

**MPA PROGRAM MANUAL**

**DEPARTMENT OF PUBLIC ADMINISTRATION AND POLICY**

ROCKEFELLER COLLEGE OF PUBLIC AFFAIRS AND POLICY

UNIVERSITY AT ALBANY

STATE UNIVERSITY OF NEW YORK

**2018-19**

## 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 20 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 costs 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.

This manual is designed to help you learn about the requirements for successful completion of the MPA Program. 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](http://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 you began your studies as an MPA student.

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](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, the MPA Program Director, Prof. Stephen Weinberg, at [sweinberg@albany.edu](mailto:sweinberg@albany.edu) or in Milne 213B, or the Director of Student Affairs, Sheena Loughlin, at [sloughlin2@albany.edu](mailto:sloughlin2@albany.edu), (518) 442-3248 or in Milne 107.

## 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.

<b>Key MPA Concentrations and Sub-Concentrations</b>
Public Management ( <i>ranked 15<sup>th</sup></i> ) <ul style="list-style-type: none"><li>• State and Federal government management</li><li>• Local government management</li><li>• Organizational behavior &amp; theory</li></ul>
Nonprofit Management ( <i>ranked 10<sup>th</sup></i> )
Information Technology and Management ( <i>ranked 5<sup>th</sup></i> )
Financial Management & Public Economics ( <i>ranked 14<sup>th</sup></i> )
Homeland Security
Policy Analytical Methods ( <i>ranked 34<sup>th</sup></i> )
Health Policy

The Rockefeller College of Public Affairs & Policy also offers students the opportunity to sub-concentrate in a number of policy concentrations which draw on courses from other departments across the University at Albany.

## TABLE OF CONTENTS

### MPA Program Overview

MPA PROGRAM OVERVIEW	
Orientation	4
Mail/E-mail	4
Minimum Competencies	5
Course Requirements	5
Statute of Limitations	6
Credit Expiration	6
Calculation of GPA	7
Career Experience and Internship Program	7
ACADEMIC & GRADUATION REQUIREMENTS	
Academic Standing	9
Degree Clearance	9
MPA PROGRAM ADMINISTRATIVE PROCESSES	
Advisement	10
Tentative Degree Program Planning Sheet	10
Completed Degree Program Sheet	10
Procedure for Waiving Required Courses	11
Transfer of Credit	12
Incomplete Grade Procedures	13
Hudson-Mohawk Cross Registration	13
Code of Conduct	14
Academic Integrity	14
<b>Academic Program</b>	
CORE COURSES	15
Expected Sequencing of Courses	16
Expected Core Offerings by Semester	17
How to Register for PAD 509	17
How to Register for an Independent Study	17
CONCENTRATIONS	18
Public Management	19
Nonprofit Management and Leadership	22
Homeland Security	24
Public Economics & Finance	26
Policy Analysis & Information Systems	27
Politics, Policy & Institutions	29
Substantive Public Policy Areas	30
COMBINED DEGREES, GRADUATE CERTIFICATES, AND DUAL DEGREES	36
FORMS	37

# MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAM MANUAL

Effective Fall 2018 Semester

## MPA PROGRAM OVERVIEW

### ORIENTATION

All new students are required to attend Welcome Week during the week before the beginning of their first fall semester in the program. Welcome Week includes an intensive series of workshops on topics such as algebra, computer skills, and professional memo writing; social activities to help you network with your new classmates; and a rigorous team-based case study exercise to gain familiarity with the sorts of assignments you can expect in the program. You can access a complete schedule of Welcome Week activities at [www.albany.edu/rockefeller/welcomeweek](http://www.albany.edu/rockefeller/welcomeweek). Welcome Week is an integral part of Professional Applications I (PAD 507), a required first-semester course for all incoming MPA students. It is meant to give students a chance to become familiar with the program, to review key skills, to meet fellow incoming students, and to meet faculty members.

If you are starting the MPA program in the spring semester, 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](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 typically have the following format: [yourfirstinitialfollowedbylastname@albany.edu](mailto:yourfirstinitialfollowedbylastname@albany.edu). Although students may sign up for programmatic listservs using any email they wish, ***all official University correspondence will be sent to students' University email account. Therefore, students should check their University email regularly.***

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

## MINIMUM COMPETENCIES

The ability to understand and use college math and algebra is essential for success in the MPA program. In cases where a math deficiency exists (i.e., GRE Quantitative score under 156), students may want to consider taking an undergraduate math class or finding a tutor. A math diagnostic quiz will be administered during Welcome Week and students will have the opportunity to participate in remedial math sessions during the week. These math sessions can help students review key material and assess specific deficiencies. As an on-going math resource, the department recommends Bleau, Clemens, and Clemens (2013), *Forgotten Algebra 4<sup>th</sup> Edition*, Barron's Educational Series, 978-1438001500. It is useful to use more than one resource to review technical material; students are also directed to the Khan Academy website (<https://www.khanacademy.org/math/algebra-home>), especially for material on linear equations, systems of equations, and functions (but NOT solving quadratic equations, factoring, dividing polynomials, or anything involving complex numbers).

The ability to write English well is also essential for success in the MPA program. The University offers tutoring through the Writing Center on the Uptown campus. We encourage students to take advantage of this service if they feel that they need help with writing. Contact the Writing Center at (518) 442-4061 or <http://www.albany.edu/writing/>.

