

SYRACUSE UNIVERSITY



MAXWELL SCHOOL

OF CITIZENSHIP AND PUBLIC AFFAIRS

**MASTER OF PUBLIC ADMINISTRATION
AND
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION**

**MASTER'S HANDBOOK
AND
COURSE GUIDE
2010-2011**

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SYRACUSE UNIVERSITY



MAXWELL SCHOOL

OF CITIZENSHIP AND PUBLIC AFFAIRS

PREFACE

On behalf of the Department of Public Administration, I welcome you to the Maxwell School. This *Master's Handbook and Course Guide*, describes program requirements, specialized programs-of-study, and public administration course offerings, plus it should provide answers to most of your questions about graduate work at Maxwell. Our faculty and staff are eager to assist you during your stay on all matters, including answering any questions not covered in this *Handbook*. Please feel free to talk with us as you plan your academic schedule and begin your studies.

The Maxwell School was the first school to provide graduate education in public administration in the United States. Graduates of our public administration programs serve at all levels of government in the United States and around the world. Many also hold responsible positions in the private and nonprofit sectors. The school, with its multidisciplinary faculty, diverse student body, and excellent facilities, offers the perfect environment for graduate education in public affairs. At Maxwell you will work with the highest quality faculty and staff and learn in a supportive environment that will prepare you well for the challenges of the twenty-first century.

Again, welcome to the Maxwell School and the Department of Public Administration. All best wishes for success in your graduate studies!

Stuart I. Bretschneider
Associate Dean and Chair

(Another University publication, which may be useful during your program, is the Graduate Course Catalog: 2010-2011, a listing of the entire graduate programs and courses offered at Syracuse, as well as University academic rules and regulations. These are available on line.)

SYRACUSE UNIVERSITY / DEPARTMENT OF PUBLIC ADMINISTRATION CALENDAR

SUMMER 2010

PA Colloquium..... July 6 – July 9
PA and Democracy July 12 – July 30
Public BudgetingAugust 2 - August 20

Fall 2010

First day of classes August 30
Labor Day (no classes, University closed) September 6
Eid Ul-Fitr (no classes)..... September 10
Yom Kipper (no classes) September 18
Thanksgiving Break November 24 – November 28
Last day of classes December 10
Reading days December 11, 12, 14 (am) and 16 (am)
Final exams..... December 13, 14 (p.m.), 15, 16 (pm) & 17

WINTER INTERCESSION 2011

Classes (tentative, dates may vary) January 3-14

Spring 2011

Martin Luther King Day (no classes, University closed).....January 17
First day of classesJanuary 18
Spring Vacation March 13-20
Good Friday (no classes)April 22
SU Showcase Day (no classes)April 26
Last day of classes May 3
Reading daysMay 4, 7 & 8
Final exams.....May 5, 6, 9, 10 & 11
University Commencement Weekend.....May 14 & 15

SUMMER 2011

MPA WORKSHOP MAY 16 - JUNE 11
Executive LeadershipJune 13 – June 30
PA Convocation July 1

**see Syracuse University Time Schedule of Classes for registration procedures, instructions, and times*



MASTER OF PUBLIC ADMINISTRATION (MPA)

In a society facing increasingly complex problems, there is a great need for innovative, highly skilled public managers and policy analysts. Educating men and women to fulfill those roles through careers in the public service is the primary purpose of the Maxwell School's Master of Public Administration (MPA) and Executive Master of Public Administration (EMPA) programs.

Inaugurated in 1924, the Master of Public Administration (MPA) program is the oldest one of its kind in the United States. From the very beginning, the program and its faculty members have greatly influenced public administration's growth and development. Today, more than 8,500 Maxwell School alumni world-wide work in federal, state, and local governments, nonprofit agencies and foundations, private firms, and on university faculties.

Recognized as the professional degree in the field of public service, the MPA is designed principally, but not exclusively, for those who plan to pursue careers in the public and not-for-profit sectors within the US and abroad. The Maxwell School's MPA program prepares individuals for careers as managers and policy analysts in government agencies and organizations closely associated with the public sector. The curriculum is designed to ensure that all graduates:

1. gain experience in applying qualitative and quantitative methods to public policy issues;
2. achieve substantial competency in organization design and analysis, and in management and administration techniques; and
3. understand the political, economic and social context of public administration.

MPA DEGREE REQUIREMENTS

The Master of Public Administration degree requires 40 credits in approved graduate courses, with a cumulative grade point average of at least 3.0. At least 34 of the credits must be department courses (with a PPA prefix), and 25 of the 40 credits must satisfy core requirements. The remaining 15 credits are satisfied by additional advanced and specialized course work.

CORE REQUIREMENTS (25 CREDITS)

- PPA 600 Public Affairs Colloquium
- PPA 709 Public Organizations & Management
- PPA 721 Introduction to Statistics
- PPA 722 Quantitative Analysis
- PPA 723 Managerial Economics for Public Administrators
- PPA 734 Public Budgeting
- PPA 755 Public Administration and Democracy
- PPA 752 MPA Workshop
- PPA 753 Executive Leadership Seminar

SPECIALIZED COURSE WORK (15 CREDITS)

- Blended Program of Study
- Environmental Policy & Administration
- International & Development Administration
- International & National Security Policy
- Public & Nonprofit Management
- State & Local Government Financial Analysis & Mgmt
- Social Policy (Social Welfare, Health & Education)
- Technology & Information Management

TIME REQUIRED TO COMPLETE THE MPA PROGRAM

While most students will complete their MPA requirements in 12 months, some full time students may choose to study for longer. The length of time depends on the credit hour per semester load that a student chooses to carry. The MPA program is designed to be completed in 12 months of full time study with required course work in both summer terms. Students are cautioned that the Department of Public Administration's summer session (May/June and July/August) course offerings are confined to MPA core course requirements.

TYPICAL 12 MONTH MPA SCHEDULE

SUMMER I – July / August (7 credits)

PPA 600 Public Affairs Colloquium
PPA 755 Public Administration & Democracy
PPA 734 Public Budgeting

FALL (12 – 15 credits)

PPA 721 Introduction to Statistics
PPA 723 Managerial Economics for Public Administrators
PPA 709 Public Organizations & Management (*fall or spring*)
1-2 additional courses (*combination of core and specialized*)

SPRING (12 – 15 credits)

PPA 722 Quantitative Analysis
PPA 709 Public Organizations & Management (fall or spring)
2-3 additional courses (*combination of core and specialized – including any courses taken during the winter intercession*)

SUMMER II – May / June (6 credits)

PPA 752 MPA Workshop
PPA 753 Executive Leadership Seminar

NORMAL COURSE LOADS

The Department of Public Administration does not specify a minimum credit hour load that must be taken during any term. There are normal course loads for all full-time students. They are the same for those students with and without Graduate Assistantship appointments. Normal course loads are as noted above (6 or 7 credits over the summer terms and 12-15 credits over the fall and spring terms). The university requires that a student registered for a minimum of 9 credits over the fall or spring terms and 6 credits over the summer term to be considered full time.

MPA CORE REQUIREMENTS

In the process of meeting the general 40-credit requirement for the MPA degree, all candidates are expected to fulfill ALL core requirements by either completing the designated core courses or by passing a waiver examination (offered for economics and statistics only). Core requirements cover the following fundamental areas of Public Administration:

- Citizenship & Public Affairs
- Public & Nonprofit Organizations
- Quantitative Policy Analysis
- Applied Public Management Principles
- Leadership
- Applied Economics for Decision Making
- Policy Formulation & Programmatic Design

WAIVER EXAM FOR ECONOMICS OR STATISTICS CORE COURSES

Students who completed appropriate course work at a high level of performance prior to entering the MPA program are strongly encouraged to take a waiver examination for the economics and/or introductory statistics core courses. Prior work should be comparable in breadth and depth to the PPA 723 *Managerial Economics for Public Administrators* and PPA 721 *Introductory to Statistics*. Course syllabi are available from the Department of Public Administration for the student to review to see if this is a viable option.

Waiver exams are offered just prior to the start of the fall and spring semester. Students may only attempt the exam once. Exams are not credit bearing. Students who successfully waive core requirements are not relieved of any portion of the total credit hour requirement for their degree. Waiver of a core course allows the student to take an additional approved elective – either within the PA department (PPA prefix) or from the other offerings at Maxwell or Syracuse University.

WAIVER EXAMINATION DATES

Statistics	August 26, 2010
Economics	August 27, 2010

Alternative summer dates and a January test date for either exam can be arranged as needed. All exams are graded the first week of the semester, regardless when the test was completed.



EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (EMPA)

The Maxwell School's Department of Public Administration and Executive Education program offer a 30-credit Executive Masters of Public Administration (EMPA) degree. The Department of Public Administration established this program in 1964 as the first professional public administration graduate degree in America designed for mid-career executives. The purpose of the degree is to build organizational and policy leadership skills and knowledge. EMPA students are upper and middle level executives representing public, private, and non-profit sectors (including NGOs) who require updated information and skills, anticipate promotion to a leadership position, or plan to transition to the public or non-profit sectors. Current students are drawn from international government ministries and NGOs, federal, regional, state and local domestic agencies, and a variety of non-profit and private organizations. Applicants are required to have a minimum of 7 years of managerial/leadership experience in the public or related private sector to be considered for the executive program. The program is geared to the public executive's pressing needs in both length and flexibility. Maxwell's Executive Education Program administers the degree program on behalf of the Department.

EMPA DEGREE REQUIREMENTS

The 10-course EMPA degree encourages students to design a personalized program of study in support of professional or organizational goals. Of the 10 courses, three are required: the Executive Education Seminar in managerial leadership (PPA 895); Fundamentals of Policy Analysis (PPA 897) and a capstone Master's Project completed by a team of students (PPA 996). The remaining seven courses are electives, four of which may be taken in departments of the Maxwell School beyond Public Administration. As part of a customized program of study, a student may choose to work with a faculty member on an independent study, typically limited to 3 credits. Up to 6 credits of graduate course work from an *accredited* university may be transferred with the approval of the Maxwell School. Transfer courses should be logical components of an EMPA and must have been completed within seven years of the EMPA graduation date with a grade of 3.0 or better.

EXECUTIVE EDUCATION SEMINAR (PPA 895)

Each EMPA student is required to complete one 3-credit seminar in public administration (PPA 895: *Managerial Leadership in the Public Sector*). The seminar is carefully designed for the executive learner both in content and format. Relying on interactive teaching, case method, group exercises, and application papers, the seminars deal with strategic issues of concern to public leaders.

