When You Should Take the Professional Applications Course Modules: There are two professional applications course modules in the departmental curriculum. Students should plan on taking the Professional Applications modules during the first fall and spring semester they are enrolled in the program. If you are not taking 507 and 508 in the “normal” fall then spring semester order, you should speak to the course instructor.

Public Service Core Competencies in the MPA Degree
This course is organized around 5 public service core competencies that cut across the core and advanced curriculum of the MPA. These 5 public service core competencies have been promulgated by the National Association of Schools of Public Affairs and Administration (NASPAA) and are used broadly to define the curriculum in all accredited MPA and MPP programs in the United States. This section of 508 especially emphasizes managing diversity and uses systems thinking tools to explore linkages and interactions across and between the other four public service core competencies:

- To lead and manage in public governance
- To participate in and contribute to the policy process
- To analyze, synthesize, think critically, solve problems and make decisions
- To articulate and apply a public service perspective
- To communicate and interact productively with a diverse and changing workforce and citizenry

Class Component #1: A Portfolio of Public Service Competencies
During your MPA program while working on class assignments and exams, team projects, and related written products, you have been creating an informal portfolio of products that demonstrate your skills and abilities around the five public service competencies. This class will ask you to more formally organize the portfolio of products that you have been creating over the past year and to more formally reflect on how these portfolio products contribute to your personal career objectives. This course objective will require reflection and organization on your part, but not the creation of new products themselves. You have already done the hard work—the objective in this class is to be more reflective and formal about what you have already done.
We will use the discipline and concept of “Mastery” as presented by Senge in *The Fifth Discipline* to introduce the concept of public service core competencies for organizing your thinking about your career objectives and your learning objectives for the remainder of your MPA program. Your final portfolio assignment will contain a personal statement organized around Senge’s concept of Mastery.

Class Component #2: Managing Diversity and Inclusion.
Managing a diverse and changing workforce is one of the five core competencies of the MPA program that you may have already encountered in several formats in your core program. Professional Applications II has a special emphasis in this area providing readings, in-class exercises, and a written assignment that focuses specifically on this cross-cutting competency in the MPA program.

Class Component #3: Group Capstone Project: Re-Think Health in Anytown, USA.
The core classes that you have already completed have given you a suite of tools and concepts for solving complex managerial and policy problems. This class provides a capstone experience for applying those competencies, tools, and concepts to an important public policy and management problem. Working in teams of five to six students each, your assignment will be to redesign the delivery of health care in the “Anytown” region. Anytown is a statistically constructed region that has the general demographic, health delivery and health outcomes of the US in general (it is a small regional replica of the United States). Your team will work with field experts in health care delivery drawn from around the Capital District and will interact with the ReThink Health Dynamics simulation module that has been developed by the Ripple Foundation to support regional health care reform across the United States. This module replaces the STRATAGEM national management simulator which has been used in previous versions of Professional Applications II.

Class Component #4: Departmental Town Hall Meeting
The final experience of this class is a departmental town hall meeting, providing an opportunity for all first year MPA students and the whole faculty to meet together. This event will be based in part on the portfolio for public service competencies that you are assembling this semester and is designed to serve as a bookend to the advising workshops during welcome week. Throughout, the course is designed to solidify a class identity for the entering class of 2012, creating a cohort of connections and friendships that hopefully will follow you through the rest of your career. We believe that building social capital and networks is an important component of professional education.

Course Assignments and Time Requirements Assignments will be due at each meeting of the course after the initial orientation. A good guideline is to allow two hours of course preparation for every hour of class contact time. Using this rule, you should leave about 56 hours of class preparation time in your schedule for this module (in addition to the time spent in class).

**Workload warning: this course requires a significant commitment of time and effort especially during the months of March and April--the workload is NOT evenly distributed. Students should be careful to allocate sufficient time to complete required readings and class assignments.**

E-mail as a Vehicle for Class Communication. This class will rely on e-mail and the listserv for effective communication between students, professors, and the teaching assistant between meetings. Part of your first assignment will be to sign up for the listserv. Details for the listserv are contained in your first assignment.
Readings and Assignments Materials. Readings for the class are available on the University Black Board system. Books on reserve are located in the Dewey reserve room. Major class readings will be taken from,


This text has been ordered at Mary Jane Books, 215 Western Avenue (465-2238)

Excuse from Class for Religious Observances. Typically, the Professional Applications Modules will be scheduled with at least one day that may be a Sabbath for some students. Students who strictly observe these days of faith may be excused from one day of the class and complete make-up assignments with prior written approval of the instructor of record. Please make such arrangements during the first two weeks of the semester.

Group Work. A significant component of Professional Applications II involves group work. Groups are assigned on a quasi-random basis (we try to check for some gender balance, for example). Group work forms a significant portion of the required work for this class.