## COURSE REQUIREMENTS

The course requirements for the MPA program consist of two parts: core courses and concentration courses. The **core** consists of six semester-length courses, two Professional Applications Modules (PAD 507 and PAD 508), and a capstone paper (PAD 509, usually completed in the last semester in the program). 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.

MPA students must have successfully completed or be enrolled in at least 5 of their 6 semester-length 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. Academic advisors may authorize rare exceptions to this rule in unusual circumstances. The primary exception to this rule is to take a concentration course which is offered only every other year.

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

Students take at least five **concentration** courses, which should be chosen based on long-term professional interests. To count towards this requirement, a course must provide at least 3 academic credits.

The department offers six concentrations. Students may choose to take (a) all 5 courses within one concentration or (b) a three-course concentration and a two-course concentration. Students should choose concentrations based on their career goals and should work closely with an advisor to determine which concentrations best match their professional interests and to identify the specific courses they will take within that area. Where appropriate, a student working closely with his or her advisor may modify the course list for a particular concentration. Any such modifications require the advisor's approval. Some of the concentrations are further sub-divided into sub-concentrations, with specific requirements for different tracks. Detailed information about concentrations appears in the second section of this manual.

In addition to coursework, students must complete a substantial career experience requirement (see below).

In order to be cleared by the Office of Graduate Studies to receive the MPA degree, at graduation students must have satisfied the requirements for at least 11 full-length (3- or 4-credit) courses, two professional application courses, the capstone paper (PAD 509), and a substantial career experience.

Clearance of degree requirements is based on the number of courses completed, not the number of credits. All courses must be completed with a grade of C or higher to count towards the completion of the degree, and the overall program GPA must be 3.00 or higher.

## **STATUTE OF LIMITATIONS**

The MPA program must be completed within six years of the time students are admitted into the program. There is no continuous registration requirement. However, 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 may be unable to defer the repayment of prior college loans or qualify for financial aid.

**Credit Expiration:** Courses taken prior to admission to the MPA program may be able to count courses towards the MPA requirements if approved by the student's advisor. The course(s) 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 for a course to be considered to count toward the MPA course requirements. Courses completed within 8 years of completion of the MPA program can be considered to count toward the MPA course requirements. A course stops automatically counting eight years after taking it, but students can petition to have older courses count.

Questions about previous credit should be directed to the MPA director.

## **CALCULATION OF GPA**

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

The GPA is computed as follows:

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

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

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

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

## **CAREER EXPERIENCE AND INTERNSHIP PROGRAM**

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

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

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

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

Further information and updates may be obtained from the Office of Career Development in Milne 105, or by contacting the office at 518-442-5253 or [Rockefeller.Careers@albany.edu](mailto:Rockefeller.Careers@albany.edu).

### **Admission of Persons with Prior Felony Convictions**

State University of New York (SUNY) policy prohibits University at Albany admission applications from inquiring into an applicant's prior criminal history. After acceptance, the College shall inquire if the student previously has been convicted of a felony if such individual seeks campus housing or participation in clinical or field experiences, internships or study abroad programs. The information required to be disclosed under SUNY policy regarding such felony convictions shall be reviewed by a standing campus committee consistent with the legal standards articulated in New York State Corrections Law.

Students who have previously been convicted of a felony are advised that their prior criminal history may impede their ability to complete the requirements of certain academic programs and/or to meet licensure requirements for certain professions. Students who have concerns about such matters are advised to contact the dean's office of their intended academic program.

## **ACADEMIC & GRADUATION REQUIREMENTS**

### **ACADEMIC STANDING**

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

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

### **DEGREE CLEARANCE**

To graduate, a Graduate Degree Application must be filed online via MyUAlbany. The deadline for online degree application is posted on MyUAlbany at the beginning of each semester. A fully completed and signed Completed Degree Program sheet must also be on file with the Director of Student Affairs 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.

## **MPA PROGRAM ADMINISTRATIVE PROCESSES**

### **ADVISEMENT**

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

Students may request a new advisor for any reason. Such a change is recommended if an assigned advisor is not associated with at least one of the student's chosen concentration areas. To change advisors, the student should secure the agreement of another faculty member to serve as the new advisor and then notify Student Services by sending an email, copying your new faculty advisor, to [rockgradservices@albany.edu](mailto:rockgradservices@albany.edu).

### **TENTATIVE DEGREE PROGRAM PLANNING SHEET**

A Tentative Degree Program Planning (TDPP) sheet is a planning document to be completed by the student and advisor. It outlines how the MPA degree requirements will be met. It must be signed by the student, advisor, Director of Internships and Career Services, and Department Chair and is given to the Director of Student Affairs to become part of the permanent student record. (Students should work with their advisor to obtain signatures.) *A Tentative Degree Program Planning sheet should be approved prior to beginning work in a concentration.* A copy of the Tentative Degree Program Planning sheet is included in the appendix of this manual and can be downloaded from the Rockefeller College website at [http://www.albany.edu/rockefeller/gateway\\_docs/pad/0\\_MPA%20tdpp.pdf](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](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.* (If you have completed work at the graduate level at another institution, see the policy for transferring credits.)