THE MASTER'S PROJECT COURSE (PPA 996)

Completion of the 3-credit Master's Project Course (PPA 996) meets the University's comprehensive requirement for a master's program. Highly diverse student project teams are organized around a public policy issue. Projects typically are expected to provide an internationally comparative perspective while developing a policy recommendation. The course is an opportunity for students to apply knowledge acquired through study to a policy and organizational issue of professional relevance. While the project deliverable focuses on a public policy issue, the course also emphasizes issues of team management within highly diverse work force settings. Sessions on project management and group dynamics support the teams as they work over the semester with faculty advisors to complete their project. A final oral presentation is presented to a panel of faculty and a written report is presented to faculty advisor.

EMPA COURSE PLANNING

EMPA students work with an academic advisor to design a program of course work that meets their specific professional needs. In doing so, most students will design a program that allows them to complete an array of courses in various aspects of organizational leadership and coursework in general policy analysis or within a specific policy area.

EMPA CORE COURSES

(9 credits)

PPA 895 Executive Education Seminar
PPA 897 Fundamentals of Policy Analysis
PPA 996 Master's Project Course

EMPA ORGANIZATIONAL LEADERSHIP FOCUS

(12- 21 credits)

Managing Organizations

PPA 632 International Public and NGO Management
PPA 730 UN Organizations: Managing for Change
PPA 747 Human Resources Management
PPA 748 Nonprofit Management and Governance

Managing Fiscal Resources

PPA 734 Public Budgeting
PPA 731 Financial Management in State and Local Government
PPA 735 State and Local Government Finance
PPA 749 Financial Management of Nonprofit Organizations

Context of Public Administration

PPA 755 Public Administration and Democracy
PPA 746 Ethics and Public Policy

Managing Information

PPA 655 Global Information Technology Policy
PPA 730 Information Management & Systems I: i-governance in the Information Age
PPA 730 Information Management & Systems II: Government 2.0
PPA 730 Networked Governance

EMPA POLICY ANALYSIS FOCUS

(up to 12 credits)

Building upon the Fundamentals in Policy Analysis course (PPA 897), students may choose further coursework in any of the following topical policy analysis areas:

- Environmental Policy & Administration
- International & Development Administration
- International & National Security Policy
- Public & Nonprofit Management
- State & Local Government Financial Analysis & Management
- Social Policy (Social Welfare, Health & Education)
- Technology & Information Management

INTERDISCIPLINARY PROGRAM OF STUDY

The extensive resources of the Maxwell School allows for the executive education student to combine study in public administration with other concentrated course work in the social sciences. With the approval and advice of the executive education program staff, a student may take up to four courses (12 credits) in Maxwell departments other than Public Administration. In addition, graduate students may pursue two degrees concurrently (see *Joint and Concurrent Degree Programs*). In select cases, students may pursue course work outside of the Maxwell School, in other schools and colleges of Syracuse University, or at the SUNY College of Environmental Science and Forestry.

TIME REQUIRED TO COMPLETE THE EMPA PROGRAM

Full-time students may complete the EMPA degree in 12 months, including a summer session. Part-time students design their own schedule for completion. The length of time required depends on the credit hour per semester load that a student chooses to carry.

EMPA NORMAL COURSE LOADS

The normal credit-hour load for full-time students is 12 credits in the Fall and Spring semesters and up to 6 credits in Summer sessions. The Department offers special spring – winter intercession – courses in January that allow the student to complete an additional 3 credits over the winter break. Many international students choose to begin the degree with a 9-credit load in the first semester.



PROGRAM OF STUDY FRAMEWORKS

Descriptions of the program-of-study frameworks follow and are available to help guide course choices for both MPA and EMPA students. While core course requirements vary between the two programs, the ability to have a management and/or policy area of focus is allowed in both program structures. Questions about a particular program of study should be directed to the faculty member designated as that program's advisor.

The programs of study are provided as *frameworks*, to help guide course selection for students with specific area(s) of interest. These frameworks should NOT be viewed as requirements in any way. Students are not obligated to declare a specific program of study in order to complete their degree program. Students should seek advisement from both faculty and program administration in order to ensure optimal course selection. Advising sessions are held over the summer for incoming MPA students. The EMPA Assistant Director will likewise work with EMPA students to assist with their course planning.

MPA – BLENDED PROGRAM OF STUDY

The majority of MPA students may select courses – beyond the core course requirements – from one or more Program of Study areas. It is to the students benefit to complete a minimum of 9 credits (three courses) within one area, thus building a foundation upon which to take electives. These 6 credits of additional coursework can come from other PA program offerings or from other departments within Maxwell or Syracuse University. Upon permission of the Department and Graduate School, up to 6 credits of elective coursework taken at an accredited University can be transferred into SU and count toward the MPA degree. Transfer credits cannot be accepted for dual or concurrent degree program students.

"I would like to work in a city, preferably on social policy. Taking the Social Policy track with Urban Policy and Financial Management of State and Local Governments, I feel I have a comprehensive idea of not only the people I want to work for, but also their environment and the fiscal limitations that cities face."
~former MPA Student



ENVIRONMENTAL POLICY AND ADMINISTRATION

PROGRAM FACULTY

Peter Wilcoxon, Advisor
Rosemary O’Leary

Stuart Bretschneider
W. Henry Lambright

David Popp
John McPeak

FOCUS

Environmental Policy and Administration provides students with an understanding of the administrative, political and legal challenges confronting government managers who deal with environmental policies. The teaching objectives include knowledge of environmental institutions and policies involved at all levels of government, current trends, needs and administrative problems.

Among the areas of recent and current research of Maxwell School faculty in environmental policy are issues involving: global climate change, transboundary issues, public lands policy, citizenship participation, role of media, environmental risk, environmental technology and weapons clean-up.

GRADUATE CERTIFICATES AND JOINT DEGREES

In addition to the Environmental Policy and Administration program course work, public administration students have opportunities to pursue course work toward certificate programs as well as joint degrees with Law or Environmental Science and Forestry as described in the *Joint and Concurrent Degree Programs* section.

EMPLOYMENT

There is a growing need in government, business, and not-for-profit organizations for individuals with managerial as well as environmental expertise. Students completing a track of study in Environmental Policy and Administration will be well prepared for a variety of positions. Examples of positions held by Maxwell alumni working in the field of environmental policy and administration include:

- Not-for Profit International Research & Relations Specialist, US Green Building council; Project Manager, World Resources Institute; Policy Analyst, Society of American Foresters; Executive Director, Chesapeake Bay Critical Areas Commission, State of Maryland.
- Government Service: Secretary, Department of Natural Resources and Environmental Control, State of Delaware; Congressional and Legislative Office, Attorney Advisor, Department of Interior; Wildlife Biologist, Sequoia National Park; Analyst, US GAO; Presidential Management Fellow, Department of Energy; Director of Recycling, Onondaga County, NY; Analyst, NYS Department of Environmental Conservation; Assistant Attorney General, District Office of the Environment, District of Columbia.
- Consulting: Research Assistant, Cascade Holistic Economic Consultants; Consultant, Booz, Allen & Hamilton; Consultant, Science Applications International Corporation.

ENVIRONMENTAL POLICY AND ADMINISTRATION COURSE OFFERINGS

Foundation Courses

PPA 775	Energy, Environment and Resources Policy	Fall
PPA 777	Economics of Environmental Policy	Spring

Environmental Law Courses

(one course in environmental law is recommended for this area of study)

PPA 742	Public Administration and Law	Winter
FOR 687	Environmental Law and Policy	Fall
FOR 689	Natural Resources Law and Policy	Spring
LAW 716	Environmental Law	Fall
LAW 865	Natural Resources Law	Spring

Elective Course Options

PPA 670	Experience Credit	Any semester
PPA 730	Environmental Conflict Resolution and Collaboration	Winter
PPA 730	Managing Individual/Group and Systemic Conflicts	Fall
PPA 730	Forecasting for Policy Analysis and Public Management	Spring
PPA 751	Regulatory Law and Policy	Spring
PPA 772	Science, Technology and Public Policy	Spring
FOR 665	Natural Resources and Environmental Policy	Fall
FOR 680	Urban Forestry	Spring

Electives with a strong natural sciences component (such as water resources and waste management) as well as those with a strong economic component (such as environmental or land use economics) may also be available to meet the needs of students whose career interests merit such foci.



INTERNATIONAL AND DEVELOPMENT ADMINISTRATION

PROGRAM FACULTY

John McPeak, Advisor
Renee deNevers

Larry Schroeder
Catherine Bertini

Tim Dye
George Abonyi

FOCUS

International and Development Administration is designed for those who wish to concentrate on administrative and policy issues in developing countries and in the newly independent states of Eastern Europe. It will likely also be of interest to students seeking positions with domestic agencies that deal with problems requiring an international perspective (ie: the international division of the US EPA, or Department of Education as well as international trade offices of various states).

The goals of the program are:

1. To expose students to the factors which distinguish administrative systems in a wide variety of countries, developed and developing;
2. To investigate the behavioral and policy patterns these factors give rise to; and
3. To examine, from economic, social, political and managerial perspectives the range of actions propose to overcome obstacles and promote trade and development.

The faculty members associated with this program are interested in a wide range of development issues including international political economy. Among their areas of research are issues associated with health and population policies in developing countries; humanitarian aid organizations; access to education; environmental issues associated with pastoral communities; international and security issues; building institutions which promote economic development, especially improving welfare of the poor; decentralization and intergovernmental fiscal relations in developing countries, and post-conflict reconstruction.

IR/MPA JOINT AND CONCURRENT DEGREES

For students desiring a more in depth exploration of a regional concentration and topic of study area in international relations, Maxwell offers both an internal joint IR/MPA degree option as well as an external concurrent degree option in partnership with the School of Advanced International Studies (SAIS) at Johns Hopkins University. These programs allow students who have interest in public sector management in the global community to explore two paths of study in an academically integrated manner.

EMPLOYMENT

Students in this program often seek employment in bilateral or multilateral international aid agencies in private voluntary organizations dealing with development, consulting firms or federal/state offices that deal with

international issue. Prior overseas experience and foreign language skills are important assets in obtaining such positions.

