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, Dr. Robert Purtell, at rpurtell@albany.edu, (518) 442-5276, or in Milne 210.
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>
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<tr>
<td>• Organizational behavior &amp; theory</td>
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<tr>
<td>Nonprofit Management <em>(ranked 18th)</em></td>
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<tr>
<td>Information Technology and Management <em>(ranked 3rd)</em></td>
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<tr>
<td>Financial Management &amp; Public Economics <em>(ranked 16th)</em></td>
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<tr>
<td>Homeland Security</td>
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<tr>
<td>Policy Analytical Methods</td>
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<tr>
<td>Health Policy</td>
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In addition to these career options, 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 and look to our partners at the University at Albany for substantive policy content.
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MPA PROGRAM OVERVIEW

ORIENTATION

All new students are required to attend Welcome Week during the week before the beginning of the fall semester. 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 and to meet fellow incoming students. New students will also be given advisement during Welcome Week and have a chance to talk to faculty members other than their advisors in their areas of interest. 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 the student's 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 550), 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.

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. For international students who need extra support with English communication skills, 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 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 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 PAD 507 and PAD 508 along with two of PAD 500, PAD 501 and PAD 504 during the undergraduate portion of their program and may not register for any advanced graduate courses while an undergraduate. PAD 504 must be taken before or concurrently with PAD 501.

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 design a unique concentration. Detailed information about concentrations 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) 560 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.

Most students are eligible to participate in the Internship Program as early as their second semester, though international students must wait until they finish their second semester due to visa restrictions. Prior to taking an internship, students are required to 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 will 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 Career and Alumni Programs in Milne 105, or by contacting the office at 518-442-5253 or Rockefeller.Careers@albany.edu.

CAPSTONE EXPERIENCES

The core capstone experience for the MPA program includes successful completion of two integrative modules – Professional Applications I (PAD 507 - two credits) and Professional Applications II (PAD 508 - two credits) – and Career Capstone Experience (PAD 509 - one credit). 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 509 is a career capstone experience related to the program’s internship requirement that is required of all MPA students entering in fall 2007 or later. Combined, these three 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 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 desired 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 the advisor concerning how the MPA requirements will be met. It must be signed by the student, the advisor, the Director of Internships and Career Services, 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 concentration. A copy of the Tentative Degree Program Planning 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/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.
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.

If the course instructor of record (see step 2 above) has reservations about a student’s background in the materials taught in the course to be waived, the faculty member at their discretion may administer a written exam or verbal quiz that will be used to inform their decision. 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. 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. The statute of limitations (see section below) applies to transfer courses and will begin with the original date of the course for which credits are transferred.

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. 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 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.

STATUTE OF LIMITATIONS

The MPA program must be completed within six years of the time you 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 for more information.
ACADEMIC & GRADUATION REQUIREMENTS

ACADEMIC STANDING

To meet the minimum standards set by the University at Albany, all graduate students including students in the combined BA/MPA program 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 Departmental Committee on Academic Standing and Retention and students who have a cumulative GPA below 3.00 will be notified that they must return to good academic standing after taking the lesser of twelve credits or the remaining courses required to complete their degree program. These courses must be completed within one academic year from the date of notification. Students who do not raise their GPA above 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 PROGRAM

CORE COURSES

Students enrolled in the combined BA/MPA program should plan on taking PAD 507 and PAD 508 along with two of PAD 500, PAD 501 and PAD 504 during the undergraduate portion of their program and may not register for any advanced graduate courses while an undergraduate. PAD 504 must be taken before or concurrently with PAD 501.

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.

Suggested 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. Students registered for this module must also attend the August Welcome Week sessions. It emphasizes the early development of professional skills including writing decision memos, making presentations, developing professional networks, and confronting ethical dilemmas.

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 should 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: Career Capstone Experience (1 credit)
This capstone project 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.
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. There are no graded options for independent study.