The professional development sequence (PAD 507 and PAD 508) may be waived on the basis of suitable work experience and courses/trainings in specific areas (see <https://www.albany.edu/rockefeller/welcomeweek.shtml#tab2>). Because students must generally waive both courses, this is considered one waiver; only the PAD 507 instructor needs to approve it. *If you waive 507/508, you will still be required to complete 4 credits.*

Students seeking permission to waive a core course 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. They are also strongly urged to actually get the documents signed and filed with the Director of Student Affairs; verbal agreements made years earlier will not be considered binding by the department, especially if the relevant faculty member has left in the interim. A copy of the Course Waiver Form 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\\_Course%20Waiver%20Form.pdf](http://www.albany.edu/rockefeller/gateway_docs/pad/0_Course%20Waiver%20Form.pdf).

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 one of that course's designated instructors (see page 11) and gives the instructor relevant materials from the course that support the waiver request, such as the syllabus or textbook from the course. The student will also need to provide evidence of the final grade for any coursework relevant to the waiver. The course instructor might ask for additional materials, potentially including a test of ability.
3. If the course instructor agrees it is appropriate for the student to waive the course, the student then submits a course waiver form, signed by the student's advisor and by the instructor of record, to the Department Chair. The Department Chair will make a final determination based on the recommendation of the faculty and supporting evidence provided.
4. When filling out the Completed Degree Program sheet, the student should list the course, and write "waived" instead of a grade/instructor.

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

The following faculty are authorized to consider waivers to the relevant Core courses.

RPAD 500: Susan Appe or Stephen Holt or Ellen Rubin

RPAD 501: Gang Chen

RPAD 503: Lucy Sorensen or Stephen Weinberg

RPAD 504: Luis Luna-Reyes or Erika Martin

RPAD 505: Gang Chen or Ashley Fox

RPAD 506: Mitch Abolafia or Edmund Stazyk

RPAD 507/508: Elizabeth Searing

## **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. Transferred credits reduce the number of courses a student must complete at SUNY Albany. If they have already matriculated into the MPA program, then students must obtain approval for a course **before** registering at another institution.

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.

Normally a transfer graduate course of 3 or 4 semester credits would equate to a 4-credit course in the MPA program; if you took your courses in a program with a “quarter” system, please confer with the MPA Director. University policy requires at least 50% of the credits toward the degree to 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. For more information, please refer to the University’s Graduate Bulletin.

A course that is transferred in place of a Core course will need to be approved by the designated instructor for that course (see the procedures for waiving courses, above).

A course that is transferred for concentration credit must be relevant to the concentration, but does **not** have to be equivalent to a specific course taught at SUNY Albany. If an equivalent course exists, that instructor will need to approve the waiver. The MPA Director will determine if such approvals are needed.

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, provided they have been completed recently, 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.

An MPA student who has already completed a certificate program at the University at Albany may be able to count courses from the certificate towards the MPA, within limits determined by the certificate program. All coursework for certificates sponsored by the Department of Public Administration may be counted in full towards the MPA.

Questions about transferring credit should be directed to the MPA director.

## **INCOMPLETE GRADE PROCEDURES**

If a student is unable to complete the coursework within the semester, the instructor may choose whether to allow an incomplete or assign a grade based on the work completed during the term. Incomplete grades will generally be granted only for circumstances beyond the student's control. The date for the completion of the work is specified by the instructor and will generally fall before the end of the following semester. The grade of I is automatically changed to E or U unless work is completed as agreed between the student and the instructor. **It is the student's responsibility to seek additional time to finish incomplete coursework before the end of the semester.** The student is also encouraged to double check the transcript to ensure that the grade was changed correctly.

## **HUDSON-MOHAWK CROSS REGISTRATION PROGRAM**

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

## 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.
- Recognition of the value of different opinions in our "free marketplace of ideas."
- Individual accountability for actions inconsistent with this Code of Conduct.

Members of the Rockefeller College community have a personal responsibility to integrate this code into all aspects of their experience.

## ACADEMIC INTEGRITY

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

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

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

# ACADEMIC PROGRAM

## CORE COURSES

### **PAD 500: Institutional Foundations of Public Administration (4 credits)**

This course focuses on tensions and tradeoffs between important values in public administration and the institutional foundations of the public service in political, bureaucratic, and legal settings. Major topics include dimensions of the public sector, characteristics of institutional settings, history of the field, environmental context, and functions, roles, behaviors, and structures.

### **PAD 501: Public and Nonprofit Financial Management (4 credits)**

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

### **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, consumers, and firms; economic justice and economic efficiency; and the potential rationales for government intervention in the market.

*Prerequisites: familiarity with college algebra*

### **PAD 504: Data, Models, and Decisions (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.*

### **PAD 505: Statistics for Public Managers and Policy Analysts (4 credits)**

Statistical methods 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.

### **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.

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

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

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

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

This module continues the focus on skill development introduced in Professional Applications I with extensions to a broader range of writing scenarios, as well as working with diverse populations. Students generally take this module in the semester immediately following registration for PAD 507.

*Prerequisites: PAD 507: Professional Applications I. Registration available only to degree-seeking students in Public Administration and Policy.*

**PAD 509: Capstone Paper (1 credit)**

This capstone paper helps students review and assimilate 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 portfolio of their written work, as well as professional reflection exercises. This project is usually undertaken in the student's final semester in the program. **To prepare for the portfolio assignment, students are strongly encouraged to save their main assignments throughout the program. As with everything else they ever do, students are strongly encouraged to save back-ups outside their main computer.**

**Expected Sequencing of Courses:**

It is generally expected that a typical student will complete the program in the following order. Your actual sequence will be determined in consultation with your academic advisor. In some circumstances, a student may take one concentration course before completing the Core. Under no circumstances should a student enter the final semester still requiring a Core course.