Plagiarism and Cheating. We encourage you to work collaboratively with your fellow students on most of the work in this course. Learn by interaction. However, some assignments—most notably your final assignment write-ups—should reflect individual effort. We plan to run the course on an “honor system” and hence would consider any case of plagiarism to be a most severe infringement on the basic rules of the class. An incident of plagiarism will result in a failing grade for the course with the possibility of further action being pursued at the university level.

Alternative Learning Styles. The University is particularly suited to the academically qualified student who has a physical or learning disability. If you have such a disability or you require an alternative mode of instruction to facilitate learning, please contact David Andersen during the first two weeks of the semester.

Late Assignments and Incomplete Work. As a course rule, late assignments will not be accepted. No incomplete will be given for work left undone in conjunction with this course. Any exceptions to these two rules will require written consent from the instructor of record.

Course Grading. The course is graded A-E. However, most course experiences are graded on a pass-fail basis (such as attendance at group presentations and your public speaking engagements). Two written assignments will be A-E graded. Your final grade for the module will be computed using the following formula:

\[
\text{Final Grade} = (\text{Pass or Fail Grade}) \times (\text{Average Grade on Written Assignments}) + \\
\text{Grade Adjustment of Re-Think Health Performance Award} + \\
\text{Grade Adjustment for Rocky Award} + (\text{or } -) \\
\text{Grade Adjustment from Assessment of Group Work and Class Participation} + \\
\text{Bonus Points}
\]

The Pass or Fail Grade varies from zero to one. One half of the weight of the pass/fail portion of your grade is made up from the assignments that you complete and turn in (or present) and the other
one half from attendance at the various course meetings and sessions. If individual written work is found to be unsatisfactory, students can generally rewrite the assignment for passing grade.

**Unsatisfactory group work cannot be made up.** The required components are shown below.

Your personal group grade can be adjusted upwards by one half a letter grade if your group wins one of the Re-Think Health performance awards or one of the Rocky Awards. Details of how these awards will be made will be discussed at the second class meeting (March 1).

Failure to meet group work expectations is evaluated by the instructor’s judgment based on an individual’s written evaluation of group performance. The instructor may also evaluate an individual’s contribution to a group’s performance by interviewing group participants or using a group assessment survey.

**The Professional Applications “Town Meeting” Wrap Up Session.** We plan on ending this year’s Professional Applications experience with a “Town Hall” meeting again involving the entire faculty and all of the entering class from the fall 2012. This culminating experience will involve an evaluation of your first year’s experience in the MPA core program. Several exercises will involve small teams of faculty and students working together on evaluative exercises.

Anticipated assignments and their contribution to your grade are listed below. *Please note, these assignments may change as the course progresses and detailed assignments will be handed out at each class.* If you have any questions about the course requirements or the grading system, please contact the Lead Instructor for the course, David F. Andersen at 442-5280.

**Components of “Pass Fail” portion of your grade**

1. Complete all components of the Portfolio of Public Service Competencies
2. Attendance at initial session on January 25
3. Attendance at all day sessions on March 1 and April 5 and 19
4. Submit Student Information Sheet
5. Sign up to the ProfAppS13 listserv
6. Group Work—Active participation in all group work preparing for Re-Think Health
7. Group Project—Submit write-up of your First Re-Think Health Assignment (briefing to your field expert
8. Group Project—Submit your group nomination for a Rocky Award (optional)
9. Submit Peer Evaluation of Group Participation
10. Complete Social Network Surveys
11. Attendance at departmental “Town Meeting” on April 26

**Components of the graded portion of your work**

1. Personal Statement on Diversity and Inclusion in the Workplace—Due April 19 (Details of this assignment will be handed out at the March 1 class and the assignment will be graded based on quality of writing and thoroughness of integration of material presented in class and assigned readings)
2. Group Work—Submit write-up of your Second Re-Think Health Assignment (final presentation on April 19 to Panel)
3. Individual—Final Written Assignment post Re-Think Health Exercise—Due April 26 (Details of this assignment will be handed out at the March 1 class).
4. Final Written Assignment relating to your Portfolio.
Components of Possible Re-Think Health Performance or Rocky Award

1. A bonus of a half grade (e.g., personal grade of B+ would bump up to A-) based on panel’s evaluation of your group’s performance in the ReThink Health final presentation on April 19 (50%) plus instructor evaluation of the materials that you turn in after your presentation (50%).

2. A bonus of a half grade (e.g., personal grade of B+ would bump up to A-) based on class voting on your Rocky Award (50%) plus instructor evaluation of your Rocky Award Self-Nomination (50%).

Components of your Peer Evaluation portion of your grade

1. Instructor direct observation of class participation in all its aspects
2. Tally of peer evaluation forms from members of the class who have worked with you
3. This component of your grade can lead to a grade boost OR to a decrease in your final grade.