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>
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<tbody>
<tr>
<td>PAD 500</td>
<td>two sections</td>
<td>one section</td>
<td>one section</td>
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<tr>
<td>PAD 501</td>
<td>two sections</td>
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<td>PAD 503</td>
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<td>PAD 508</td>
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* Course offerings subject to change. Students should check each year to see which summer courses are offered, however you should 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.
CONCENTRATIONS

In addition to their 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. Students should think of their concentration courses as being designed to give them the skills they need to succeed in their 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.

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.

Students often find it productive to combine courses in the Public Management area with selections from the Financial Management or Policy Analytical Methods concentrations. 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. It is possible to combine elements of all of the following public management disciplines into one 5-course concentration. Students wishing to do so should consult with their academic advisor to design a customized concentration.

FACULTY ADVISORS

Mitchel Abolafia       David McCaffrey
David Andersen         Bob McEvoy
Ik Jae Chung           Theresa Pardo
Jennifer Dodge         R. Karl Retemeyer
Sharon Dawes           John Rohrbaugh
Sue Faerman            Ellen Rubin
Erzsébet Fazekas       Judith Saidel
Yvonne Harrison        Jeffrey Straussman (on leave)

Local Government Management
PAD 683                Program Seminar on Managing Local Government (required)
PAD 684                Urban Policy Analysis (required)
PAD 611                Decision Making in Government & Administration
PAD 618                Public Personnel Administration
PAD 619                Issues in Public Management and Personnel: Motivation and Compensation
PAD 631                Cost Mgmt for Govt & Non-profit Orgs
PAD 641                Basic Governmental Accounting
PAD 647                Municipal Debt Finance
PAD 651                Labor Relations in the Public Sector
PAD 659                Managing Public Service Organization Finances
PAD 685                Culture and Public Policy, Developing Creative Communities
PLN 560                Local Economic Development Strategies and Techniques

Nonprofit Management
PAD 613                Issues in Not-For-Profit Management (required)
PAD 521                Fundraising and Development for Nonprofits
PAD 583                Global Governance
PAD 600                Fundamentals of Administrative Law
PAD 607                Nonprofit Governance
PAD 610  Organizational Theory and Behavior
PAD 612  Nonprofits and Public Policy
PAD 615  Strategic Planning and Management
PAD 616  Nonprofits and Social Transformation
PAD 626  Evaluation of Public Sector Programs
PAD 631  Cost Mgmt for Govt & Non-profit Orgs
PAD 640  Financial Management for Nonprofits
PAD 645  Psychological Economics and Policy
PAD 675R Public Policy Advocacy
PAD 685  Culture and Public Policy, Developing Creative Communities
HPM 641  Organization and Management in Health Institutions

**Information Management**

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

*Plus one or two additional courses selected from:

PAD 611  Decision Making in Government & Administration
PAD 615  Strategic Planning and Management
PAD 650  Building a Case for IT Investments in the Public Sector
INF 523  Fundamentals of Information Technology
INF 560  Information and Public Policy
IST 614  Administration of Information Agencies
IST 615  Advanced Seminar in Information Policy and Management
COM 659  Technology and Contemporary Organizational Life
ITM 522  Managing Information Technology
ITM 611  Analysis and Design of Information-Decision Systems

**Organizational Behavior and Theory**

PAD 610  Organizational Theory and Behavior
PAD 615  Strategic Planning and Management
PAD 624  Simulating Dynamic Systems
PAD 633  Organizational Analysis and Development
PAD 636  Cultural Analysis of Organizations
PAD 637  Social and Organizational Networks
MGT 650  Leadership and Managerial Skills*
MGT 661  Change Management*

*PAD 506 and an upper level management elective required for registration

**Human Resources Management**

PAD 618  Public Personnel Management *(required)*
PAD 600  Fundamentals of Administrative Law
PAD 610  Organizational Theory and Behavior
PAD 611  Decision Making in Government & Administration
PAD 619  Issues in Public Management and Personnel: Motivation and Compensation
PAD 626  Evaluation of Public Sector Programs
PAD 651  Labor Relations in the Public Sector
PAD 671  Managing Public Sector Performance
MGT 514  Human Resource Management
PSY 751  Work Motivation
PSY 752  Personnel Psychology
SOC 642  Sociology of Work
**Self-Designed Concentration**