First semester (or first 14 credits, for part-time students): PAD 500, 501, 504, and 507

Second semester (or second 14 credits): PAD 503, 505, 506, and 508

Third semester (or next 12 credits): three concentration courses

Fourth semester (or next 9 credits): two concentration courses and PAD 509

### Expected Core Course Offerings by Semester:

The program will offer at least one evening section of every full (3-4 credit) Core course every semester. The department generally schedules Core courses as follows:

Course Number	Fall semester	Spring semester	Summer Session*
<b>PAD 500</b>	two sections	one section	
<b>PAD 501</b>	two sections	one section	
<b>PAD 503</b>	one section	two sections	
<b>PAD 504</b>	two sections	one section	one section
<b>PAD 505</b>	one section	two sections	one section
<b>PAD 506</b>	one section	two sections	one section
<b>PAD 507</b>	one section		
<b>PAD 508</b>		one section	

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

### How to Register for PAD 509:

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

### How to Register for an Independent Study:

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

## CONCENTRATIONS

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

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

If you cannot find a concentration that fits your interests, it is also possible to construct a customized concentration in cooperation with your advisor. Your advisor is also empowered to make various adjustments to which electives count towards a given sub-concentration, but will generally **not** alter the required courses for a given sub-concentration.

*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.

## **Concentration in PUBLIC MANAGEMENT**

This concentration provides current and future managers with the skills needed to be an effective manager in public and nonprofit organizations. These skills are based on the ability to analyze and solve organizational and human resource problems. As such we recommend that students take both PAD 610 and PAD 618 Public Personnel Management. Public management includes such sub-concentration areas as information systems, local government management, and health management. Students may include elements of all the sub-concentrations in their five concentration courses.

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

Students interested in Government Information Strategy and Management may also choose courses from the Policy Analysis and Information Systems concentration, and Information Policy sub-concentration. These concentrations address public policy and management innovations that are the consequence of rapidly changing information and communication technologies (ICTs) and changes in the nature, amount, and availability of information in government and society.

**Students wishing to do a 5-course concentration in Public Management should consult with their academic advisor to design a customized concentration, or they may choose from the following sub-concentrations. Students doing a 2-course or 3-course concentration must choose from the following sub-concentrations, including their required courses.**

### FACULTY ADVISORS

Mitchel Abolafia	Stephen Holt
Ik Jae Chung	Hongseok Lee
Jennifer Dodge	Luis Luna-Reyes
Mila Gasco	Theresa Pardo
J. Ramon Gil-Garcia	R. Karl Rethemeyer
	Ellen Rubin

### *Local Government Management*

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

PAD 683	Program Seminar on Managing Local Government ( <b>required</b> )
PAD 684	Urban Policy Analysis

PAD 641	Basic Governmental Accounting ( <b>required for five-course sub-concentration</b> )
PAD 610	Organizational Theory and Behavior
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 651	Labor Relations in the Public Sector
PAD 699	Urban Innovation and Creative Problem Solving
PLN 523	Urban Community Development
PLN 535/PAD 534	Environmental Restoration and Brownfields Redevelopment
PLN 556	Geographic Information Systems
PLN 560	Local Economic Development Strategies and Techniques

### **Information Strategy and Management**

**Students doing a sub-concentration (five, three or two courses) in Information Strategy and Management are required to take PAD 550 or PAD 570.**

PAD 550	Foundations of Government Information Strategy and Management
PAD 570	International and Comparative Perspectives on Government Information Strategy and Management
PAD 650	Enabling Innovation in the Public Sector
PAD 672	Information Technology and Change Management in the Public Sector
PAD 652	Seminar in Government Information Strategy and Management*
PAD 699	Urban Innovation and Creative Problem Solving
PAD 655	Information and Public Policy
PAD 524	Systems Thinking and Strategy Development
PAD/POS 577	IT, Globalization, and Global Governance
PAD/INF 585	IT and Homeland Security
PAD 614	Managerial Leadership in the Public Sector
PAD 615	Strategic Planning and Management
INF 560	Information and Public Policy
COM 659	Corporate Communication (topics course)
ITM 522	Managing Information Technology
ITM 601	Business Systems Analysis and Design
ITM 611	Analysis and Design of Information-Decision Systems

### **Organizational Behavior and Theory**

PAD 610	Organizational Theory and Behavior
PAD 614	Managerial Leadership in the Public Sector
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
PAD 661	Comparative and International Public Management
MGT 650	Leadership and Managerial Skills*
MGT 661	Change Management*

Note: Prof. Hongseok Lee is creating a new elective that will count in this area, but it does not yet have a name or a course number.

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

### **Human Resources Management**

PAD 618	Public Personnel Management ( <b>required</b> )
PAD 600	Fundamentals of Administrative Law
PAD 610	Organizational Theory and Behavior
PAD 614	Managerial Leadership in the Public Sector
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
PSY 757	Performance Appraisal and Management
SOC 642	Sociology of Work

Note: Prof. Hongseok Lee is creating a new elective that will count in this area, but it does not yet have a name or a course number.

### **Self-Designed Concentration**

Students may work with an advisor knowledgeable about a substantive area that is related to these courses to design a unique 5-course concentration in Public Management.

