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 Graduate Student Services, Dyana Warnock, at dwarnock@albany.edu, (518) 442-5249 or in Milne 108.
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>
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<tr>
<td>Public Management <em>(ranked 13th)</em></td>
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<td>• State and Federal government management</td>
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<td>• Organizational behavior &amp; theory</td>
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<td>Nonprofit Management <em>(ranked 14th)</em></td>
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<td>Information Technology and Management <em>(ranked 4th)</em></td>
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<td>Homeland Security <em>(ranked 12th)</em></td>
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<td>Health Policy</td>
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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.
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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. Setting up your MyUAlbany account: Go to http://www.albany.edu/myualbany, and click on UAlbany Password Set/Reset. The university will send you a PIN number. Using this and your student ID number, you will follow the instructions on the site to set up your account. If you have not received your PIN, you can get it from the ITS Help Desk at 518-442-3700.

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. 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 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 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, or to take a course which would be immediately helpful for the student’s internship plans.

Students enrolled in the combined BA/MPA program typically 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 should be taken before or concurrently with PAD 501, unless a student already has substantial experience with Excel.

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 Graduate School 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 University 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 Graduate School.
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 students 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 or a TDPP can be requested by emailing rockgradservices@albany.edu.

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. The student and the advisor should complete it 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 Graduate School 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 or a CDP can be requested by emailing rockgradservices@albany.edu.
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 (request the “507/508 course waiver instructions by emailing rockgradservices@albany.edu). 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 through a program-relevant elective.

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 or you can email rockgradservices@albany.edu for a copy of the form.

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.

PAD 500: Susan Appe or Stephen Holt or Ellen Rubin
PAD 501: Gang Chen
PAD 503: Lucy Sorensen or Stephen Weinberg
PAD 504: Luis Luna-Reyes or Erika Martin
PAD 505: Gang Chen or Ashley Fox
PAD 506: Mitch Abolafia, Jeff Straussman, or Edmund Stazyk
PAD 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. In semesters where a course has two sections, one of the sections is always in the evening and the other one is usually online. 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>
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<td>PAD 505</td>
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<td>PAD 506</td>
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<td>PAD 507</td>
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<tr>
<td>PAD 508</td>
<td>one section</td>
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</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 Information and Technology 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
Jennifer Dodge
Mila Gasco
J. Ramon Gil-Garcia
Stephen Holt
Hongseok Lee
Luis Luna-Reyes
Theresa Pardo
R. Karl Rethemeyer
Ellen Rubin

Local Government Management
Students are required to take either PAD 683 or PAD 684, and are very strong encouraged to do both if practical. Students are strongly encouraged to take PAD 641.

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>PAD 683</td>
<td>Program Seminar on Managing Local Government (either 683 or 684 is required)</td>
</tr>
<tr>
<td>PAD 684</td>
<td>Local Government Administration and Finance (either 683 or 684 is required)</td>
</tr>
<tr>
<td>PAD 641</td>
<td>Basic Governmental Accounting (very strongly recommended)</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
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<tr>
<td>PAD 541</td>
<td>Managing Diversity in Organizations</td>
</tr>
<tr>
<td>PAD 561</td>
<td>Urban Community Development</td>
</tr>
<tr>
<td>PAD 574</td>
<td>Urban Innovation and Creative Problem Solving (offered irregularly)</td>
</tr>
<tr>
<td>PAD 610</td>
<td>Organizational Theory and Behavior</td>
</tr>
<tr>
<td>PAD 618</td>
<td>Public Personnel Administration</td>
</tr>
<tr>
<td>PAD 648</td>
<td>Economics of Government Revenue</td>
</tr>
<tr>
<td>PAD 651</td>
<td>Labor Relations in the Public Sector (offered irregularly)</td>
</tr>
<tr>
<td>PLN 523</td>
<td>Urban Community Development</td>
</tr>
<tr>
<td>PLN 535/PAD 534</td>
<td>Environmental Restoration and Brownfields Redevelopment</td>
</tr>
<tr>
<td>PLN 556</td>
<td>Geographic Information Systems</td>
</tr>
<tr>
<td>PLN 560</td>
<td>Local Economic Development Strategies and Techniques</td>
</tr>
</tbody>
</table>