International NGO	Project Manager, Humanitarian Capacity Building at Save the Children; Program Assistant, International Foundation of Elections; Program Assistant, Ford Foundation, New Delhi, India; Programme Officer, International Women’s Project at Alliance for Social Dialogue.
Domestic/International	Education Specialist, World Bank; Program Manager, USAID, Office of Transitional Services; Research Fellow, Inter- American Development Bank; Research Associate, Center for Strategic and International Studies; Senior Trade Specialist, International Trade Administration

INTERNATIONAL AND DEVELOPMENT ADMINISTRATION COURSE OFFERINGS

Foundation Courses

PPA 757	Economics of Development	Spring
PPA 765	Humanitarian Action: Challenges, Responses and Results	Fall

Elective Course Options

PPA 601	Fundamentals of Conflict Studies	Fall/Spring
PPA 632	International Public and NGO Management	Fall
PPA 633	Evaluation of International Programs and Projects	Fall/Spring
PPA 655	Global Information Technology Policy	Fall
PPA 670	Experience Credit	Any semester
PPA 706	US National Security and Foreign Policy	Fall
PPA 715	Globalization and Development Courses (in DC)	Fall
PPA 719	Fundamentals of Post-Conflict Reconstruction	Fall
PPA 730	Business and Government in the Global Economy	Winter
PPA 730	Global Health Policy	Spring
PPA 759	Girls Education in a Developing World	Spring
PPA 763	NGO Management in Developing and Transitioning Countries	Winter
PPA 764	UN Organizations: Managing for Change	Fall
ANT 764	Gender and Globalization	Fall
ECN 566	International Macroeconomics and Finance	Fall
ECN 665	International Economics	Spring
PSC 700	Governance and Global Society	Spring
LAW 728	International Law	Spring
LAW 778	International Human Rights	Spring
LAW 788	Immigration Law	Spring

For EMPA Students – the following core MPA program courses may be relevant:

PPA 734	Public Budgeting	Fall
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INTERNATIONAL AND NATIONAL SECURITY POLICY

PROGRAM FACULTY

William Banks, Advisor

Renee deNevers

David Van Slyke

FOCUS

National and International security challenges are greater today than at any point in our history. The events of September 11, 2001 have fundamentally changed the way we secure our borders, transportation, and communications systems; gather intelligence; conduct counterterrorism operations; think about privacy and citizen rights; and structure our government. Countering an unseen enemy in the current era in which technology and information are easily accessible and large parts of the work do not have functioning systems of governance presents unprecedented challenges to our legal and policy making systems. New skills, policies and strategies are required to meet the national and international security demands of both the short and long term.

This area of study offers an entry point for gaining insights and contributing to the development of new approaches to national and international security by national and international institutions, as well as the private sector. The core of the curriculum provides students with a foundation in US national security law, policy and strategic practice; US foreign policy and international security challenges and response mechanisms; and civil-military relations. To better understand these security challenges, laws, policies and government and private response mechanisms students engage in simulation exercises and consider case studies; participate in discussions with faculty members, practitioners, and experts in the field; and conduct research projects. All of these teaching approaches develop leadership, management and public service skills, capabilities, and insights relevant to confronting pressing national and international security demands.

GRADUATE CERTIFICATE OPTION

Students pursuing this area of study may also apply for a Certificate of Advanced Studies in Security Studies or Post-Conflict Reconstruction. Both are administered by the Institute for National Security and Counterterrorism (INSCT). In keeping with the Institute's mission to promote the interdisciplinary study of important questions of law and policy related to national and international security, classes are offered for the certificates are in almost all Maxwell departments as well as the College of Law and the Newhouse School of Communications. Additional information about INSCT and the certificate programs is available at <http://insct.syr.edu> and INSCT offices.

EMPLOYMENT

Positions held by Maxwell alumni working in the field include:

Federal Government	Director of Operations, Defense Policy Analysis Office, Department of Defense; Counter Intelligence Investigator; US National Security Agency; Analyst, Defense Intelligence Agency; Special Agent, Naval Criminal Investigative Services; Legal Advisor, Immigration and Customs Enforcement, Department of Homeland Security; Foreign Service Officer, Department of State, Counterterrorism/Arms Control Division
Consulting	Consultant, CSC International, Analyst, Booz, Allen & Hamilton, Global Security Division
Local Government	Department of Emergency Management, Onondaga County, NY

INTERNATIONAL AND NATIONAL SECURITY POLICY COURSE OFFERINGS

Foundation Courses

PPA 706	US National Security and Foreign Policy	Fall
PPA 730	Homeland Security: Federal Policy & Implementation Challenges	Spring
LAW 700	National Security Law	Fall

Elective Course Options

PPA 601	Fundamentals of Conflict Studies	Fall/Spring
PPA 655	Global Information Technology Policy	Fall
PPA 670	Experience Credit	Any semester
PPA 705	Responding to Proliferation	Spring
PPA 719	Fundamentals of Post-Conflict Reconstruction	Fall
PPA 730	Homeland Security: State & Local Preparedness and Response	Winter
PSC 700	Transnational Crime, Drugs and Terrorism	Spring
PSC 754	International Conflict and Peace	Fall
LAW 728	International Law	Spring
LAW 790	Counterterrorism and the Law	Spring

"For me, the experience of pursuing the Security Studies tract jointly with the INSCT certificate has been nothing short of a breathless experience. The Security Studies students, through mutual work, lectures, travel abroad, conferences and classes, create a separate world within the Public Administration program. From examining transnational organized criminal networks, to counter-terrorism, to nuclear proliferation, the Security Studies program is a perfect addition to the main program for students interested in achieving a higher understanding of the security dilemmas now threatening the international community."

~former MPA Student



PUBLIC AND NONPROFIT MANAGEMENT

PROGRAM FACULTY

Stuart Bretschneider, Advisor	Sharon Kioko	Tina Nabatchi
Shena Ashley	Soonhee Kim	Rosemary O'Leary
Catherine Bertini	Christina Merchant	Ross Rubenstein
Walter Broadnax	Ines Mergel	David Van Slyke

FOCUS

This program of study is designed for students interested in general training in public sector and nonprofit management. By emphasizing broad-based analytical and managerial courses, Public and Nonprofit Management prepares students for careers at all levels of government and in nonprofit organizations.

The teaching objectives of Public and Nonprofit Management include knowledge of the budgetary process; analytical tools; organizational management theories and practices; institutions and policies surrounding personnel administration, strategic public and nonprofit management, and the role of computers and information in public and nonprofit management; and collaborative public management, negotiation and conflict resolution.

The faculty members who teach in the Public and Nonprofit Management area represent a wide range of interests, which reflect the breadth of alternatives within this program of study. Among the recent or current research and consulting activities of the faculty are projects in financial management, organization structure and design, policy analysis, politics of civil service, philanthropy in nonprofit organizations, the role of volunteers in nonprofit management, managerial leadership, public administration and law, collaborative public management, programmatic design, implementation and management, nonprofit leadership and foundations, and citizen participation in the policy process.

EMPLOYMENT

Public Management training has been at the center of the Maxwell's Public Administration program since its inception, and has provided the basis for graduates to go into a wide range of managerial and administrative positions in the public and nonprofit sectors. For example, placements of recent graduates and alumni include the following:

City Administration	Economic Development Specialist, City of Phoenix, AZ; Assistant City Manager Atascadero, CA; Budget Analyst, NYC Office of Management and Budget; Legislative Lobbyist, Montgomery County, MD.
State Administration	Public Management Intern, NYS Civil Service Commission; Office of Regulatory Reform, State of Colorado; Juvenile Court Manager, Minneapolis, MN
Federal Administration	Personnel Management Specialist, US Department of Labor; Community and Economic Development Division, US GAO;
Nor-For- Profit/Private	Public Policy Coordinator, Vermont Alliance of Nonprofit Organizations; Consultant, Booz, Allen & Hamilton; Assistant Director, Women's City Club of NY; Vice President for Financial Development, Boys and Girls Club

PUBLIC AND NONPROFIT MANAGEMENT COURSE OFFERINGS

Foundation Courses

PPA 747	Human Resources Management	Fall
PPA 748	Nonprofit Management and Governance	Fall
PPA 749	Financial Management of Nonprofit Organizations	Spring
PPA 730	Information Management in the Public Sector I and II	Fall/Spring

Elective Course Options

PPA 601	Fundamentals of Conflict Studies	Fall/Spring
PPA 670	Experience Credit	Any semester
PPA 730	Managing Individual/Group/Systemic Conflict	Fall
PPA 730	Labor Relations in the Public Sector	Spring
PPA 730	Networked Governance	Spring
PPA 731	Financial Management in State & Local Governments	Fall
PPA 730	Public Policy Making: The Federal Perspective	Winter
PPA 742	Public Administration & Law	Winter
PPA 746	Ethics and Public Policy	Spring
PPA 751	Regulatory Law and Policy	Spring
PPA 764	UN Organizations: Managing for Change	Spring
PPA 785	Implementation of Social Policy	Spring
EEE 620	Foundations of Entrepreneurship	Fall
LAW 700	Law, Politics and the Media	Spring
LAW 786	Lawyer as Negotiator	Spring
MBC 639	Leadership in Organizations	Fall/Spring
MBC 647	Global Entrepreneurial Management	Spring

For EMPA Students – the following core MPA program courses may be relevant:

PPA 734	Public Budgeting	Fall
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SOCIAL POLICY

(AGING, EDUCATION, SOCIAL WELFARE, AND HEALTH SERVICES MANAGEMENT & POLICY)

PROGRAM FACULTY

Douglas Wolf, Advisor

William Duncombe, Advisor – Education

Thomas Dennison, Advisor – HSMP

Robert Bifulco

Len Lopoo

John L. Palmer

Ross Rubenstein

Debbie Freund

John Yinger

Timothy Dye

Vernon Greene

David Van Slyke

FOCUS

Social Policy is the overarching program-of-study theme includes aging, education, health and social welfare policy. Each area represents a major and enduring aspect of public policy concern, in which the need for leadership in public management and policy analysis is critical and can be expected to grow.

The Social Policy program is concerned with the roles and responsibilities of the public sector in designing, managing, and evaluating human resource programs for at-risk populations in the areas of health, education, and welfare. It addresses issues related to distributional equity and equality of opportunity and access, particularly for those least able to help themselves in a market society—the elderly, children, the disabled, the sick and the unemployed. Social policy involves elements of policy analysis, policy design, program evaluation, public management, and program implementation in both the public and private non for profit sectors.

Aging policy involves social, economic and health problems within the older population, including income security, access to health care, and public policy needs of an aging society. *Families and Children* policy includes lone parents, welfare, work and child health and well being. *Social welfare policy* particularly involves evaluation and alleviation of poverty, material deprivation and discrimination in American society. *Education Policy* involves the finance and delivery of education services in the American education system (particularly elementary and secondary education); with a particular emphasis on important education reforms, such as school choice, school accountability, teacher recruitment and retention policies, and the design of equitable school finance systems.

The *Health Services Management and Policy* is a unique effort aimed at a multi-professional approach to managing the health care industry and developing appropriate public policies to meet the needs of a rapidly changing health care marketplace. Interested parties will enroll in a yearlong seminar, which brings together public administration students with business, law, medical and social work students. Public health issues such as legal and illegal drugs, child health, health care finance, and related topics are addressed both here and in the general social policy curriculum.

