor Relations in the Public Sector
MGT 601	Computer Applications in Human Resource Management
MGT 603	Techniques in Human Resource Management

### *Information Strategy and Management—Management Focus*

PAD 550	Foundations of Government Information Strategy and Management ( <b>required</b> )
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*Plus one or two additional courses selected from:*

PAD 650	Building a Case for IT Investments in the Public Sector
IST 614	Administration of Information Agencies
MSI 601	Business Systems Analysis & Design
MSI 602	Enterprise-wide Application Development & Management
MSI 603	Management of IT Projects
MSI 604	Data Communications, Computer Networking, and Computer Security
COM 659	Information Technology Use and Collaboration

### *Local Government and Intergovernmental Management*

PAD/PUB530	Federalism, Intergovernmental Relations, and Public Policy
PAD 683	Program Seminar on Managing Local Government
PUB 522	Politics and Policy
PUB 506	Implementation & Impact

### **Management in Criminal Justice Organizations**

CRJ 540      Theoretical Foundations of Criminal Justice (**required**)

*Choose one or two from the following courses, in consultation with your advisor*

CRJ 642      Issues in Policing  
CRJ 643      Community Supervision and Treatment of Convicted Persons  
CRJ 645      Prison Environment  
CRJ 646      Sentencing  
CRJ 651      Policing in America  
CRJ 652      Prosecution and Adjudication  
CRJ 761      Prison Reform

### **Managing Organizations**

PAD 564      Ethics in Public Administration  
PAD 610      Organization Theory and Behavior  
PAD 613      Issues in Not for Profit Management  
PAD 614      Managerial Leadership in the Public Sector  
PAD 632      Group Dynamics in Organizations  
PAD 633      Organizational Analysis and Development  
PAD 637      Social and Organizational Networks

### **Nonprofit Management**

PAD 613      Issues in Not-for-Profit Management (**required**)  
PAD 630      Topics in Information Management for Non-Profits  
PAD 675R      Topics in Nonprofit Advocacy  
PUB 612      Nonprofits and Public Policy  
PAD 606      Social Capital and Public Policy

### **Organizational Analysis, Development, and Change**

PAD 610      Organizational Theory and Behavior  
PAD 624      Simulating Dynamic Systems  
PAD 633      Organizational Analysis and Development  
PAD 636      Cultural Analysis of Organizations

### **Public Security**

POS 554 Political Violence (**required**)

*For a two course specialization:* Choose one Theory and Practice course.

*For a three course specialization:* Choose one Theory and Practice and one Methods course.

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

#### *Theory and Practice*

POS 567 Contentious Politics: Theory and Research  
POS 566 Ethnic Conflict  
POS 570 Field Seminar in International Political Systems  
POS 550 Field Seminar in Comparative Political Systems  
PAD 555 Disaster, Crisis and Emergency Management  
POS 576 Globalization, International Cooperation, and Violent Global Movements  
CRJ 648 Terrorism, Public Security  
PAD 610 Organizational Theory and Behavior  
POS 582 Security Alternatives in the Nuclear Age

#### *Methods*

PAD 705 Research Methods II  
PAD 624 Simulating Dynamic Systems  
PAD 634 Judgment and Decision-Making Behavior  
PAD 724 Simulation for Policy Analysis and Design  
PAD 734 Seminar on Judgment and Decision Making  
PAD 777 Advanced Topics in Social Network Analysis  
PAD 637 Social and Organizational Networks  
PAD/PUB 550 Foundations of Government Information Strategy and Management  
POS 517 Empirical Data Analysis  
POS/PAD 518 Regression Analysis  
PAD 636 Cultural Analysis of Organization

### **Self-Designed Specialization**

Students may work with an advisor knowledgeable about a substantive area that is related to these courses to design a two-course specialization.

## 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

### 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, or as an exploratory study leading to the MPA or MPP, or as an add-on to the MPA or MPP degree.

- Students beginning with one of the certificates who decide to continue on for an MPA or MPP may count toward the masters all the certificate courses they have taken that fit their proposed course of masters study.
- Students in the MPA or MPP programs or graduates of these programs 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 or MPP programs should also be aware of the opportunity to further their studies by pursuing the **Certificate for Advanced Study in Planning and Policy Analysis**.

### Dual Degree

Juris Doctor/Master of Public Administration offered in conjunction with the Albany Law School. Students must complete their first year of study at the Albany Law School.

## **FORMS**

Tentative Degree Program Planning Sheet  
Completed Degree Program Sheet  
Permission to Change Academic Advisor



## Department of Public Administration and Policy



### Tentative Degree Program Planning Sheet



Name: \_\_\_\_\_ Degree Program: Master of Public Administration

Address: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Office Phone: \_\_\_\_\_

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

#### A. Courses

Number	Title	Credits	Grade	Instructor
<b>Core</b>				
PAD 500	Institutional Foundations	4		
PAD 503	Public Economics & Finance I	4		
PAD 501	Public Economics & Finance II	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 895	Public Service Intern Seminar	1		

#### Proposed Courses in Specialization 1 \_\_\_\_\_

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

#### Proposed Courses in Specialization 2 \_\_\_\_\_

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

**B. 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: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signature of Academic Director of Internships: \_\_\_\_\_

**Or:**

**I have spoken to the Assistant Dean for Career and Alumni Programs or the Internship Coordinator about completing the internship requirement:**

Signature of Academic Director of Internships: \_\_\_\_\_

**Required Signatures:**

\_\_\_\_\_  
Student Date

\_\_\_\_\_  
Faculty Advisor Date

**Approved for the faculty by:**

\_\_\_\_\_  
Chair Date

Rev. \_\_\_\_/\_\_\_\_/\_\_\_\_



## Department of Public Administration and Policy

### Completed Degree Program Sheet

Name: \_\_\_\_\_ Degree Program: Master of Public Administration

Address: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Office Phone: \_\_\_\_\_

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	Instructor
<b>Core</b>				
PAD 500	Institutional Foundations	4	_____	_____
PAD 503	Public Economics & Finance I	4	_____	_____
PAD 501	Public Economics & Finance II	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 895	Public Service Intern Seminar	1	_____	_____

**Proposed Courses in Specialization 1** \_\_\_\_\_

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

**Proposed Courses in Specialization 2** \_\_\_\_\_

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

**C. 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

\_\_\_\_\_  
Supervisor (if internship)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Academic Director of Internships

\_\_\_\_\_  
Date

\_\_\_\_\_  
Faculty Advisor

\_\_\_\_\_  
Date

**Approved for the faculty by:**

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Date

**PERMISSION TO CHANGE ACADEMIC ADVISOR**

**Student's Name:** \_\_\_\_\_

**Current Advisor:** \_\_\_\_\_

**New Advisor:** \_\_\_\_\_

**New Advisor Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Please return this form to the Department Secretary's Office, Milne 101**

A copy of this form should be placed in the student's file.