Students may work with an advisor knowledgeable about a substantive area that is related to these courses to design a unique concentration.
HOMELAND SECURITY

Victor Asal
Kathleen Deloughery
Bryan Early
Rick Matthews

R. Karl Rethemeyer
David Sheppard
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 553 Topics in Homeland Security and Terrorism
PAD 556 Homeland Security Intelligence
PAD 558 Intelligence & US National Security Policymaking
PAD 559 Homeland Security: Building Preparedness Capabilities
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
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
Robert Purtell
Kathleen Deloughery
Jeffrey Straussman (on leave)
Peter Finn
Stephen Weinberg
James Fossett

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>
</tr>
</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>
</tr>
<tr>
<td>PAD 640</td>
<td>Nonprofit Financial Management</td>
</tr>
<tr>
<td>PAD 641</td>
<td>Basic Governmental Accounting</td>
</tr>
<tr>
<td>PAD 642</td>
<td>Public Budgeting</td>
</tr>
<tr>
<td>PAD 644</td>
<td>Health Care Finance</td>
</tr>
<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>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 643</td>
<td>Economics of Government Programs</td>
</tr>
<tr>
<td>PAD 644</td>
<td>Health Care Finance</td>
</tr>
<tr>
<td>PAD 648</td>
<td>Economics of Government Revenues</td>
</tr>
<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>
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</tbody>
</table>
**Financial Market Regulation (a five-course concentration)**

*Required courses:*

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>PAD 535</td>
<td>Fundamental of Securities Law</td>
</tr>
<tr>
<td>PAD 536</td>
<td>Regulation of Securities Markets</td>
</tr>
<tr>
<td>PAD 647</td>
<td>Capital Markets, Risk and Governments</td>
</tr>
<tr>
<td>PAD 650</td>
<td>Building a Case for IT Investments in the Public Sector</td>
</tr>
</tbody>
</table>

*Choose one from:*

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 600</td>
<td>Fundamentals of Administrative Law</td>
</tr>
<tr>
<td>PAD 690</td>
<td>Regulatory Administration</td>
</tr>
</tbody>
</table>

**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, 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       Erika Martin
Deborah Andersen     Theresa Pardo
Ik Jae Chung         R. Karl Rethemeyer
Sharon Dawes        George Richardson
Kathleen Deloughery  John Rohrbaugh
James Fossett        Stephen Weinberg

Information Strategy and Management (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 577 Information Technology, Globalization and Global Governance
PAD 611 Decision Making in Government & Administration
PAD 650 Building a Case for IT Investments in the Public Sector
INF 523 Fundamentals of Information Technology
IST 560 Information and Public Policy
IST 615 Advanced Seminar in Information Policy and Management
GOG 596 Geographic Information Systems
GOG 597 ARC/INFO Practicum
ITM 522 Managing Information Technology
ITM 611 Analysis and Design of Information-Decision Systems
ACC 681 Accounting Information Systems
ACC 682 Analysis and Design of Accounting Databases

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 611 Decision Making in Government and Administration
PAD 620 Normative Decision Making
PAD 624 Simulating Dynamic Systems
PAD 637 Social and Organizational Networks
PAD 645 Psychological Economics and Policy
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PAD 648</td>
<td>Economics of Government Revenues</td>
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<tr>
<td>PAD 705</td>
<td>Research Methods II</td>
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<tr>
<td>CRJ 688</td>
<td>Research Design in Criminal Justice II</td>
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<tr>
<td>CRJ 690</td>
<td>Statistical Techniques in Criminal Justice Research III</td>
</tr>
<tr>
<td>EAPS 670</td>
<td>Analysis for Educational Policy and Leadership</td>
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<tr>
<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>POS 513</td>
<td>Field Seminar in Public Policy</td>
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<tr>
<td>POS 518</td>
<td>Regression Analysis</td>
</tr>
<tr>
<td>SOC 522</td>
<td>Intermediate Statistics for Sociologists</td>
</tr>
<tr>
<td>SOC 535</td>
<td>Qualitative Research Techniques</td>
</tr>
<tr>
<td>SOC 609</td>
<td>Multivariate Analysis</td>
</tr>
<tr>
<td>SOC 626</td>
<td>Survey Design and Analysis</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PAD 611</td>
<td>Decision Making in Government &amp; Administration</td>
</tr>
<tr>
<td>PAD 615</td>
<td>Strategic Planning &amp; Management</td>
</tr>
<tr>
<td>PAD 620</td>
<td>Normative Decision Making</td>
</tr>
<tr>
<td>PAD 624</td>
<td>Simulating Dynamic Systems</td>
</tr>
<tr>
<td>PAD 625</td>
<td>Bargaining &amp; Negotiation</td>
</tr>
<tr>
<td>PAD 637</td>
<td>Social &amp; Organizational Networks</td>
</tr>
<tr>
<td>PAD 645</td>
<td>Psychological Economics and Policy</td>
</tr>
<tr>
<td>PAD 724</td>
<td>Simulation for Policy Analysis &amp; Design</td>
</tr>
</tbody>
</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  
Brian Early  
Jim Fossett  
Jennifer Dodge  
David McCaffrey  
R. Karl Rethemeyer  
Ellen Rubin  
Judith Saidel  
Holly Sims  
Patricia Strach