EMPLOYMENT

Social Policy is designed to prepare students for a variety of positions in government policy, planning, and regulatory agencies at all levels, from city to federal, as well as in nonprofit and proprietary organizations, including social service delivery agencies, hospitals and HMOs, insurance companies, consulting firms, trade associations, and foundations. Illustrations of agencies where graduates have gone to work include the following:

Federal Government	Office of the Assistant Secretary for Planning and Evaluation, US Department of Health Human Services; US Office of Management and Budget; US GAO; Congressional Budget Office; US Department of Labor
State/Local Government	Onondaga County Department of Social Services; NYS and Ohio Departments of Mental Health; Minnesota State Health Agency
Not-For-Profits/Private	Project HOPE; Mathematica Policy Research; Urban Institute; Lutheran Social Services of Illinois; Employee Benefits Corporation

SOCIAL POLICY COURSE OFFERINGS

Foundation Courses

PPA 730	Child and Family Policy	Spring
PPA 784	Education Policy	Spring
PPA 785	Implementation of Social Policy	Spring
PPA 786	Urban Policy	Spring

HSMP Certificate Required Foundation Courses (6 credits)

PPA 783	Changing US Health Care System	Fall
PPA 782	Health Services Management	Spring

Elective Course Options

PPA 670	Experience Credit	Any semester
PPA 730	The Federal Budget, Social Security, and Health Care Reform	Fall
PPA 730	Social Policy in a Comparative Context	Spring
PPA 730	Forecasting for Policy Analysis and Public Management	Spring
PPA 730	Tax Policy and Politics	Spring
PPA 730	Girls Education in a Developing World	Spring
PPA 730	Global Health Policy	Spring
PPA 730	Labor Relations in the Public Sector	Fall
PPA 730	Public Policy Making: The Federal Perspective	Winter
PPA 736	Economics of Health and Health Policy	Spring
PPA 748	Nonprofit Management and Governance	Fall
PPA 749	Financial Management of Nonprofit Organizations	Spring
ECN 741	Urban Economics	Fall
LAW 720	Family Law	Fall
LAW 763	Disability Law	Fall
LAW 788	Immigration Law	Spring

"Knowledge of the US health care system is essential to any career in public service. Overall, you cannot fix budgets at the federal, state or local level without looking closely at health reform. We need to spend less and achieve better value out of dollars we do spend. The health policy track is a basis for addressing this fundamental question." ~former MPA Student



STATE AND LOCAL GOVERNMENT FINANCIAL ANALYSIS AND MANAGEMENT

PROGRAM FACULTY

Ross Rubenstein, Advisor
Robert Bifulco
Stuart Bretschneider

Leonard Burman
William Duncombe
Sharon Kioko

Larry Schroeder
John Yinger

FOCUS

State and Local Government Financial Analysis and Management aims to provide students with an understanding of the fundamental fiscal issues confronting state and local administrators and policy-makers, and with the basic technical knowledge and skills required of entry-level professionals in budget and finance offices, legislative agencies, and other organizations associated with the state-local finance function. This program-of-study familiarizes students with key institutions involved in state-local finance, critical fiscal policy issues facing state and local governments, application of analytical techniques to fiscal issues, and fiscal data sources.

Current research and consulting activities of core faculty include the development of government revenue and expenditure forecasting methods; evaluation of the effects of state and local tax and expenditure limitations; assessing governments' credit-worthiness and ability to finance capital expenditures; state and local financing of environmental infrastructure; trends in the fiscal condition of central cities; evaluation of the impact of mandates and court orders on local finance; managing local fiscal decisions during the transition to democracy in Eastern Europe; school finance adequacy, equity and efficiency; resource allocation in public school districts; and factors affecting the cost of public services.

EMPLOYMENT

While many students who complete this program accept budgeting and finance positions in state and local governments, others go to federal agencies that have responsibilities associated with state and local finance, public interest groups and professional organizations connected with state and local government, and private sector organizations involved in state and local finance. Recent placements include:

Municipal Credit Analyst Credit Rating Agencies; Commercial Banks, Investment Banks, Municipal Bond Insurance Companies

Budget Analyst US Social Security Administration; Department of the Navy; Illinois Bureau of the Budget; Fairfax County Office of Management and Budget; NYS Division of the Budget; Commonwealth of Massachusetts

Fiscal Research US GAO; Congressional Budget Office; Government Finance Officers Association

City Management Santa Fe, NM; San Antonio, TX; Phoenix, AZ; Bellevue, WA; Long Beach, CA; Hampton, VA; Beverly Hills, CA

Consulting Deloitte Consulting, Inc.; Booz, Allen & Hamilton; Grant Thornton Consulting, Inc.

STATE AND LOCAL GOVERNMENT FINANCIAL ANALYSIS AND MANAGEMENT COURSE OFFERINGS

Foundation Courses

PPA 731	Financial Management in State and Local Governments	Fall
PPA 735	State and Local Government Finance	Spring

Elective Course Options

PPA 670	Experience Credit	Any Semester
PPA 730	The Federal Budget, Social Security, and Health Care Reform	Fall
PPA 730	Tax Policy and Politics	Fall
PPA 730	Catastrophic Budget Failure (and other economic disasters)	Spring
PPA 730	Forecasting for Policy Analysis and Public Management	Spring
PPA 730	Business and Government in a Global Economy	Winter
PPA 730	Information Management in the Public Sector I: i-governance Management in the Information Age	Fall
PPA 730	Information Management in the Public Sector II: Government 2.0	Spring
PPA 730	Networked Governance	Spring
PPA 730	Labor Relations in the Public Sector	Fall
PPA 730	Public Policy Making: The Federal Perspective	Winter
PPA 742	Public Administration and Law	Winter
PPA 744	Metropolitan Government and Politics	Spring
PPA 746	Ethics and Public Policy	Spring
PPA 751	Regulatory Law and Policy	Spring
PPA 786	Urban Policy	Spring
ECN 621	Econometrics I	Fall
ECN 622	Econometrics II	Spring
ECN 731	Public Expenditures	Spring
LAW 766	Law, Economics and the State	Spring

For EMPA Students – the following core MPA program courses may be relevant:

PPA 734	Public Budgeting	Fall
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"The State and Local Government Finance concentration provided me with the hard skills employers are looking for. By completing this concentration, I walk away able to analyze financial reports, perform basic accounting, and apply economic theory in practical settings. For me the real benefit was knowing that what I learned in Maxwell would enable me to be effective in managing the layer of government closest to citizens themselves."

~ former MPA Student



TECHNOLOGY AND INFORMATION MANAGEMENT

PROGRAM FACULTY

Stuart Bretschneider, Advisor
William Duncombe

Soonhee Kim
W. Henry Lambright

Ines Mergel
David Popp

FOCUS

Technology and Information Management was developed out of a realization that many areas of public concern include significant technical or information system aspects. Indeed, many observers believe that the public service is experiencing fundamental change ushered in by revolutionary developments in technology. Today's public manager benefits by knowledge of the technical dimensions of public management, but tomorrow's public manager may well be required to have an understanding of the effects of technology and information systems on policy. Even as policy priorities shift from year to year, the technical requirements of public management will remain a driving force.

There is no expectation that the Technology and Information Management curriculum will transform students into engineers or information scientists; the more modest goal is to enhance the traditional skills of public managers and prepare Technology and Information Management graduates to work (often with technicians) on problems that have both managerial and technical components.

EMPLOYMENT

Some students electing Technology and Information Management program will work in agencies that are primarily concerned with technical and information issues as part of their basic mission (e.g., state energy offices, NASA, various consulting firms, environmental agencies). Many others, however, will assume jobs in more traditional agencies but in positions which require technical knowledge (such as technology transfer agents, decision support staff, or policy analysts dealing with technical issues). Grounding in technology and information policy is useful at all levels of government and is also much in demand in the private and not-for-profit sectors.

Government	Management Associate, NASA; Program Analyst, Department of Energy; NY State Energy Research and Development Authority; Senate Fellows Program, NY State; PMF, Department of Energy; Senior Technology Manager, US GAO
Consulting	Project Performance Corporation; Booz, Allen & Hamilton; PriceWaterhouseCoppers
Private	Systems Assurance Director, HSBC Bank; Kanzai Electric Company, Japan

TECHNOLOGY AND INFORMATION MANAGEMENT COURSE OFFERINGS

Foundation Courses

PPA 730	Information Management in the Public Sector I: i-governance Management in the Information Age	Fall
PPA 730	Information Management in the Public Sector II: Government 2.0	Spring
PPA 730	Networked Governance	Spring

Elective Course Options

PPA 655	Global Information Technology Policy	Fall
PPA 772	Science, Technology and Public Policy	Spring
GEO 683	Geographic Information Systems	Fall/Spring
LAW 814	Technology Transactions Law	Fall
LAW 832	Cyber Security Law and Policy	Fall
IST 618	Survey of Telecommunication and Information Policy	Fall/Spring
IST 634	Security on Networked Environments	Spring
IST 653	Introduction to Telecommunications and Network Management	Fall/Spring
IST 679	E-Commerce Technologies	Fall
IST 700	Leading and Securing Cyber Organizations	Spring

Various Courses from SUNY College of Environmental Sciences and Forestry, and from Syracuse University's College of Engineering and School of Information Studies are also available (see advisor for additional recommendations).

"Coming to Maxwell I thought I would only have one area of study, but once I got here it was obvious that I could not do that. To maximize my learning experience I took classes from three concentrations: IT Policy, National Security, and Business. Learning from great faculty and students in these concentrations has been a unique and valuable experience on its own. All my classes had something different to offer and that flexibility was what I needed."

~ former MPA Student

INTERNSHIP / EXPERIENCE CREDIT COURSE OPTION – PPA 670

Internships are strongly recommended for students who lack significant previous experience or students moving in new professional directions. The experiences enable students to gain valuable experience in governmental and nonprofit agencies, while providing these agencies the services of graduate students with high potential for future achievement. In addition, internships allow for application of classroom learning and service to integrate academics with professional experience.

Although most students earn their internship credit in the Syracuse area while enrolled in regular courses at Maxwell, internships may be arranged outside of the Syracuse area. Anyone interested in an internship is advised to consult Career Development for full information.

Students may earn up to three graduate credits for internships and apply these credits toward their degree requirements, however students may engage in community internships simply to build their resume as a not for credit option. The following parameters must be met if a student is engaging in the internship for credit.

Internship Academic Requirements

Internship credit is generally earned during a student's residency. Except where permission has been obtained in advance by the department chair, internship credits cannot be granted either before a student matriculates or after a student has completed all degree requirements and is no longer in residence. All internships require a supervisor's evaluation and a written summary report by the student.