**Information Strategy and Management**
See the separate concentration in Information Strategy and Management.

**Organizational Behavior and Theory**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>PAD 610</td>
<td>Organizational Theory and Behavior</td>
</tr>
<tr>
<td>PAD 541</td>
<td>Managing Diversity in Organizations (offered irregularly)</td>
</tr>
<tr>
<td>PAD 614</td>
<td>Managerial Leadership in the Public Sector (offered irregularly)</td>
</tr>
<tr>
<td>PAD 615</td>
<td>Strategic Planning and Management (offered irregularly)</td>
</tr>
<tr>
<td>PAD 624</td>
<td>Simulating Dynamic Systems</td>
</tr>
<tr>
<td>PAD 636</td>
<td>Advanced Qualitative Analysis (formerly titled Cultural Analysis of Organizations)</td>
</tr>
<tr>
<td>PAD 637</td>
<td>Social and Organizational Networks (offered irregularly)</td>
</tr>
<tr>
<td>PAD 661</td>
<td>Comparative and International Public Management</td>
</tr>
<tr>
<td>MGT 650</td>
<td>Leadership and Managerial Skills*</td>
</tr>
<tr>
<td>MGT 661</td>
<td>Change Management*</td>
</tr>
</tbody>
</table>

*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>
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</thead>
<tbody>
<tr>
<td>PAD 618</td>
<td>Public Personnel Management (required)</td>
</tr>
<tr>
<td>PAD 541</td>
<td>Managing Diversity in Organizations</td>
</tr>
<tr>
<td>PAD 610</td>
<td>Organizational Theory and Behavior</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 (offered irregularly)</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.

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 (offered irregularly)
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 (offered irregularly)
PAD 626 Evaluation of Public Sector Programs
PAD 645 Psychological Economics and Policy
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
HPM 500 Health Care Organization, Delivery and Financing
HPM 501 Health Policy, Analysis and Management

Civil Society and Social Change

PAD 527 Philanthropy and Civil Society
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 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 (offered irregularly)
PAD 607 Nonprofit Governance (offered irregularly)
PAD 612 Nonprofits and Public Policy (offered irregularly)
PAD 659 Fiscal Management of Public Service Organizations
HOMELAND SECURITY

FACULTY ADVISORS

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

Required: one of
PAD 545 Principles and Practices of Cyber Security
PAD 554 Political Violence and Terrorism
PAD 555 Disaster, Crisis, Emergency Management and Policy

PAD
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 554 Political Violence 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
POS 550 Field Seminar in Comparative Political Systems
POS 567 Contentious Politics: Theory and Research
POS 570 Field Seminar in International Political Systems
POS 582 Global 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 615 Strategic Planning and Management (offered irregularly)
PAD 624 Simulating Dynamic Systems
PAD 636 Advanced Qualitative Analysis (formerly titled 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  Elizabeth Searing
Gang Chen         Lucy Sorensen
Mark Mitchell     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 (offered irregularly)
PAD 640  Nonprofit Financial Management
PAD 641  Basic Governmental Accounting
PAD 642  Public Budgeting
PAD 659  Managing Public Service Organization Finances

Public Economics.
PAD 538  US Health Policy at the Crossroads
PAD 643  Economics of Government Programs
PAD 645  Psychological Economics and Policy
PAD 648  Economics of Government Revenue
PAD 654  Economics of Health Policy: Your Money or Your Life (offered irregularly)
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
INFORMATION TECHNOLOGY MANAGEMENT

Our Information Technology Management concentration addresses public policy and management innovations that are the consequence of rapidly changing information and communication technologies (ICTs) and dramatic changes in the nature, amount, and availability of information in government and society. This concentration prepares students for decision-making roles related to the creation, management and use of information and information technologies as essential tools for problem solving and public management within single organizations and across multiple organizations, sectors, and levels of government. Drawing from public administration and other fields, students learn how policies, organizational factors, information content, and information and communication technologies influence decisions and performance.

FACULTY ADVISORS

Mila Gasco
J. Ramon Gil-Garcia
Luis Luna-Reyes
Theresa Pardo

Students wishing to do a 5-course concentration should consult with their academic advisor to design a customized concentration, or they may choose two 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. Students often find it productive to combine courses in the Information Technology Management area with selections from the Financial Management, Policy Analysis, Local Government, or Nonprofit Management concentrations.

Concentration Required Courses

Students must take PAD 550; the faculty advisor may approve taking PAD 570 instead.

PAD 550 Strategic Management of Information Technology (required unless your advisor approves substituting PAD 570)

Students doing a concentration (five, three or two courses) in Information Strategy and Management are required to take PAD 550 as well as the corresponding additional sub-concentration courses. PAD570 could be taken to fulfill this requirement with the approval of the faculty advisor.