# NONPROFIT MANAGEMENT AND LEADERSHIP

There are no sub-concentrations in Nonprofit Management and Leadership. Courses are divided into three areas to help students map a coherent plan of study.

## FACULTY ADVISORS

Jennifer Dodge  
Susan Appe  
Elizabeth Searing

### **PAD 613 Issues in Not-For-Profit Management (required)**

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

#### **Nonprofit Management and Public Service Leadership**

PAD 512	Fundraising and Development for Nonprofits
PAD 532	Performance Measurement and Contracting in Government
PAD 539	Global Non-profit Management
PAD 560	Public Communication
PAD 640	Financial Management for Nonprofits
PAD 659	Fiscal Management of Public Service Organizations
PAD 610	Organizational Theory and Behavior
PAD 615	Strategic Planning and Management
PAD 626	Evaluation of Public Sector Programs
PAD 631	Cost Management for Government and Nonprofit Organizations
PAD 633	Organizational Analysis and Development
PAD 645	Psychological Economics and Policy
PAD 675	Topics in Public Policy Advocacy
HPM 650	Strategy and Leadership Applications in Health Management
HPM 612	Applications in Health Policy and Evaluation
HPM 641	Organization and Management in Health Institutions
HPM 550	Financial Management of Healthcare Institutions
PAD 644	Health Care Finance
HPM 500	Health Care Organization, Delivery and Financing
HPM 501	Health Policy, Analysis and Management

#### **Civil Society and Social Change**

PAD 612	Nonprofits and Public Policy
PAD 616	Nonprofits and Social Transformation
PAD 604	Inequality and Public Policy
PAD 626	Evaluation of Public Sector Programs
PAD 675	Topics in Public Policy Advocacy
PAD 685	Culture and Public Policy, Developing Creative Communities
PAD 528	(PLN 528) U.S. Housing Policy
PAD 561	(PLN 523) Urban Community Development
PAD 563	(PLN 529) Planning for Jobs, Housing and Services in Third World Cities

***Nonprofit Organizations and Governance***

PAD 532	Performance Measurement and Contracting in Government
PAD 607	Nonprofit Governance
PAD 612	Nonprofits and Public Policy
PAD 615	Strategic Planning and Management
PAD 659	Fiscal Management of Public Service Organizations

# HOMELAND SECURITY

## FACULTY ADVISORS

Victor Asal	F. David Sheppard
Rick Mathews	Jim Steiner
R. Karl Rethemeyer	

### **PAD 554 Political Violence and Terrorism (required)**

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

#### ***Theory and Practice***

PAD 545 Principles and Practices of Cyber Security  
PAD 546 Homeland Security Risk Analysis and Risk Management  
PAD 553 Topics in Homeland Security and Terrorism  
PAD 555 Disaster, Crisis, Emergency Management and Policy  
PAD 556 Homeland Security Intelligence  
PAD 558 Intelligence & US National Security Policymaking  
PAD 559 Homeland Security: Building Preparedness Capabilities  
PAD 569 Cyber Threats and Intelligence  
PAD 571 Military Forces in Support of Civil Authorities  
PAD 572 Disaster and Crisis Management in the Public, Private and Nonprofit Sectors  
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 Global Security  
POS/PAD/IINF 585 Information Technology and Homeland Security  
CRJ 648 Terrorism, Public Security  
CRJ 655/PAD 552 Crime, Criminal Justice, and Public Policy

#### ***Methods***

PAD 549 Cyber Security, Planning and Long Term Risk  
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 Applied Quantitative Methods  
PAD 724 Simulation for Policy Analysis and Design  
PAD 734 Seminar on Judgment and Decision Making  
PAD 777 Advanced Topics in Social Network Analysis

PLN 556      Geographic Information Systems  
PLN 557      Advanced GIS  
POS 517      Empirical Data Analysis

## **Concentration in PUBLIC ECONOMICS & FINANCE**

This concentration provides 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

Shawn Bushway  
Gang Chen  
Mark Mitchell

Elizabeth Searing  
Lucy Sorensen  
Jeffrey Straussman  
Stephen Weinberg

Courses in public economics and finance are grouped into two areas to help students form a cohesive plan of study with their advisor. Students may choose courses from both areas.

### *Financial Management.*

PAD 532 Performance Measurement and Contracting in Government  
PAD 631 Cost Management for Government and Nonprofit Organizations  
PAD 640 Nonprofit Financial Management  
PAD 641 Basic Governmental Accounting  
PAD 642 Public Budgeting  
PAD 647 Capital Markets, Risk and Governments

### *Public Economics.*

PAD 538 US Health Reform in the Age of Obama  
PAD 643 Economics of Government Programs  
PAD 645 Psychological Economics and Policy  
PAD 654 Economics of Health Policy: Your Money or Your Life  
APS 631/PAD 669 Economics of Education

### *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.

## Concentration in POLICY ANALYSIS & INFORMATION SYSTEMS

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

This concentration has three sub-concentrations. Students must choose one of these tracks to pursue.