Additionally the student will prepare a 10-page paper relating their PA coursework directly to the internship experience. They should be able to relate their internship tasks and work environment to the core fundamental areas of Public Administration: Citizenship & Public Affairs, Understanding Public & Nonprofit Organizations; Applied Management Principles; Quantitative Analysis; Leadership; Applied Economics for Decision Making and Policy Formulation and Programmatic Design. This paper will be graded by the Chair of the Department and serve as the main basis for the grade; along with the internship supervisor's evaluation and the completion of the requisite number of internship hours. Students are strongly encouraged to meet with the Chair to discuss the paper early on in the internship experience.

PLEASE NOTE: *INTERNSHIP CREDIT TOWARD THE MPA DEGREE IS NOT AVAILABLE TO JOINT IR/MPA AND JD/MPA STUDENTS.*

Hourly/Weekly Requirements

Fall/Spring Semester Internship: The hourly/weekly requirements for a 3 credit internship are a minimum of 10 weeks and 150 hours.

Summer Semester Internship: The hourly/weekly requirements for a 3 credit internship are a minimum of 6 weeks and 150 hours.

Internship Registration

Internships for credit are registered under the course PPA 670: Experience Credit. Registration for PPA 670 requires the registration form "Proposal for Independent Study Courses" (available from Career Development and the PA Office). Interns must also submit a "Fact Sheet and Job Description Form" to Career Development before they can register. This form specifies the agreed upon duties of the intern, and the procedure and criteria by which the intern's performance will be evaluated. Both the student and the agency representative who will supervise the intern must sign the form prior to registration. Registration for an internship may be completed after normal semester registration deadlines, **but no later than October 1, March 1 and June 1 respectively.**

INDEPENDENT STUDY COURSE OPTION – PPA 690/PPA 890

A student may earn course credit, usually not more than a total of 3 credits, by enrolling in PPA 690/890 *Independent Study*. Enrollment in an independent study is reserved for students who want to do work in an area where no formal course is available or in an area where they have already completed one or more formal courses and wish to continue work.

Students who want to enroll in PPA 690/890 *Independent Study* are required to describe their study plan on the appropriate registration form and obtain signatures of the faculty member who agrees to supervise the work and the department chair. Approval by the supervising faculty member and the department chair must be obtained prior to registration for the semester in which the independent study will be carried out.

ACADEMIC ADVISING

The public administration faculty members play an active role in the academic advising of students. MPA students will attend a general overview session on Academic Advising early in the summer. They will also have the opportunity to meet with the departmental faculty over a series of lunchtime meetings in **July**, just prior to fall registration. Each of these meetings will focus on specific program-of-study/certificate options available to students. The faculty will present a broad overview of that program-of-study and provide more detailed information on specific courses. Students are encouraged to attend all of these meetings to see the full range of academic opportunities available and to become acquainted with the faculty that teach in their particular area(s) of interest.

EMPA students receive academic advising from the EMPA program Associate and Assistant Directors and faculty. Before starting the program, EMPA students are asked to identify courses of interest and participate in early registration.

Additional sources for advising are also available. Students are encouraged to seek direction from the faculty, the program directors, current students and alumni. Course planning guides are available in the PA Office for joint JD/MPA and joint IR/MPA students. The department also maintains a record of all prior course syllabi for students to review in the PA Office. Since faculty are often improving and upgrading material covered in courses, current course syllabi are often only available once the academic semester begins.

The department has found this multi-layer interactive approach to advising preferable to an assigned-advisor structure. Rather than a single-source input for students about their academic and career objectives, the full breadth of Maxwell's faculty, staff, and alumni are available for advising. As this is a professional graduate program, students are encouraged to fully develop their relationships with faculty throughout their tenure at Syracuse. The Department will provide ample access to meet with faculty during the summer and throughout the year, but it is to the student's advantage to further these conversations one on one with faculty with shared interests in regard to academic advising, professional development and career advancement.



JOINT AND CONCURRENT DEGREE PROGRAMS JD/MPA JOINT DEGREE PROGRAM

PROGRAM FACULTY

William C. Banks, Advisor
Rosemary O'Leary

PROGRAM PROFILE

The importance of the law / public policy and management connection is undeniable in our complex society where many variables come into play in the effective analysis of policy and management of public programs. There are many public policy areas in which law is being changed and re-written every day and the joint JD/MPA program prepares graduates for these unique challenges at all levels of government and in the public and legal arenas. The Department of Public Administration and the Syracuse University College of Law offer a Joint JD/MPA program authorized by Syracuse University and the New York State Board of Regents. To be eligible a student must be admitted to both the MPA program and the College of Law. The admitted student has the opportunity to obtain both the JD and MPA degrees for 29 fewer credits than would be required were the two degrees obtained independently. Under the joint program, students will complete a minimum of at least 97 credits, 72 in the College of Law and 25 in the Department of Public Administration.

ADMISSION TO THE JOINT JD/MPA PROGRAM

Students who want to be considered for admission to the JD/MPA program must first gain admission to the regular program of each participating academic unit. **It is in the student's best interest to apply to both the College of Law and the Maxwell School's MPA program at the outset. *The completion of two separate applications is necessary and GRE scores are required for application to the MPA program.*** Alternatively, first year SU law students may also apply to the MPA program after successful completion of the fall semester of their first year at the College of Law. Admission of internal applicants to the joint program will be limited each year and applications will only be accepted from FIRST YEAR law students. Students in their second or third year with the College of Law are not eligible for the joint JD/MPA program.

For first year law students, applicants must submit to the Department of Administration a newly completed Maxwell application. Specific internal application instructions can be obtained from the Department of Public Administration, 215 Eggers Hall. First year College of Law student applicants to the joint program are screened for admission in early March, and will be notified of admissions decisions prior to Spring break. Internal applications are due on or about February 1 each year.

PROGRAM SEQUENCE

The sequence in the Joint JD/MPA program involves six semesters plus one interim summer of course work. Students will only take College of Law courses during their first academic year; the following summer (July) students enroll in a 4-credit course of study in the MPA program. During the final four semesters students take a combination of College of Law courses and the remaining 21 credits, which meet the MPA degree requirements.

A student who has completed appropriate course work at a high level of performance prior to entering the MPA program may take a waiver examination for the economics and/or introductory statistics core requirements (see *Waiver of Economics or Statistics Core section of handbook*).

There are specific guidelines for acceptable courses allowed toward the 25 PPA credits required as the MPA portion of the Joint JD/MPA degree. Student may NOT use the following types of credit to meet the MPA degree requirements:

- credit for any College of Law work;
- credit for any coursework completed *outside* the Department of Public Administration (PA Department courses all carry the PPA designation)
- credit for internships; or
- credit for independent study.

There is a preferred sequence for the core courses in the MPA program and suggested course patterns are available in the PA office. The *Public Affairs Colloquium* is always taken as the first course. Students are cautioned that some core courses have prerequisites and may not be offered in every semester or summer session. PPA 751 *JD/MPA Seminar: Regulatory Law and Policy* is offered every spring and must be taken in the third year. Students are encouraged to complete LAW 794: *Administrative Law* in their second year. LAW 794: *Administrative Law* is a co/pre-requisite for enrollment in PPA 751 *JD/MPA Seminar: Regulatory Law and Policy*.

JD/MPA – MPA COURSE REQUIREMENTS (25 Credits)

PPA 600	Public Affairs Colloquium	Summer
PPA 734	Public Budgeting	Summer
PPA 709	Public Organizations and Management	Fall/Spring
PPA 721	Introduction to Statistics	Fall
PPA 722	Quantitative Analysis	Spring
PPA 723	Managerial Economics for Public Administrators	Fall/Spring
PPA 751	JD/MPA Seminar: Regulatory Law and Policy	Spring

ELECTIVES Two PPA 3 credits courses are required in addition to the above core courses

*Satisfies the University’s comprehensive requirement for the Master’s program. This course is cross listed in the College of Law – but all joint JD/MPA Students MUST register for this course under the PPA 751 prefix.

Joint JD/MPA Students will also complete 72 Credits of COL Coursework in addition to the 25 credits above.

“I chose Syracuse for its outstanding reputation in international law. Syracuse has many opportunities to gain practical experience working on current issues of international law and security through its institutes and joint programs with the Maxwell School of Citizenship and Public Affairs. I wanted to get into issues in international law as a first year student, and Syracuse provides that opportunity through elective courses, opportunities to attend conferences and moot court competitions, and active international law and security student organizations.”
 ~ former JD/MPA Student



MPA/MA-INTERNATIONAL RELATIONS JOINT DEGREE PROGRAM

For students desiring a more in depth exploration of a regional concentration and topic of study area in international relations, Maxwell offers a joint MPA/MA IR degree. This joint program allows students who have interest in public sector management in the global community to explore two paths of study in an academically integrated manner. It can be completed in two years of full time study, 58 credits, and allows for a semester long, extended abroad or domestic professional development internship.

Students can apply directly to the Maxwell Joint MPA/MA IR program and should NOT file separate applications for this joint program. Only a select number will be admitted to this specialized tract of study each year. Admitted students will begin their course of study in the summer with the Department of Public Administration and complete the joint program requirements in two years of full time study. Internal candidates from the IR and MPA programs will be considered for the joint degree program on a case-by-case basis, and admission may be limited based on program size.

Students in the Maxwell Joint MPA/MA IR program will complete all MPA core course requirements and the IR core courses. They will build two topical areas of study/career track concentrations (one in PA and one in IR) as well as an IR minor in an additional career track or geographic concentration. IR career tracks include: global markets; global security; negotiation and conflict resolution; global development policy; transnational organizations and leadership and foreign policy. Geographic concentrations include: Europe, Asia, Latin America, Middle East and Africa. More information on the Joint MPA/MA in International Relations degree requirements is available from the PA and IR offices.

PROGRAM SEQUENCE

The sequence of the joint MPA/MA IR program involves 4 semesters of coursework and one or two summer terms, depending on the abroad/domestic internship options selected. Most students will begin their course of study with the entering MPA students in July of their first year. This is strongly encouraged as it allows for optimum course and program choices over the two years of study. In some cases, (as with internal applicants from IR into the MPA program) and for some incoming students, fall entry can be permitted.

All joint MPA/MA IR students will complete the same (34 credits) core courses of the MPA program as outlined earlier in this handbook (including Economics and Statistics). Joint MA IR/MPA students will also complete 6 credits of MA IR core/signature course requirements; including:

IRP 705 Strategic Planning, Implementation & Evaluation

AND one of the following signature courses

PSC 783 Comparative Foreign Policy

IRP 707 Culture and World Affairs

ECN 610 Economic Dimensions of Global Power

Students will also complete (9) credits for their IR Career Track I, (6) credits for their selected IR Career Track II and (3) credits of free elective coursework.