Course Waivers for Professional Applications: In general, course waivers for the Professional Applications modules are not given. That said, the departmental policy on waivers of core courses allows such waivers when a student has prior academic coursework covering the topic of the course. For example, a student with an undergraduate major in math and statistics may petition to waive RPAD/RPUB 505, or a student with strong coursework in economics may petition to waive RPAD/RPUB 503. This same policy applies to 508. Waiver petitions are considered by a committee of the faculty and must be signed in advance by the course instructor. The committee on waivers will meet on Friday, February 1 and will notify students by Monday, February 4 on the status of their petitions. Please contact the lead instructor if you have any questions on these policies.
## Schedule for 508 “Re-Think Health” Capstone Class
### Spring Semester, 2013

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<th>Date</th>
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<tr>
<td><strong>Friday January 25</strong>&lt;br&gt;3-5 PM&lt;br&gt;Milne 200</td>
<td>First Orienting Class  &lt;br&gt;- Review course syllabus and grading requirements  &lt;br&gt;- Discuss course waiver procedures, other course logistics (e-mail, BlackBoard site)  &lt;br&gt;- Introduce, discuss, and get started on Portfolio Assignment—get class working on Portfolio component  &lt;br&gt;- Introduce and discuss Diversity and Inclusion Readings &amp; Assignment—get class working on Diversity and Inclusion component readings,  &lt;br&gt;- Fully set up diversity module  &lt;br&gt;- Discuss structure and content of ReThink Health Exercise  &lt;br&gt;- Q&amp;A</td>
<td>• Student data sheet due today  &lt;br&gt;• Leave the room ready to start working on portfolio assignment  &lt;br&gt;• Begin working on Diversity and Inclusion Readings</td>
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<td><strong>January 25 – March 1</strong></td>
<td>Students work on Diversity and Inclusion Readings and crafting a first draft of the portfolio assignment</td>
<td>• Sign up for Class Listserv by February 1.</td>
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<td><strong>February 6</strong></td>
<td>Jorgen Randers’ seminar for Rockefeller College at noon in Milne 215  &lt;br&gt;Jorgen Randers’ lecture for the Writer’s Institute at 7:30 PM at Lecture Center 7</td>
<td>• Find PAD 508 sign-up sheet at one or both of these events for class bonus credit</td>
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<td><strong>March 1 8:30 AM to 5:00 PM&lt;br&gt;Unitarian Hall</strong></td>
<td>Coffee and sign in  &lt;br&gt;Full Day Introduction to the Re-Think Health Exercise--Present materials, Discuss Assignment, Discussion and lecturettes on key material  &lt;br&gt;Revisit and review progress on diversity assignments.  &lt;br&gt;Revisit and review progress on portfolio assignments</td>
<td>• Questions on portfolio assignment due (try to make some initial progress by now to not get jammed up with portfolio assignment later)  &lt;br&gt;• Questions on Diversity Assignment, if any</td>
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<td><strong>March 18-23</strong></td>
<td>Spring Break</td>
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<td><strong>March 23 to March 31</strong></td>
<td>Students continue to work on both Diversity and Inclusion and Re-Think Health components</td>
<td>• First Re-Think Health Group Assignment (meeting and briefing with your team expert) due before April 5 class.</td>
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<td><strong>March 31 and April 1</strong></td>
<td>Easter Sunday and Monday</td>
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<td><strong>April 5 8:30 AM to 5 PM&lt;br&gt;Unitarian Hall</strong></td>
<td>Class focuses on Diversity and Inclusion including Panel and Class activities  &lt;br&gt;Check in on Re-Think Health Exercise with additional information to get ready for April 19 presentations  &lt;br&gt;Check in on Portfolio</td>
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<td><strong>April 19 8:30 AM to 5 PM&lt;br&gt;Milne 200 and Milne 215</strong></td>
<td>Group Presentation of Re-Think Health Results to Panel of Field Experts  &lt;br&gt;Rocky Award Presentations due  &lt;br&gt;Debrief Exercise</td>
<td>• Second Re-Think Health Group Assignment—final presentation, PowerPoint Show, and group memo due.  &lt;br&gt;• Group Self-Nominations for Rocky Awards  &lt;br&gt;• Individual Diversity and Inclusion memos due</td>
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<td><strong>April 26 Noon-4:30 PM&lt;br&gt;Milne 200</strong></td>
<td>Town Hall Meeting  &lt;br&gt;All final material due</td>
<td>• Individual written assignment for Re-Think Health due  &lt;br&gt;• Last day to turn in any material for the class, including final portfolio assignment</td>
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<td><strong>May 8</strong></td>
<td>Last Day of Classes</td>
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**PAD 508 Professional Applications II**  
*Student Information  
Spring 2013*

PLEASE COMPLETE THIS QUESTIONNAIRE AND RETURN IT TODAY. This information will help us reach you with news and updates about the course.

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<td>Program Courses Completed:</td>
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<td>Do you require an excuse from scheduled class sessions for religious observances? (If so, you must make special arrangements with the instructor in the first two weeks of class)</td>
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<td>Do you require an alternative mode of instruction to accommodate a physical or learning disability? If so, please explain:</td>
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