### FACULTY ADVISORS

Shawn Bushway	Luis Luna-Reyes
Gang Chen	Erika Martin
Ik Jae Chung	Theresa Pardo
Ashley Fox	R. Karl Rethemeyer
Mila Gasco	Lucy Sorensen
J. Ramon Gil-Garcia	Stephen Weinberg

### ***Information Policy and Management***

**Students doing a sub-concentration (five, three or two courses) in Information Policy and Management are required to take PAD 550 and/or PAD 570.**

PAD 550	Foundations of Government Information Strategy and Management
PAD 570	International and Comparative Perspectives on Government Information Strategy and Management
PAD 655	Information and Public Policy
PAD 650	Enabling Innovation in the Public Sector*
PAD 652	Seminar in Government Information Strategy and Management*
PAD 524	Systems Thinking and Strategy Development
PAD 577	Information Technology, Globalization and Global Governance
PAD/INF 585	IT and Homeland Security
PAD 611	Decision Making in Government & Administration
PAD/ITM 624	Simulating Dynamic Systems
GOG 596	Geographic Information Systems
INF 528	Analysis, Visualization, and Prediction in Analytics
ITM 601	Business Systems Analysis and Design
ITM 604	Databases and Business Intelligence
ITM 611	Analysis and Design of Information-Decision Systems
ITM 691	Field Study in Information Technology Management

*\* All sub-concentrators must take either PAD 650 or PAD 652, in addition to PAD 550.*

### **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 538 US Health Reform in the Age of Obama  
PAD 604 Inequality and Public Policy  
PAD 624 Simulating Dynamic Systems  
PAD 637 Social and Organizational Networks  
PAD 643 Economics of Government Programs  
PAD 645 Psychological Economics and Policy  
PAD 653 Public Health Politics and Policy: Global and Domestic Perspectives  
PAD 654 Economics of Health Policy: Your Money or Your Life  
PAD 705 Applied Quantitative Methods  
PAD 725 Advanced Applied Quantitative Methods  
CRJ 505 MA Research Design  
CRJ 655/PAD 522 Crime, Criminal Justice, and Public Policy  
EAPS 670 Analysis for Educational Policy and Leadership  
ECO 520 Quantitative Methods I  
ECO 521 Quantitative Methods II  
HPM 635 Economic Evaluation in Health Care  
INF528 Analysis, Visualization, and Prediction in Analytics  
POS 513 Field Seminar in Public Policy  
POS 517 Empirical Data Analysis  
POS 618 Qualitative Methods  
POS 619 Spatial Analysis  
SOC 522 Intermediate Statistics for Sociologists  
SOC 535 Qualitative Research Techniques  
SOC 609 Multivariate Analysis  
SOC 622 Topics in Multivariate Analysis

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

### **Quantitative Methods**

- PAD 637 Social and Organizational Networks  
PAD 705 Applied Quantitative Methods  
PAD 725 Advanced Applied Quantitative Methods  
CRJ 505 MA Research Design  
CRJ 687 Statistical Techniques in Criminal Justice Research II  
CRJ 690 Statistical Techniques in Criminal Justice Research III  
ECO 519 Economic Surveys and Forecasting  
ECO 520 Quantitative Methods I  
ECO 521 Quantitative Methods II  
ECO 525 Time Series and Forecasting  
GOG 596 Geographic Information Systems  
GOG 697 Advanced GIS  
HPM 635 Economic Evaluation in Health Care  
POS 517 Empirical Data Analysis  
POS 619 Spatial Analysis  
SOC 522 Intermediate Statistics for Sociologists  
SOC 609 Multivariate Analysis  
SOC 626 Survey Design and Analysis  
SOC 633 Topics in Multivariate Analysis

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

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

This concentration is 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	Ellen Rubin
Jennifer Dodge	Edmund Stazyk
Ashley Fox	Patricia Strach
R. Karl Rethemeyer	

### *Policy Process and Institutions*

PAD 529	Law and Policy ( <b>required</b> )
PAD 538	US Health Reform in the Age of Obama
PAD 560	Public Communication
PAD/POS 604	Inequality and Public Policy
PAD 616	Nonprofits and Social Transformation
PAD 626	Evaluation of Public Sector Programs
PAD 643	Economics of Government Programs
PAD 645	Psychological Economics and Policy
PAD 653	Public Health Politics and Policy: Global and Domestic Perspectives
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
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.

## **Concentration in SUBSTANTIVE PUBLIC POLICY AREAS**

The Substantive Policy Area concentration provides 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. **Students must choose a particular sub-concentration.**

The policy sub-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 sub-concentration with two or more courses from the Policy Analytic Methods concentration or the Quantitative Methods concentration. In addition to the established concentrations, students may design their own field of study in close consultation with their academic advisor.

Note Well: this manual cannot offer a comprehensive, up-to-date list of every relevant course offered across the University. Students are encouraged to search the course listings in relevant departments for other graduate-level courses relevant to their plan of study. Academic advisors may approve additional courses for their sub-concentrations.

Substantive Policy sub-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 over-lapping 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.