CONCURRENT DEGREE PROGRAMS

PA students may arrange to complete the MPA/EMPA and a second graduate degree on a concurrent basis. In cases where two or more distinct graduate degrees are to be awarded by Syracuse University to one student, the minimum number of credit-hours needed must be at least 80% of the combined total of Syracuse credit-hours normally required for each of the separate degrees. All concurrent degree MPA students will complete a *minimum* of 34 credits in public administration; concurrent degree EMPA students will complete a *minimum* of 24 credits in public administration.

While just about any combination of areas of study is possible; some recent examples of concurrent degrees completed include graduate study in Public Administration combined with Economics, Information Science and Technology, Political Science, Geography, Social Work and Management. Additionally, current graduate students enrolled in SUNY College of Environmental Science and Forestry may apply to obtain the MPA/EMPA degree in Public Administration concurrently. SUNY ESF students must seek approval from their home program office in ESF prior to application to Maxwell.

CONCURRENT DEGREE PROGRAM ADMISSIONS REQUIREMENTS

Admission to the MPA/EMPA program requires an application even if a student is already matriculated in another program. To be complete, the application must be current and accompanied by transcripts for all prior undergraduate and graduate work, graduate test scores (MPA only), and letters of recommendation from Syracuse University faculty including approval from the other program's advisor. Instructions on how to apply internally to obtain a concurrent degree with the Department of Public Administration are available from the Department of Public Administration, 215 Eggers Hall. The application deadline is February 1.

Internally admitted MPA students matriculate at the same time as all other entering MPA students over the summer. Enrollment will be required in PPA 600 *Public Affairs Colloquium*, which is offered each July. To pursue the MPA/EMPA and another degree concurrently, a student should expect to be in residence at least one or two full academic semesters longer than if only one degree were being pursued.

The Department of Public Administration offers courses to satisfy each core requirement on a regular basis, and at least once annually. The department, however, cannot guarantee that a course in every core area will be available during every semester.

PPA 670: *Experience Credit* in the Department of Public Administration may NOT be used to meet MPA/EMPA concurrent degree requirements.

CONCURRENT DEGREE PROGRAM WITH THE SCHOOL OF ADVANCED INTERNATIONAL STUDIES (SAIS), JOHNS HOPKINS UNIVERSITY

In 2000, the Maxwell School of Syracuse University and the Paul H. Nitze School of Advanced International Studies (SAIS) of Johns Hopkins University (JHU) expanded their relationship to include a course of study that allows students to complete the Master of Arts in International Relations at JHU and the Master of Public Administration (MPA) at SU concurrently.

Concurrent SAIS IR/MPA students will all complete a mandatory concentration in international economics at SAIS. They may choose an elective concentration from the following: general international relations; global theory and history; international law; strategic studies; conflict management; energy, environment, science and technology; and international development. Regional concentrations include: Africa; American Foreign Policy; Asia; Europe; Middle East; Russian and Eurasian Studies; or Western Hemisphere, a program that includes Canada and Latin America. Students will complete all MPA core course requirements (except economics) and will choose three courses to form a PA area of study to augment their coursework at SAIS. This program requires two years and one semester of full time study and students are encouraged to complete their initial year at SAIS in order to gain foundational knowledge in international economics.

The MPA/SAIS partnership, however, should not be confused with an administrative pairing. Students in the concurrent program will eventually graduate from BOTH institutions, having negotiated completely separate application, registration, and financial aid processes. Students in the end will receive two separate degrees. The relationship exists to assist students interested in these two programs better negotiate the processes, so that they can achieve an integrated course of study that enhances the melding of these fields without requiring excess redundancy.



CERTIFICATE OPTIONS

STAND ALONE / CONCURRENT CERTIFICATE OPTIONS

The following two Certificate of Advanced Study options can be earned as “stand-alone” certificates, and the participants DO NOT have to be enrolled in a graduate degree program at Syracuse University. These “stand-alone” certificates, ARE however, still available as options for students enrolled in the MPA/EMPA degree’s and can be earned, in many cases with proper academic planning, without the need to take additional courses beyond those originally required for the degree.

CERTIFICATE OPTIONS IN CONFLICT RESOLUTION

The Program for the Advancement of Research on Conflict and Collaboration (PARCC) is an interdisciplinary center dedicated to the enhancement of knowledge about social conflicts through theory building, research, education and practice. PARCC provides graduate students an interdisciplinary base for the study of social conflicts and offers four different 12 credit (4 course) certificate options:

- Transnational Conflicts
- Applied Dispute Resolution & Conflict Management
- Advocacy and Social Movements
- Environmental Public Participation and Conflict

Through a carefully planned course of study, PA graduate students may earn a Certificate of Advanced Study from PARCC within the normal time frame and credit requirements of their degree program. These certificates are also available as a stand-alone option, and matriculation in a graduate program at SU is not necessary for application. Further information is available from the program advisor in the PARCC offices, 400 Eggers Hall, (315) 443-2367. For further information on PARCC, The Conflict Management Center (CMC), the various activities in which students may get involved, and the applications process for the certificate options, please visit: <http://sites.maxwell.syr.edu/parc/>

CERTIFICATE IN HEALTH SERVICES MANAGEMENT AND POLICY – HSMP

The Maxwell School of Syracuse University, in association with the School of Management, and the Colleges of Law, Human Ecology and Engineering and Computer Science, has developed a graduate education program specifically focused on the health services system in the United States. Students matriculated in the MPA/EMPA programs can specialize in health services management and policy (within the Social Policy program of study) and obtain a Certificate of Advanced Study in Health Services Management and Policy concurrently with their master's degree

The goal of the program is to provide a multi-disciplinary perspective on the issues facing the health care system. Students enrolled in the certificate program complete courses designed to bring medical, business, legal and social

work professionals together to discuss tradeoffs, conflicts and complementary forces in managing the health care system in the changing environment.

This certificate is also available as a stand-alone option, and matriculation in a graduate program at SU is not necessary for application. For further information about course requirements and admission process, visit: http://www.maxwell.syr.edu/exed/certificates/health_service/Certificate_in_Health_Service_Management_and_Policy/

MIDCAREER/EXECUTIVE CERTIFICATE OPTIONS

Executive Education offers three Midcareer Certificate options for midcareer professionals to complete as an alternative to the EMPA program OR in conjunction with the masters degree. Students may earn a certificate on a full-time basis over one semester or on a part-time basis. All coursework may be applied to the EMPA degree program. **Interested students must meet the experience requirement of the EMPA program to apply for these certificates.**

CERTIFICATE OF ADVANCED STUDY IN PUBLIC ADMINISTRATION

The Certificate in Public Administration is awarded after completion of 12 credits of public administration course work, with a cumulative grade point average of at least 3.0. Three of the credits must be earned by taking one of the executive education seminars (PPA 895) offered in the fall and spring semesters. The remaining 9 credits are selected by the executive education student to relate to her or his professional needs. Full-time students will be able to earn the certificate in one semester, but it is also possible to complete certificate requirements on a part-time basis.

The Certificate in Public Administration is offered as an alternative to the Executive Master of Public Administration degree program. All credits earned for the certificate may be applied toward the EMPA.

CERTIFICATE IN LEADERSHIP OF INTERNATIONAL AND NON-GOVERNMENT ORGANIZATIONS

The emergence of Non-Government Organizations (NGOs) as increasingly able and legitimate actors in the international domain has altered the dynamics of civil society's relationship with international organizations and national governments throughout the world. More often than not, NGOs are playing a critical role in identifying and framing the global problems that we face. At the same time, NGOs are playing critical roles providing plausible solutions to address them.

The Certificate of Advance Study in Leadership of International and Non-Government Organizations prepares leaders for this changing environment. The 12-credit Certificate in Leadership of International and Non-Government Organizations recognizes the educational needs of leaders in international and non-government organizations. The Certificate is awarded after completion of 12 credits of graduate study in three areas: the operating context and actors, organizational leadership, the understanding and analysis of policy. All students complete PPA 895, the Executive Education Seminar in managerial leadership. Remaining coursework covers the topical areas and is selected from the departments of the Maxwell School.

For information please contact Steve Lux at SJLux@maxwell.syr.edu or 315-443-3759.

CERTIFICATE IN E-GOVERNMENT MANAGEMENT AND LEADERSHIP

The E-Government Management and Leadership Certificate of Advance Study is a 12-credit graduate-level certificate designed for mid-career executive students currently pursuing another graduate degree or as post-baccalaureate work. The CAS is organized by two broad thematic areas: 1) leadership and management of information and communication technology applications found in public organization E-government systems, and 2) technical design aspects of E-government in public organizations. There are two required courses for this degree: [IST 711](#): Electronic

Government, Concepts and Practice and [PPA 895](#): Executive Education Seminar, Managerial Leadership. Through careful advisement, students will select two additional courses offered in either the iSchool or Maxwell School based on their prior education and experience as well as professional needs. The certificate program is intended to prepare students to lead and manage e-government applications in complex public and private sector organizations.

For information please contact Steve Lux at SJLux@maxwell.syr.edu or 315-443-3759

CONCURRENT CERTIFICATE OPTIONS FOR MATRICULATED GRADUATE STUDENTS ONLY

The following certificate options are available to all students matriculated within graduate programs within SU only. These options do not have a midcareer experience requirement for application.

CERTIFICATE IN SECURITY STUDIES

With the attacks of 9/11, the international strategic environment is changing rapidly. The new reality requires that we reorient conventional thinking about terrorism without abridging protections of due process and rights assumed as basic tenets of citizenship. These challenges also reflect long-standing patterns in the study of national and international security. Students in this 12 credit certificate program will gain an understanding of the classic thinking on these issues, as well as an appreciation of how changing conditions stimulate new thinking and approaches.

Administered by the Institute for National Security and Counterterrorism (INSCT), this certificate is available to all graduate students. In keeping with the Institute's mission to promote the interdisciplinary study of important questions of law and policy related to national and international security, classes are offered in almost all Maxwell departments as well as at the College of Law and the Newhouse School of Communication. While the majority of courses are taught from the perspective of a particular discipline, innovative interdisciplinary seminars and research projects are also part of the curriculum. Students may also engage in research and coursework at the Institute for Counter-Terrorism (ICT) in Herzliya, Israel as opportunities for foreign study are being developed as part of the partnership between the Maxwell School, INSCT, and ICT. Additional information about INSCT and the certificate program is available at <http://insct.syr.edu>, as well as from the INSCT offices, 402 McNaughton Hall, College of Law.

