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).

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. 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 or in Milne 213B, or the Director of Student Affairs, Sheena Loughlin, at 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.

<table>
<thead>
<tr>
<th>Key MPA Concentrations and Sub-Concentrations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Management <em>(ranked 15th)</em></td>
</tr>
<tr>
<td>• State and Federal government management</td>
</tr>
<tr>
<td>• Local government management</td>
</tr>
<tr>
<td>• Organizational behavior &amp; theory</td>
</tr>
<tr>
<td>Nonprofit Management <em>(ranked 10th)</em></td>
</tr>
<tr>
<td>Information Technology and Management <em>(ranked 5th)</em></td>
</tr>
<tr>
<td>Financial Management &amp; Public Economics <em>(ranked 14th)</em></td>
</tr>
<tr>
<td>Homeland Security</td>
</tr>
<tr>
<td>Policy Analytical Methods <em>(ranked 34th)</em></td>
</tr>
<tr>
<td>Health Policy</td>
</tr>
</tbody>
</table>

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

**Academic Program**

CORE COURSES
- Expected Sequencing of Courses 15
- Expected Core Offerings by Semester 16
- How to Register for PAD 509 17
- How to Register for an Independent Study 17

CONCENTRATIONS
- Public Management 18
- Nonprofit Management and Leadership 19
- Homeland Security 22
- Public Economics & Finance 24
- Policy Analysis & Information Systems 26
- Politics, Policy & Institutions 27
- Substantive Public Policy Areas 29

COMBINED DEGREES, GRADUATE CERTIFICATES, AND DUAL DEGREES 30

**FORMS** 37
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. 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.

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: yourfirstinitialfollowedbystudentname@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 4th 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.

**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.
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.

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.

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.* (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](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 waives 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 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:

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

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

How to Register for PAD 509:

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

How to Register for an Independent Study:

The department has several course numbers designated to independent studies. First, you should contact the professor you wish to work with; 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 (required)
PAD 684  Urban Policy Analysis
PAD 641 Basic Governmental Accounting (required for five-course sub-concentration)
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