David Andersen, Public Administration and Policy  
Victor Asal, Political Science  
Aaron Benavot, Educational Administration and Policy Studies  
Carl Bon Tempo, History  
Ray Bromley, Geography and Planning  
Gene Bunnell, Geography and Planning  
David Carpenter, Environmental Health Sciences  
José Cruz, Political Science  
Nancy Denton, Sociology  
Virginia Eubanks, Women's Studies  
Sally Friedman, Political Science  
Thomas Gais, Nelson A. Rockefeller Institute of Government  
Richard Hamm, History  
Rey Koslowski, Political Science  
Jason Lane, Educational Administration and Policy Studies  
Hamilton Lankford, Educational Administration and Policy Studies  
Catherine Lawrence, Social Welfare  
Catherine Lawson, Geography and Planning  
Eunju Lee, Social Welfare  
Daniel Levy, Educational Administration and Policy Studies  
David Lewis, Geography and Planning  
Frank Mauro, Public Administration and Policy  
Gerald Marschke, Economics  
Paul Miesing, Management

Loretta Pyles, Social Welfare  
 R. Karl Rethemeyer, Public Administration and Policy  
 Kathryn Schiller, Educational Administration and Policy Studies  
 Kendra Smith-Howard, History  
 Bonnie Steinbock, Philosophy  
 Patricia Strach, Political Science  
 Jeffrey Straussman, Public Administration and Policy  
 Gilbert Valverde, Educational Administration and Policy Studies  
 Sandra Vergari, Educational Administration and Policy Studies  
 Alan Wagner, Educational Administration and Policy Studies  
 Lynn Warner, Social Welfare  
 Robert Worden, Criminal Justice

**Crime & Justice Policy**

*Key faculty advisor:*

*Shawn Bushway*

*Robert Worden*

CRJ 655/PAD 552      Crime, Criminal Justice, and Public Policy  
 CRJ 636              Juvenile Justice  
 CRJ 642              Issues in Policing  
 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:*

*Stephen Holt*

*Hamilton Lankford*

*Daniel Levy*

*Lucy Sorensen*

*Alan Wagner*

*Gilbert Valverde*

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

## **Environmental Policy & Politics**

*Key faculty advisors:*

*Jennifer Dodge (Rockefeller College)*

*Brian Greenhill (Rockefeller College)*

*George Robinson (Biology)*

Students are encouraged to take 3 courses in the Environmental Policy & Politics and may add 2 courses in analytic methods (from below or from the Policy Analysis & Information Systems concentration).

PAD 665: Biodiversity & Conservation Policy–Policy Issues (cross listed BIO 530B)

PAD 699: Urban Innovation and Creative Problem Solving

PAD 529: Law and Policy

POS 534: Environmental Restoration

POS 513: Field Seminar in Public Policy

BIO 515A: Responsible Conduct and Skills in Research

BIO 515B: Responsible Conduct and Skills in Scientific Communication

BIO 530A: Biodiversity & Conservation Policy – Theoretical Issues

BIO 555: Plant Ecology

BIO 563: Integrative Principles of Evolutionary Biology

BIO 564: Integrative Principles of Ecology and Behavior

BIO 601: Topics in Ecology (e.g., wildlife management, conservation GIS)

BIO 621: Principles and Practices of Coastal Zone Management

BIO 630: Topics in Biodiversity, Conservation, and Policy

ATM 552: Climate Change

HIS 630: Research Seminar: Environmental History of New England and New York

GOG 504: Energy, Environment, and Climate Change

GOG 507: Biogeography

GOG 524: Landscape Ecology

PLN 530: Environmental Planning

PLN 532: Parks, Preservation, and Heritage Planning

PLN 535: Environmental Restoration & Brownfield Development (cross listed POS)

PLN 533: Urban Ecology

*Analytical courses:*

POS 540: Public Policy Analysis

BIO 518: Ecological modeling

BIO 519: Human Population Genetics

GOG 502 Statistical Methods for Geography

GOG 507 Biogeography

GOG 525 Remote Sensing Applications

GOG 529 Introduction to Remote Sensing

GOG 585 Digital Image Analysis

GOG 590 Advanced Cartography

GOG 596 Geographic Information Systems

## **Global Affairs**

*Key faculty advisors:*

*Victor Asal*

*Ray Bromley*

*Ik Jae Chung*

*Ashley Fox*

*Rey Koslowski*

*Brian Nussbaum*

*Jeffrey Straussman*

PAD 563	Planning for Jobs, Housing and Community Services in Third World Cities
PAD/POS 586	Health and Human Rights: An Interdisciplinary Approach
PAD 661	Comparative and International Public Management
PLN 510	Globalization and International Planning Practice
PAD 539	Global Non-profit Management
PAD 653	Public Health Politics and Policy: Global and Domestic Perspectives
POS 561	Nationalism and Nation-Building
POS 554	Political Violence, Insurgency, and Terrorism
POS 566	Ethnic Conflict
POS 571	International Political Economy
POS 575	Energy Policy, Domestic and International
POS 577	Information Technology, Globalization and Governance
POS 582	Global Security
POS 583	Global Governance
POS 584	American Foreign Policy Formulation and Implementation
EAPS 666	Comparative Education Policy
EAPS 766	Research Methods in Comparative Education Policy Studies
HPM 645	Global Health
SSW 786	Policy and Practice of International Development

## **Health Policy**

*Key faculty advisors:*

*Ashley Fox*

*Erika Martin*

*Stephen Weinberg*

### **Required: either PAD 653 or PAD 654**

PAD 538	US Health Reform in the Age of Obama
PAD 550	Foundations of Information Strategy and Management
PAD/POS 586	Health and Human Rights: An Interdisciplinary Approach
PAD 643	Economics of Government Programs
PAD 653	Public Health Politics and Policy: Global and Domestic Perspectives
PAD 654	Economics of Health Policy: Your Money or Your Life
HPM 500	Health Care Organization, Delivery and Financing
HPM 501	Health Policy, Analysis and Management**
HPM 525	Social and Behavioral Aspects of Public Health
HPM 627	Public Health Education: Targeting Social, Organizational, & Behavioral Factors to Promote Health*
HPM 511	Economic Analysis for Health Policy and Management
HPM 635	Economic Evaluation in Health Care