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

Choose 1 or 2 from the following list of courses:
PAD 510  Intro. To Legislative Administration
PAD 522  Politics and Policy
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  Government Finances
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
Scott Barclay, 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
Helen Desfosses, Public Administration and Policy
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
John Gunnell, Political Science
Jan Hagen, Social Welfare
Richard Hamm, History
Edward Hannan, Public Health
Alethia Jones, Political Science, Public Administration and Policy
Rey Koslowski, Political Science
Jason Lane, Educational Administration and Policy Studies
Hamilton Lankford, Educational Administration and Policy Studies
Catherine Lawson, Geography and Planning
Daniel Levy, Educational Administration and Policy Studies
David Lewis, Geography and Planning
Frank Mauro, Public Administration and Policy
Gerald Marschke, Economics, Public Administration and Policy
David McCaffrey, Public Administration and Policy
Paul Miesing, Management
Robert Nakamura, Political Science
Richard Nathan, Political Science
Elizabeth Popp Berman, Sociology
R. Karl Rethemeyer, Public Administration and Policy
George Richardson, Public Administration and Policy
John Rohrbaugh, Public Administration and Policy
William Roth, Social Welfare
Judith Saidel, Public Administration and Policy
Corianne Scally, Geography and Planning
Kathryn Schiller, Educational Administration and Policy Studies
Holly Sims, Public Administration and Policy
Kendra Smith-Howard, History
Bonnie Steinbock, Philosophy
Patricia Strach, Political Science
Jeffrey Straussman, Public Administration and Policy
Jennifer Stromer-Galley, Communication
Gilbert Valverde, Educational Administration and Policy Studies
Sandra Vergari, Educational Administration and Policy Studies
Alan Wagner, Educational Administration and Policy Studies
Robert Worden, Criminal Justice

**Crime & Justice Policy**

*Key faculty advisors:*

*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*

PAD 669/EAPS 631  Economics of Education
EAPS 500  U.S. Educational Governance, Policy and Administration
EAPS 604  Macro-sociology of Education and Administration
EAPS 608  Politics 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 648  State and Local Fiscal Systems

**Global Affairs**

*Key faculty advisors:*
Victor Asal
Ray Bromley
Ik Jae Chung
Malcolm Russell-Einhorn

PAD 583  Global Governance
PAD 605  Politics of Migration and Membership
PAD 625  Bargaining and Negotiation
PAD 663  Comparative Policy Systems
PAD 664  Approaches to Development
PAD 666  International Environmental Policy
PLN 510  Globalization and International Planning Practice
POS 561  Nationalism and Nation-Building
POS 554  Political Violence, Insurgency, and Terrorism
POS 571  International Political Economy
POS 575  Energy Policy, Domestic and International
POS 577  Information Technology, Globalization and Governance
POS 582  Global Security
POS 584  American Foreign Policy Formulation and Implementation
PAD 563  Planning for Jobs, Housing and Community Services in Third World Cities
EAPS 666  Comparative Education Policy
EAPS 766  Research Methods in Comparative Education Policy Studies