CERTIFICATE IN POST-CONFLICT RECONSTRUCTION

Administered by the Institute for National Security and Counterterrorism (INSCT), the Certificate of Advanced Study in Post Conflict Reconstruction (PCR) combines interdisciplinary courses, seminars, and internship opportunities to offer graduate and law students the unique opportunity to prepare themselves professionally for a career in a wide range of post-conflict stabilization, reconstruction and peace-building environments. For award of the Certificate, participating graduate and law students will complete 12 credits (3 courses and 1 capstone experience (a course/project/ or internship). Classes are offered in almost all Maxwell departments as well as the College of Law, Newhouse School of Communications, and Whitman School of Management. Additional information about INSCT and the certificate program is available at www.insct.syr.edu, and the INSCT office, 402 MacNaughton Hall.

GRADUATE CERTIFICATE IN ENVIRONMENTAL DECISION MAKING (SUNY – ESF)

In addition to the course work outlined for the Environmental Policy and Administration Program-of-Study, public administration students have opportunities to pursue course work toward a Graduate Certificate in Environmental Decision Making at State University of New York College of Environmental Science and Forestry (ESF). The certificate requires 15 credits (five courses) as specified in the certificate requirements. Further information is available from the program advisor. Advanced application is required to the Dean of Graduate Studies at SUNY ESF. This certificate program may require the completion of more credits than those required for the PA degrees.

CERTIFICATE IN CIVIL SOCIETY ORGANIZATIONS

This certificate is designed for students aiming to prepare themselves as professionals in the expanding field of non-governmental organizations and for students whose research interests focus on the roles of non-state actors in global civil society. Administered by the Moynihan Global Affairs Institute, this 15 credit Certificate of Advanced Study facilitates graduate students becoming familiar with the various faculty members at Maxwell who are working on issues related to global civil society in disciplines ranging from public administration and political science to sociology, geography, social work, and law. It is one of the few programs in the country that seeks to integrate diverse theoretical and applied perspectives on NGOs and civil society actors and support multidisciplinary graduate training around this field. Coursework requires a pro-seminar: PSC 700: *Governance & Global Society*, one foundational perspective course, two discipline specific courses and a capstone experience (MPA Workshop can serve as this experience for MPA students). Certificate specific details can be found on the Moynihan Institute's Transnational NGO Initiative website.

The Certificate Program is administered by the Moynihan Institute of Global Affairs in the Maxwell School; the program's director is Prof. Margaret Hermann. She can be reached at mgherman@maxwell.syr.edu

CERTIFICATE IN SCHOOL DISTRICT BUSINESS LEADERSHIP

The School District Business Leadership (SDBL) Program provides a comprehensive program in school business management provided jointly by the School of Education's Department of Teaching and Leadership and the Maxwell School of Public Affairs' Department of Public Administration. The program leads to New York State certification as a School District Business Leader.

To receive certification as a school district business leader a student must have 60 graduate credits and a Master's degree. For more information please contact Professor William Duncombe at Duncombe@maxwell.syr.edu.

CERTIFICATE of ADVANCED STUDY IN PUBLIC MANAGEMENT AND POLICY

(For matriculated graduate students in the technical and professional programs within SU's College of Engineering and School of Information Studies)

Many of the existing technical and professional graduate degree programs at Syracuse University lead to careers working for government and non-profit organizations. A good number will have their research funded by government agencies. Graduates from highly technical programs in computer and information technology also end up either directly working for government or working to provide publicly funded services through private and non-profit organizations. In all of these situations, Syracuse University graduates receive a superior education with regard to the primary focus of study but often are un-prepared for situations where the political environment influences decision making and managerial process of the organizations they end up working for.

The four course (12 credit) CAS in Public Management and Policy is intended to provide these graduate and professional students a documented concentration in public management and policy (in lieu of the full MPA degree). The CAS is organized around a core of two courses and electives that support two thematic areas: 1) public and non-profit management, and 2) public policy. Through careful advisement, students will select courses based on their prior educational and employment experiences, current degree programs, and professional expectations. Graduate students currently enrolled in the College of Engineering and School of Information who have interest in this certificate may contact the Public Administration Office, 215 Eggers Hall, for more information and applications instructions. Application to the CAS is similar to application to the MPA program. The Certificate in Public Administration is offered as an alternative to the Master of Public Administration degree program. All credits earned for the certificate may be applied toward the MPA. There is no experience requirement for application to this certificate option.



ACADEMIC OFFERINGS
2010-2011 COURSE INDEX

The following index itemizes the courses that will be offered in the upcoming academic year. Course offerings are subject to change, and a full course schedule will be published at the beginning of each registration period.

*satisfies MPA core course requirement

†satisfies EMPA core course requirement

SUMMER SESSION II – 2010

PPA 600*	Public Affairs Colloquium	Bretschneider
PPA 755*	Public Administration & Democracy	deNevers/Fleishman/Hinnant/Shiffman
PPA 734*	Public Budgeting	Duncombe/Kioko

FALL – 2010

PPA 601	Fundamentals of Conflict Studies	Dayton
PPA 670	Internship/Experience Credit (proposal required)	Bretschneider
PPA 690	Independent Study	PA Faculty
PPA 632	International Public & NGO Management	Mathiason
PPA 633	Evaluation of International Programs and Projects	Mathiason
PPA 655	Global Information Technology Policy	Northrup
PPA 706	US National Security & Foreign Policy	deNevers
PPA 709*	Public Organizations & Management	Kim/Mergel/Van Slyke/O'Leary
PPA 715	Globalization and Development Courses (in DC)	IR Faculty
PPA 719	Fundamentals of Post-Conflict Reconstruction	deNevers
PPA 721*	Introduction to Statistics	Duncombe/Kioko/Lopoo/Wolf
PPA 723*	Managerial Economics for Public Administrators	Bifulco/McPeak/Popp/Wilcoxon
PPA 730	The Federal Budget, Social Security & Health Care Reform	Palmer
PPA 730	Information Management in the Public Sector I: i-governance Management in the Information Age	Mergel
PPA 730	Tax Policy and Politics	Burman
PPA 730	Managing Individual/Group/ Systemic Conflicts	Merchant
PPA 731	Financial Management in State & Local Governments	Rubenstein
PPA 734*	Public Budgeting	Kioko
PPA 747	Human Resources Management for the Public Sector	Kim
PPA 748	Nonprofit Management & Governance	Ashley
PPA 764	UN Organizations: Managing for Change	Bertini
PPA 775	Energy, Environment & Resources Policy	Lambright
PPA 783	Changing American Health Care System	Dennison
PPA 890	Independent Study	PA Faculty
PPA 895†	Executive Education Seminar: Managerial Leadership	Broadnax/Gerard
PPA 897†	Fundamentals of Policy Analysis (EMPA students only)	Schroeder
PPA 996†	Master's Project Course (EMPA students only)	Bretschneider

WINTER – 2011

PPA 730	Environmental Conflict and Collaboration	O’Leary
PPA 730	Business & Government in the Global Economy	Abonyi
PPA 730	Public Policy Making: The Federal Perspective (in DC)	Gottlieb
PPA 730	Homeland Security: State/Local Preparedness and Response	Griffin
PPA 742	Public Administration and Law	Crane
PPA 763	Managing NGO’s in Transitional & Developing Countries	Lux

SPRING – 2011

PPA 601	Fundamentals of Conflict Studies	Merchant
PPA 670	Internship/Experience Credit (proposal required)	Bretschneider
PPA 690	Independent Study (proposal required)	PA Faculty
PPA 633	Evaluation of International Programs and Projects	Mathiason
PPA 709*	Public Organizations & Management	Kim
PPA 722*	Quantitative Analysis	Bifulco/Duncombe/Greene/Lopoo/Rubenstein
PPA 730	Forecasting for Policy Analysis & Public Management	Bretschneider
PPA 730†	Social Policy in a Comparative Context (EMPA’s may take in lieu of PPA 996)	Palmer
PPA 730	Catastrophic Budget Failure (and other economic disasters)	Burman
PPA 730	Global Health Policy	Dye
PPA 730	Homeland Security: Federal Policy & Implementation Challenge	Perrin
PPA 730	Labor Relations in the Public Sector	Merchant
PPA 730	Information Management in the Public Sector II: Government 2.0	Mergel
PPA 730	Networked Governance	Mergel
PPA 735	State and Local Government Finance	Yinger
PPA 736	Economics of Health and Health Policy	Freund
PPA 744	Metropolitan Government & Politics	Lewis/Sciscioli
PPA 746	Ethics and Public Policy	Radcliffe
PPA 749	Financial Management of Nonprofit Organizations	Kioko
PPA 751	JD/MPA Seminar: Regulatory Law & Policy	Millett
PPA 755*	Public Administration and Democracy	Nabatchi
PPA 757	Economics of Development	McPeak
PPA 759	Girls Education in a Developing World	Bertini
PPA 765	Humanitarian Action: Challenges, Responses, Results	Bertini
PPA 767	Fund Development for Nonprofit Organizations	Ashley
PPA 772	Science, Technology & Public Policy	Lambright
PPA 777	Economics of Environmental Policy	Wilcoxon
PPA 782	Health Services Management	Dennison
PPA 784	Education Policy	Rubenstein
PPA 785	Implementation of Public Policy	Van Slyke
PPA 786	Urban Policy	Bifulco
PPA 787	Child and Family Policy	Lopoo
PPA 890	Independent Study (proposal required)	PA Faculty
PPA 895†	Executive Education Seminar: Managerial Leadership	Gerard
PPA 897†	Fundamentals of Policy Analysis	McPeak
PPA 996†	Master’s Project Course	Kim/Van Slyke

SUMMER SESSION I – 2011

PPA 752*	MPA Workshop	PA Faculty
PPA 753*	Executive Leadership Seminar	Broadnax



COURSE DESCRIPTIONS

Students are encouraged to use the following course descriptions including pre-requisite requirements as a guide in planning their academic programs. Public administration course syllabi are available in Eggers 215. The following list is NOT a complete enumeration of all courses available as the department may add or change courses during the year. Please review the course offerings of other departments and colleges throughout the University as necessary. Individual departments may provide descriptions of their courses. Course descriptions for all non-Public Administration courses listed in this handbook are available from each of the home departments offering those courses.

Course offerings are subject to change and a full course schedule will be published at the beginning of each registration period.