Information Strategy and Management

PAD 570 Comparative Digital Government
PAD 574 Urban Innovation and Creative Problem Solving
PAD 650 Enabling Innovation in the Public Sector
PAD 652 Leading Organizational Transformation in the Digital World
PAD 672 Information Technology and Change Management in the Public Sector
Data Analytics and Modeling
PAD 624 Simulating Dynamic Systems
PAD 637 Social and Organizational Networks (offered irregularly)
INF 507 Modern Issues in Databases
ITM572: Self-study course in Python and Analytics
ITM 604 Databases and Business Intelligence
ITM 603 Business Analytics and Data Mining
GOG 596 Geographic Information Systems
PLN 556 Geographic Information Systems
PLN 557 Advanced GIS

Information Policy
PAD 655 Information and Public Policy
PAD 576 The Justice System in the 21st century: Management, Innovation, and Emergent Technologies
POS 543 Science, Technology and Public Policy
COM 625 Mass Media Effects in Political Communication

Cybersecurity
PAD 545 Principles and Practices of Cyber Security
PAD 569 Cyber Threats and Intelligence
PAD 549 Cyber Security, Planning and Long Term Risk
PAD/INF 585 IT and Homeland Security
Concentration in
PUBLIC POLICY

For students interested in public policy we have two main concentrations and a set of substantive concentrations in specific policy areas (e.g., health policy; education policy; criminal justice policy; women and public policy, global affairs, etc) that students might choose to design with the assistance of their advisors. For students interested in more applied quantitative or qualitative skills in conducting policy analysis, we recommend the Policy Analytic Methods concentration. For students with an interest in the policy process and politics (i.e., drafting legislation, political advocacy/strategy, lobbying, etc), we recommend the Policy Process, Politics and Institutions concentration.

FACULTY ADVISORS

<table>
<thead>
<tr>
<th>Shawn Bushway</th>
<th>Luis Lunas-Reyes</th>
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<tr>
<td>Gang Chen</td>
<td>Erika Martin</td>
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<tr>
<td>Jennifer Dodge</td>
<td>R. Karl Rethemeyer</td>
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<tr>
<td>Ashley Fox</td>
<td>Lucy Sorensen</td>
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<tr>
<td>Ramon Gil-Garcia</td>
<td>Patricia Strach</td>
</tr>
<tr>
<td>Stephen Holt</td>
<td>Stephen Weinberg</td>
</tr>
</tbody>
</table>

Policy Analytic Methods Concentration
This concentration provides students with basic skills in analyzing public policy questions. Courses deal with research and evaluation techniques and their applications to public sector problems. Topics covered by these courses include quantitative and qualitative research methods, statistics, decision methods, systems analysis, economic analysis, and program evaluation. In addition, students specializing in this area may design course sequences in specialized policy areas such as health, environment and energy, criminal justice, or education.

(Note: Some course have prerequisites so read descriptions carefully when planning your schedules with your advisers. Contact the instructors for permission to enroll in 700-level courses, which are intended for PhD students but open to MPA students with permission.)

Must take:
PAD 626 Evaluation of Public Sector Programs

In addition, must take at least one of the following:
PAD 643 Economics of Government Programs
PAD 540 Policy Analysis (offered irregularly)
PAD 705 Applied Quantitative Methods
PAD 636 Advanced Qualitative Methods
Students doing three or more courses in this concentration may choose additional electives from the list above, the following list, or from other departments in consultation with their advisers:

PAD 522 Politics and Policy
PAD 529 Law and Policy
PAD 538 US Health Reform at the Crossroads
PAD 604 Inequality and Public Policy
PAD 624 Simulating Dynamic Systems
PAD 637 Social and Organizational Networks
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 (offered irregularly)
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
EAPS 670 Analysis for Educational Policy and Leadership
INF528 Analysis, Visualization, and Prediction in Analytics
POS 619 Spatial Analysis
SOC 622 Topics in Multivariate Analysis
SOC 626 Survey Design and Analysis
GOG 596 Geographic Information Systems
GOG 697 Advanced GIS
HPM 635 Economic Evaluation in Health Care
HPM 501 Introduction to Health Policy Analysis
ASOC 708 Text as Data

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

Policy Process, Politics and 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. This concentration provides opportunities for a student to focus on specific policy sectors, particular institutional settings, and both domestic and international settings.

Must take one of the following:

PAD 522 Politics and Policy
PAD 529 Law and Policy

Choose other electives from the following list or from other departments in consultation with your advisers:

PAD 538 US Health Reform at the Crossroads
PAD 560 Public Communication (offered irregularly)
PAD/POS 604 Inequality and Public Policy
PAD 575 Energy Policy, Domestic and International
In the field of public policy, it is often useful to develop in-depth expertise in a particular policy area, which often has its own set of jargon and issue characteristics. The Substantive Policy Concentrations are therefore designed for students interested in gaining in-depth knowledge of a particular policy area including, but not limited to, health policy, education policy, environmental & energy policy, criminal justice policy, women and public policy, urban planning, global affairs and social welfare policy. A self-designed substantive concentration in another substantive policy area not listed here can also be determined with the support of an advisor.