**Health Policy**

*Key faculty advisors:*
James Fossett
Erika Martin
Stephen Weinberg

PAD 644  Health Care Finance *(required)*
PAD 643  Governmental Finances
PAD 653  Disease Policy: Managing Public Health Problems
PAD 654  Economics of Health Policy: Your Money or Your Life
PAD 656  Health Care Financial Analysis
HPM 500  Health Care Organization, Delivery and Financing
HPM 501  Health Policy, Analysis and Management**
HPM 625  Social and Behavioral Aspects of Public Health
HPM 627  Public Health Education: Targeting Social, Organizational, & Behavioral Factors to Promote Health*
HPM 669  Topics in Health Policy and Management
PHI 506  Philosophical and Ethical Issues in Public Health
PHI 505  Philosophical and Ethical Issues in Public Policy
SSW 781  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
Theresa Pardo
Terrence Maxwell
Jennifer Stromer-Galley

PAD 550  Foundations of Information Strategy and Management
PAD 650  Building a Case for IT Investments in the Public Sector
INF 523  Fundamentals of Information Technology
INF 704  Proseminar in Information Policy
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
Corianne Scally

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 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:*

*Jan Hagen*
*William Roth*

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*

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>
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<tbody>
<tr>
<td>PAD 500</td>
<td>Institutional Foundations</td>
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<tr>
<td>PAD 501</td>
<td>Public and Nonprofit Fin. Mgmt.</td>
<td>4</td>
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<tr>
<td>PAD 503</td>
<td>Principles of Public Economics</td>
<td>4</td>
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<tr>
<td>PAD 504</td>
<td>Data, Models, &amp; Decisions I</td>
<td>4</td>
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<tr>
<td>PAD 505</td>
<td>Data, Models, &amp; Decisions II</td>
<td>4</td>
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<td>PAD 506</td>
<td>Foundations of Public Management</td>
<td>4</td>
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<td>PAD 507</td>
<td>Professional Applications I</td>
<td>2</td>
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<tr>
<td>PAD 508</td>
<td>Professional Applications II</td>
<td>2</td>
<td></td>
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<tr>
<td>PAD 509</td>
<td>Public Service Intern Seminar</td>
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<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: ___________________________ Student ID #: ___________________________

Preferred Phone: ___________________________

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

<table>
<thead>
<tr>
<th>A. Courses</th>
<th></th>
<th>Credits</th>
<th>Grade</th>
<th>Instructor</th>
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<tr>
<td><strong>Core</strong></td>
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<tr>
<td>PAD 500</td>
<td>Institutional Foundations</td>
<td>4</td>
<td></td>
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<tr>
<td>PAD 501</td>
<td>Public and Nonprofit Fin. Mgmt.</td>
<td>4</td>
<td></td>
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<tr>
<td>PAD 503</td>
<td>Principles of Public Economics</td>
<td>4</td>
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<tr>
<td>PAD 504</td>
<td>Data, Models, &amp; Decisions I</td>
<td>4</td>
<td></td>
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<tr>
<td>PAD 505</td>
<td>Data, Models, &amp; Decisions II</td>
<td>4</td>
<td></td>
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<tr>
<td>PAD 506</td>
<td>Foundations of Public Management</td>
<td>4</td>
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<td>PAD 507</td>
<td>Professional Applications I</td>
<td>2</td>
<td></td>
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<tr>
<td>PAD 508</td>
<td>Professional Applications II</td>
<td>2</td>
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<tr>
<td>PAD 509</td>
<td>Public Service Intern Seminar</td>
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<td></td>
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</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.

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 Department Secretary’s Office, Milne 101

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 _______
COURSE TRANSFER FORM

NAME: _______________________________ EMAIL _______________________________

DEGREE/PROGRAM: __________________________________________________________

CONCENTRATION: __________________________________________________________

Course to be transferred in: ___________________________________________________

Where taken and when: _______________________________________________________

Equivalent UAlbany course: __________________________________________________

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 Date

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

Reason:

__________________________________________________

Signature of Department Chair Date