**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**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 618</td>
<td>Public Personnel Management (required)</td>
</tr>
<tr>
<td>PAD 600</td>
<td>Fundamentals of Administrative Law</td>
</tr>
<tr>
<td>PAD 610</td>
<td>Organizational Theory and Behavior</td>
</tr>
<tr>
<td>PAD 614</td>
<td>Managerial Leadership in the Public Sector</td>
</tr>
<tr>
<td>PAD 619</td>
<td>Issues in Public Management and Personnel: Motivation and Compensation</td>
</tr>
<tr>
<td>PAD 626</td>
<td>Evaluation of Public Sector Programs</td>
</tr>
<tr>
<td>PAD 651</td>
<td>Labor Relations in the Public Sector</td>
</tr>
<tr>
<td>PAD 671</td>
<td>Managing Public Sector Performance</td>
</tr>
<tr>
<td>MGT 514</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>PSY 751</td>
<td>Work Motivation</td>
</tr>
<tr>
<td>PSY 752</td>
<td>Personnel Psychology</td>
</tr>
<tr>
<td>PSY 757</td>
<td>Performance Appraisal and Management</td>
</tr>
<tr>
<td>SOC 642</td>
<td>Sociology of Work</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Nonprofit Management and Public Service Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 512   Fundraising and Development for Nonprofits</td>
</tr>
<tr>
<td>PAD 532   Performance Measurement and Contracting in Government</td>
</tr>
<tr>
<td>PAD 539   Global Non-profit Management</td>
</tr>
<tr>
<td>PAD 560   Public Communication</td>
</tr>
<tr>
<td>PAD 640   Financial Management for Nonprofits</td>
</tr>
<tr>
<td>PAD 659   Fiscal Management of Public Service Organizations</td>
</tr>
<tr>
<td>PAD 610   Organizational Theory and Behavior</td>
</tr>
<tr>
<td>PAD 615   Strategic Planning and Management</td>
</tr>
<tr>
<td>PAD 626   Evaluation of Public Sector Programs</td>
</tr>
<tr>
<td>PAD 631   Cost Management for Government and Nonprofit Organizations</td>
</tr>
<tr>
<td>PAD 633   Organizational Analysis and Development</td>
</tr>
<tr>
<td>PAD 645   Psychological Economics and Policy</td>
</tr>
<tr>
<td>PAD 675   Topics in Public Policy Advocacy</td>
</tr>
<tr>
<td>HPM 650   Strategy and Leadership Applications in Health Management</td>
</tr>
<tr>
<td>HPM 612   Applications in Health Policy and Evaluation</td>
</tr>
<tr>
<td>HPM 641   Organization and Management in Health Institutions</td>
</tr>
<tr>
<td>HPM 550   Financial Management of Healthcare Institutions</td>
</tr>
<tr>
<td>PAD 644   Health Care Finance</td>
</tr>
<tr>
<td>HPM 500   Health Care Organization, Delivery and Financing</td>
</tr>
<tr>
<td>HPM 501   Health Policy, Analysis and Management</td>
</tr>
<tr>
<td>PAD 612   Nonprofits and Public Policy</td>
</tr>
<tr>
<td>PAD 616   Nonprofits and Social Transformation</td>
</tr>
<tr>
<td>PAD 604   Inequality and Public Policy</td>
</tr>
<tr>
<td>PAD 626   Evaluation of Public Sector Programs</td>
</tr>
<tr>
<td>PAD 675   Topics in Public Policy Advocacy</td>
</tr>
<tr>
<td>PAD 685   Culture and Public Policy, Developing Creative Communities</td>
</tr>
<tr>
<td>PAD 528 (PLN 528) U.S. Housing Policy</td>
</tr>
<tr>
<td>PAD 561 (PLN 523) Urban Community Development</td>
</tr>
<tr>
<td>PAD 563 (PLN 529) Planning for Jobs, Housing and Services in Third World Cities</td>
</tr>
</tbody>
</table>
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
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLN 556</td>
<td>Geographic Information Systems</td>
</tr>
<tr>
<td>PLN 557</td>
<td>Advanced GIS</td>
</tr>
<tr>
<td>POS 517</td>
<td>Empirical Data Analysis</td>
</tr>
</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 540</td>
<td>Public Policy Analysis (required)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAD 626</td>
<td>Evaluation of Public Sector Programs (required)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Choose other electives from the following list:

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

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

**Quantitative Methods**

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

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

- 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
Department of Public Administration and Policy  
Tentative Degree Program Planning Sheet

Name: ___________________________ Degree Program: Master of Public Administration

Email Address: ___________________________  
Preferred Phone: ___________________________  
Student ID #: ___________________________

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

A. Courses

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

Proposed Courses in Concentration 1

________________________________________
________________________________________
________________________________________
________________________________________

Proposed Courses in Concentration 2

________________________________________
________________________________________
________________________________________

38
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:

_______________________________________________________________________  Date

_______________________________________________________________________  Date

_______________________________________________________________________  Date

_______________________________________________________________________  Date

Approved for the faculty by:

_______________________________________________________________________  Date

_______________________________________________________________________  Date
Department of Public Administration and Policy

Completed Degree Program Sheet

Name: ___________________________ Degree Program: Master of Public Administration

Email Address: ____________________________

Preferred Phone: ____________________________ Student ID #: ____________________________

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

A. Courses

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

Proposed Courses in Concentration 1

________________________________________

________________________________________

________________________________________

Proposed Courses in Concentration 2

________________________________________

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

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
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 (if applicable): _______________________________________

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

____________________________________________________________________________

____________________________________________________________________________

Student’s Signature  Date  Advisor’s Signature  Date

____________________________________________________________________________

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

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

Reason:

____________________________________________________________________________

Signature of Department Chair  Date