Two-, three- or, in rare cases, five-course concentrations can be designed in these specific areas with the input of students’ advisors. A list of courses in PAD, POS, and other departments that are regularly offered in these concentration areas are listed below. We are not always able to keep track of courses in other departments, so students are encouraged to consult with their faculty advisors to select appropriate courses from across the university that will be suitable to build a concentration.

We strongly recommend that students pair a Substantive Policy Concentration with either the Policy Analytic Methods Concentration or Policy Process, Politics and Institutions Concentration. A Substantive Policy Concentration can also be paired with any of the other concentrations in the manual.
Environmental Policy & Politics

Key faculty advisors:
Jennifer Dodge (PAD)
Brian Greenhill (POS)
George Robinson (BIO)

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 534  Environmental Restoration
PAD 575  Energy Policy, Domestic and International
PAD/POS 666  Global Environment: Politics and Policy (crosslisted as RINT 513)
PAD 699  Environmental Policy & Politics
PAD 574  Urban Innovation and Creative Problem Solving
PAD 665  Biodiversity & Conservation Policy–Policy Issues (cross listed BIO 530B)
PAD 529  Law and Policy
PAD 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:
PAD 626  Evaluation of Public Programs
PAD 540  Public Policy Analysis (offered irregularly)
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  Spatial Statistics
GOG 585  Remote Sensing II
GOG 590  Advanced Cartography
GOG 596  Geographic Information Systems
* To round out their focus on environmental policy & politics, students are encouraged to talk with their advisor to select relevant general public policy courses or policy analytical courses at Rockefeller College or in other departments at the University, particularly biology, planning, and geography. There is also an option to select environmental courses at Albany Law.

Global Affairs
Key faculty advisors:
Ashley Fox (PAD)
Jeffrey Straussman (PAD)
Victor Asal (POS)
Ray Bromley (PLN)
Rey Koslowski (POS)
Brian Nussbaum (CEHC)

PAD 661  Comparative and International Public Management
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 571  International Political Economy
POS 575  Energy Policy, Domestic and International
POS 582  Global Security
POS 583  Global Governance
POS 584  American Foreign Policy Formulation and Implementation
RINT 501  Global Governance
RINT 502  Economics for Global Affairs
RINT 505  Global Security
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
*See other relevant courses in Political Science, in International Affairs, and across the university

Health Policy
Key faculty advisors:
Ashley Fox (PAD)
Erika Martin (PAD)
Stephen Weinberg (PAD)

Required: either PAD 653 or PAD 654

PAD 654  Economics of Health Policy: Your Money or Your Life (offered irregularly)
PAD 653  Public Health Politics and Policy: Global and Domestic Perspectives
PAD 538  US Health Reform at the Crossroads
HPM 500  Health Care Organization, Delivery and Financing*
HPM 501  Health Policy, Analysis and Management
HPM 525  Social and Behavioral Aspects of PH (Core MPH class)
HPM 528  Managing LTC Services
HPM 530  Introduction to Maternal & Child Health
HPM 531  Childhood Obesity from a PH Prospective
HPM 533  Adolescent Health
HPM 535  Community Based Public Health
HPM 561  Health Communication
HPM 569  Health Literacy
HPM 580  Health Information Technology
HPM 611  Addiction and Public Health
HPM 620  Health Disparities & Vulnerable Populations
HPM 625  Intro to Public Health in Aging
HPM 627  Program Development in Health Promotion
HPM 635  Economic Evaluation
HPM 642  Public Health Law (typically online)
HPM 669  Introduction to Health Analytics
HHPM 645  Introduction to Global Health
HPM 655  Global Health Economics
HPM 656  Comparative Health Systems
SSW 781/HPM 660  Poverty, Health and Health Policy
SOC 665  Special Topics in Demography (see topics)
See additional relevant courses in the School of Public Health and across the university

* Core or required MPH class. Note that space may be limited and permission from instructor may be required.