PAD 644	Health Care Finance
HPM 645	Global 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 525 required for registration*

\*\**With permission of instructor. Note that space may be limited*

### **Urban Planning and Policy**

*Key faculty advisors:*

*Ray Bromley*

*Gene Bunnell*

*David Lewis*

PAD 566	Urban Policy in the U.S.
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
POS 528	U.S. Housing Policy
PLN 501	Planning History and Philosophy
PLN 502	Urban and Metropolitan Structure and Functions
PLN 505	Comprehensive Planning Process
PLN 506	Planning Law
PLN 523	Urban Community Development
PLN 529	Planning for Jobs, Housing and Community Services in Third World Cities
PLN 532	Parks, Preservation and Heritage Planning
PLN 535	Environmental Restoration & Brownfields Redevelopment
PLN 544	Transportation Planning
PLN 545	Transportation Corridor Planning and Management
PLN 549	Bicycle and Pedestrian Transportation Planning
PLN 560	Local Economic Development Strategies and Techniques
PLN 573	Metropolitan Governance and Planning
PLN 574	Site Planning
PLN 575	Urban Design
PLN 602	Regional Theories and Techniques

### **Social Welfare Policy**

*Key faculty advisors:*

*Jennifer Dodge*

*Catherine Lawrence*

*Eunju Lee*

*Loretta Pyles*

*Lynn Warner*

PAD 604	Inequality and Public Policy
PAD 616	Nonprofits and Social Transformation
SSW 600	Social Welfare Policy and Services
SSW 784	Women and Social Policy
SSW 780	Child Welfare
SSW 786	Policy and Practice of International Development
SSW 785	Mental Health Policy
SOC 560	Families
SOC 665	Special Topics in Demography (see topics)

### **Women and Policy**

*Key faculty advisors:*

*Virginia Eubanks*

*Ashley Fox*

WSS 525Q	Feminist Thought and Public Policy
PAD 604	Inequality and Public Policy
PAD 675	Topics in Public Policy Advocacy
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

Note: Prof. Hongseok Lee is creating a new elective that will count in this area, but it does not yet have a name or a course number.

## 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

### 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, International Health and Human Rights** 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.

## **FORMS**

Tentative Degree Program Planning Sheet  
Completed Degree Program Sheet  
Permission to Waive a Core Course  
Course Transfer Form



ROCKEFELLER COLLEGE  
OF PUBLIC AFFAIRS & POLICY

UNIVERSITY AT ALBANY  
State University of New York

**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**

<b>Number</b>	<b>Title</b>	<b>Credits</b>	<b>Intended Semester of Enrollment</b>
<b>Core</b>			
PAD 500	Institutional Foundations	4	_____
PAD 501	Public and Nonprofit Fin. Mgmt.	4	_____
PAD 503	Principles of Public Economics	4	_____
PAD 504	Data, Models, & Decisions	4	_____
PAD 505	Statistics for Public Managers	4	_____
PAD 506	Foundations of Public Management	4	_____
PAD 507	Professional Applications I	2	_____
PAD 508	Professional Applications II	2	_____
PAD 509	Public Service Intern Seminar	1	_____

**Proposed Courses in Concentration 1** \_\_\_\_\_

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

**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



ROCKEFELLER COLLEGE  
OF PUBLIC AFFAIRS & POLICY

UNIVERSITY AT ALBANY  
State University of New York

Department of Public Administration and Policy

Completed Degree Program Sheet

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

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

Preferred Phone: \_\_\_\_\_ Student ID #: \_\_\_\_\_

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

A. Courses

Number	Title	Credits	Grade	Instructor
<b>Core</b>				
PAD 500	Institutional Foundations	4	_____	_____
PAD 501	Public and Nonprofit Fin. Mgmt.	4	_____	_____
PAD 503	Principles of Public Economics	4	_____	_____
PAD 504	Data, Models, & Decisions	4	_____	_____
PAD 505	Statistics for Public Managers	4	_____	_____
PAD 506	Foundations of Public Management	4	_____	_____
PAD 507	Professional Applications I	2	_____	_____
PAD 508	Professional Applications II	2	_____	_____
PAD 509	Public Service Intern Seminar	1	_____	_____

Proposed Courses in Concentration 1 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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





**ROCKEFELLER COLLEGE**  
**OF PUBLIC AFFAIRS & POLICY**  
 UNIVERSITY AT ALBANY  
 State University of New York

**COURSE TRANSFER FORM**

NAME: \_\_\_\_\_ EMAIL \_\_\_\_\_

DEGREE/PROGRAM: \_\_\_\_\_

CONCENTRATION: \_\_\_\_\_

Course to be transferred in: \_\_\_\_\_

Where taken and when: \_\_\_\_\_

Equivalent UAlbany course (if applicable): \_\_\_\_\_

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

\_\_\_\_\_  
 Student's Signature                      Date                      Advisor's Signature                      Date

\_\_\_\_\_  
 Signature of Professor teaching equivalent UAlbany course                      Date  
 (if applicable)

Action:             Approved                       Disapproved                       No Action

Reason:

\_\_\_\_\_  
 Signature of Department Chair                      Date