**Urban Planning and Policy**

*Key faculty advisors:*
Timothy Weaver (POS)
Ray Bromley (PLN)
Gene Bunnell
David Lewis

PAD 566  Urban Policy in the U.S.
PAD 605  Politics of Migration and Membership
PAD 683  Program Seminar in Managing Local Government
PAD 684  Local Government Administration and Finance
PAD 566  Urban Policy and Politics (RPOS 540/APLN 540)
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

32
PLN 574  Site Planning
PLN 575  Urban Design
PLN 602  Regional Theories and Techniques
*See other relevant courses in the Urban Planning Department and across the university

**Social Welfare Policy**

Key faculty advisors:
Jennifer Dodge (PAD)
Ashley Fox (PAD)
Catherine Lawrence (SSW)
Eunju Lee (SSW)
Loretta Pyles (SSW)
Lynn Warner (SSW)

PAD 604  Inequality and Public Policy
PAD 616  Nonprofits and Social Transformation
PAD 648  Economics of Government Revenue
PAD 653  Public Health Politics and Policy: Global and Domestic Perspectives
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
SSW 705  Inequality and Health
SSW 705  Substance Abuse Policies and Services
SSW 740  Social Gerontology: Policies, Programs and Services
SSW 781  Poverty, Health and Health Policy
SOC 560  Families
SOC 665  Special Topics in Demography (see topics)
*See other relevant courses in the School of Social Welfare and across the university

**Women and Policy**

Key faculty advisors:
Ashley Fox (PAD)
Jennifer Dodge (PAD)
Virginia Eubanks (POS)
Patricia Strach (POS)

PAD 604  Inequality and Public Policy
PAD 675  Topics in Public Policy Advocacy
PAD 541  Managing Diversity in Organizations
POS 509  Citizen Participation & Public Policy
WSS 525Q  Feminist Thought and Public Policy
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
SSW 784 Women and Social Policy
CRJ 649 Gender, Administration & Policy
*See other relevant courses in the Women’s Studies Department and across the university

**Education Policy**
Key faculty advisors:
Lucy Sorensen (PAD)
Stephen Holt (PAD)
Hamilton Lankford
Daniel Levy
Alan Wagner
Gilbert Valverde

PAD 643 Economics of Government Programs
EAPS 631/PAD 669 Economics of Education II
EAPS 604 Macro-sociology of Education and Administration
EAPS 608 Politics of Education
EAPS 658 Politics of Higher Education
EAPS 666 Comparative Education Policy
EAPS 674 Educational Administration and Federal and State Government
EAPS 750 Higher Education Finance
EAPS 751 Higher Education and the Law
*See other relevant courses in the Department of Education Policy & Leadership and across the university

**Crime & Justice Policy**
Key faculty advisor:
Shawn Bushway (PAD)
Robert Worden (CRJ)

CRJ 636 Juvenile Justice
CRJ 642 Issues in Policing
CRJ 647 Innovations in Policing
CRJ 667 Prison Reform
SOC 601 Social Deviance
*See other relevant courses in the School of Criminal Justice and across the university

**Information Policy**
Key faculty advisors:
J. Ramon Gil-Garcia
Mila Gascó-Hernández
Luis F. Luna-Reyes
Theresa A. Pardo
R. Karl Rethemeyer
Eliot Rich

PAD 655 Information and Public Policy
PAD 576   The Justice System in the 21st century: Management, Innovation, and Emergent Technologies
POS 543   Science, Technology and Public Policy
PAD/POS 577   IT, Globalization, and Global Governance
PAD/INF528   IT and Homeland Security
COM 625   Mass Media Effects in Political Communication
*See relevant courses Informatics and across the university
Concentration in
POLITICS, POLICY, & INSTITUTIONS

See Concentrations in Public Policy.

Concentration in
SUBSTANTIVE PUBLIC POLICY AREAS

See Concentrations in Public Policy.
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, 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
Complete this planning document with your advisor before you have accumulated 28 credits toward the MPA degree.

### A. Courses

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

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**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:

_____________________________________________________________________

_____________________________________________________________________

Required Signatures:

_____________________________________________________________________

_____________________________________________________________________

_____________________________________________________________________

Approved for the faculty by:

_____________________________________________________________________

_____________________________________________________________________
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

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<th>Number</th>
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<th>Grade</th>
<th>Instructor</th>
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Proposed Courses in Concentration 1

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Proposed Courses in Concentration 2

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__________________________
__________________________
__________________________
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41
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:

_________________________________________ Date

Student

_________________________________________ Date

Director of Internships & Career Services

_________________________________________ Date

Faculty Advisor

Approved for the faculty by:

_________________________________________ Date

Chair
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
### MPA COURSE TRANSFER FORM

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<tr>
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<td>EMAIL __________________</td>
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<tr>
<td>DEGREE/PROGRAM: __________________</td>
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</tbody>
</table>

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

Program Director* __________________ Date __________________

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

Reason:

________________________ Date
Signature of Department Chair __________________

*The program director will determine whether other faculty need to be consulted, and may request that you speak to them or provide additional materials.