*denotes courses that satisfy MPA core requirements

†denotes courses that satisfy EMPA core requirements

COURSE #	TITLE / DESCRIPTION	OFFERED
PPA 600*	Public Affairs Colloquium This course has three distinct objectives: (1) to orient incoming students to the MPA program, the Maxwell School and Syracuse University; (2) to give students a sense of the scope and nature of skills and attributes required of public administrators; and (3) to provide students with practice in the art of policy analysis and teamwork through presentations and interactive workshops. The colloquium draws on Maxwell faculty, alumni, and other scholars and practitioners. OPEN TO MPA STUDENTS ONLY	Summer
PPA 670	Internship/Experience Credit <i>(see Internship Program for more details)</i>	Any
PPA 690	Independent Study <i>(see Independent Study section for more details)</i>	Any
PPA 601	Fundamentals of Conflict Studies The goals of this class are to provide students with a broad overview of the interdisciplinary field of conflict analysis and resolution, to introduce them to faculty and the work they are doing in this field, and to help them to develop a framework for diagnosing and responding to conflicts within their own area of interest. Over the course of the semester we will explore the diverse range of (sometimes contradictory) theories of social conflict found across the social science disciplines. Of particular interest throughout the course will be uncovering how our theories about the nature of social conflicts result in our making particular choices about which conflict resolution activities make sense under which conditions. Relying on a number of guest speakers, documentaries, and group projects, we will consider how conflict manifests across multiple levels of analysis (from inter-group to international) as well as within specific topical areas (ethnic/racial, environmental, foreign policy etc.). This course satisfies a core requirement for the PARCC Certificate of Advanced Studies in Applied Conflict Resolution.	Fall/Spring

PPA 632	<p>International Public and NGO Management</p> <p>This course focuses on how international public and non-governmental organizations manage five key functions: regime creation; norm enforcement; peace, security and humanitarian assistance; development assistance and international management. Organizations are examined from a management perspective in terms of these functions through specific case studies. Topics include the nature of global governance and the role of non-governmental organizations; how management of international public and NGO management differs from national and private management and principles of multilateral negotiation and the role of NGO's. The course includes a simulation of strategic planning in an international organization.</p>	Fall
PPA 633	<p>Evaluation of International Programs and Projects</p> <p>The course addresses the issue of how to evaluate the impact of programs and projects undertaken by international public and non-governmental organizations. This includes programs of development cooperation and humanitarian assistance as well as the regular programs of organizations. It includes a simulation of an evaluation of a real program, including a dialogue with a program manager, and case studies of evaluations done by different international public and NGO organizations like the World Bank, UNDP and World Vision, among others.</p>	Fall/Spring
PPA 655	<p>Global Information Technology Policy</p> <p>This course provides an introduction to and overview of the field of information technology policy. It focuses on the policy implications of the increasingly important interaction between information technology developments and the governance process. As globalization increases, governments are facing new challenges and opportunities that are presented by the rise of the global information economy and decentralization of power. As technology use expands, both within and outside of governments, the depth of knowledge required for thoughtful and informed policies also increases. In this course students will be introduced to a variety of policy-relevant issues that public managers in their role as decision-makers should understand. We will explore relevant topics like encryption, privacy concerns and policies, the digital divide, IT and national security, and international IT issues. In addition to readings, lectures and class discussions, outside experts will meet with our class to discuss the most recent developments in the field.</p>	Fall
PPA 706	<p>US National Security and Foreign Policy</p> <p>This course will explore U.S. national security and foreign policy. We will examine U.S. policy during the cold war to establish a framework for understanding the policy challenges the U.S. faces today; current policy issues; and foreign and security policy decision-making. The course will use a combination of readings, case studies, exercises, and guest speakers to explore issues ranging from the U.S. national security structure, diplomacy and the use of force, U.S. relations with allies and potential adversaries, and the role of human rights and morality in U.S. policy.</p>	Fall

PPA 709*	Public Organizations and Management This course focuses on developing managers and leaders of public and nonprofit organizations. Such people must mobilize resources to achieve important public purposes, and to do so effectively, they must anticipate and manage change strategically, as opposed to reactively. It is therefore important to understand the integrative, interdependent nature of organizations, their environments and stakeholders, and the manner and variation in which management tools, such as performance measurement, strategic planning, collaboration, dispute resolution, and citizen involvement, can be used to direct and lead complex organizations and programs effectively. Managers make decisions in increasingly networked environments that are characterized by uncertainty, resource constraints, impediments to coordination, cooperation, and information exchange, and a myriad of other challenges. Nevertheless, effective managers cannot let these challenges become permanent barriers. Students will be exposed to the literature on management and public organizations, as well as strategies and tools for managing public and nonprofit organizations in networked environments. Theory, research, case studies, and simulations are used to bridge, expand, and deepen your ability to manage and lead organizations by anticipating, evaluating, and managing both the opportunities and barriers that you and your organization are bound to face.	Fall/Spring
PPA 715	Globalization and Development Courses (in DC) These courses will meet in Washington, DC at the Greenberg House, evenings, throughout the fall semester. Past courses have included: Strengthening Inter-agency Negotiations; Global Trade and Developing Markets; NGO Leadership; and Global Development Policy. Offerings will vary from year to year. These courses are targeted toward joint MPA/MA in International Relations students who will be in residence for two years and participating in a Fall internship in Washington, DC. Traditional PA graduate students may not be able to take advantage of a fall semester away from campus if core courses are required in that term.	Fall
PPA 719	Fundamentals of Post-Conflict Reconstruction <i>(cross listed with IRP 719, satisfies a core requirement for the Certificate of Advanced Study in Post-Conflict Reconstruction)</i> The goal of this class is to familiarize students with the broad literature on post conflict reconstruction, the various dimensions and goals of post-conflict work, the types of actors that conduct it, the trade-offs and dilemmas they face, and the lessons learned from its application across various settings. The course will devote considerable attention to the applied side of post-conflict reconstruction; that is, the techniques and tools used by international intermediaries (states, IOs and NGOs) as well as local stakeholders to transition societies from violence to sustainable peace. It will also address many of the key issues that frame the debate in post-conflict reconstruction work: the tension between externally and internally generated recovery efforts; the possibilities and weaknesses of formal peace and reconciliation commissions; the challenges of civilian-military cooperation in post-conflict zones; the trade-offs between stability and liberty; and the quest for viable exit strategies for international actors.	Fall

PPA 721*	<p>Introduction to Statistics</p> <p>Students are introduced to a variety of tools and techniques for analyzing data. Basic topics in descriptive statistics, probability theory and statistical inference are covered. Specific topics include; descriptive analysis of data; analysis of comparisons and associations; probability theory; sampling; point and interval estimation; and hypothesis testing. Lectures and assignments will be supported by the use of a statistical computer package.</p>	Fall
PPA 722*	<p>Quantitative Analysis</p> <p>The course is designed to provide conceptual and methodological tools for managers, evaluators and analysts charged with formally evaluating program implementation and performance. The goal is to equip students with the skills required to develop and conduct program evaluation research projects, and to be an intelligent consumer of program evaluation research conducted by others.</p> <p>PRE-REQUISITE: PPA 721: <i>Introduction to Statistics</i> or its equivalent. Knowledge of basic economics concepts is assumed.</p>	Spring
PPA 723*	<p>Managerial Economics for Public Administrators</p> <p>This course deals with the application of microeconomic analysis to public policy problems. Course is designed for students with a limited background in economics. The principal goal of the course is to teach students how to use basic economic reasoning to help untangle complex policy problems. Lectures and problem sets on microeconomic tools are combined with discussions and written assignments that apply these tools to public policy. The topics covered include supply and demand, household and firm behavior, market equilibrium, pollution and congestion, and cost-benefit analysis.</p>	Fall/Spring
PPA 730	<p>Forecasting for Policy Analysis and Public Management</p> <p>All policy and management decisions require some type of forecast. A decision to do something in the future assumes a prediction of how that action will work out. This course covers technical approaches to forecasting including time series methods, organizational processes for managing the forecasting process, and political influences on forecasting. Emphasis is on the role of forecasts as information used in policy analysis and managerial decision-making, along with the process of evaluating forecasts and forecasting processes.</p> <p>PRE-REQUISITE: PPA 721: <i>Introduction to Statistics</i> or its equivalent. Knowledge of basic economics concepts is assumed. The computer will be utilized, but no prior programming experience is necessary.</p>	Spring

PPA 730**The Federal Budget, Social Security and Health Care Reform****Fall**

Most people who seriously consider U.S. fiscal policy think that the long-term picture for the federal budget looks very bleak, and that substantial alterations in current tax and spending policies will be necessary to prevent deficits and debt from growing to unsustainable levels. Numerous factors comprise this picture, but central among them is the projected rapid growth in spending for the three largest entitlement programs (Social Security, Medicare and Medicaid) due to population aging and the inexorable rise in per capita health care costs. This course begins with a broad introduction to the budget and related Congressional decision-making processes and the major challenges posed by both for federal policymakers over the next decade. It next explores in-depth the issues surrounding the reform of Social Security, then turns to consideration of the U.S. health care system and its reform, with particular attention to Medicare and Medicaid, before finally returning to the broad picture and prospects for our fiscal future.

This course is particularly appropriate for U.S. students interested in budget or social policy at the national level. Basic understanding of economics and the American political and institutional environment is essential. Enrollment is limited to 15, so that classes can be conducted in seminar format with considerable discussion. Requirements include active participation in class discussion, written comments on readings, four short 'briefing memos', and participation in a group project on reform issues/options related to one of the three major topics of the course.

PPA 730**Social Policy in a Comparative Context****Spring**

This course aims at providing students with a broad exposure to the role of national governments in selected areas of social policy; on how and why this role has evolved over time, and on several of the major concerns currently facing both high income countries (especially the U.S.) and middle income countries (especially in Asia). Particular attention will be given to the similarities and differences in the challenges faced by countries with highly developed and emerging market economies, to the way in which these challenges are shaped by economic, political, demographic and cultural factors including the degree of democratization, exposure to the global economy, and population aging and to public pension, health care, immigration and tax policies. A basic understanding of economics is necessary.

The course will be capped at 16, with about half the enrollees expected to be EMPA students and the other half largely MPA students. It will be conducted in a conventional classroom/seminar format for roughly half the semester and then focus on group research projects (each involving 3-5 students) on selected topics related to the main themes of the course for the remainder of the semester. †EMPA students should note that this course also satisfies their master's capstone requirement, and are encouraged to substitute it for PPA996 if interested in the subject matter.

PPA 730	<p>Tax Policy and Politics, (<i>How we should pay for a civilized society?</i>)</p> <p>Justice Oliver Wendell Holmes said, “Taxes are what we pay for civilized society.” The price of civilized society depends not only on the amount of revenue raised, but on the way it is done. How progressive should the tax system be? Should the tax system reward good behavior and punish bad? Should it provide subsidies to achieve social objectives, such as decent childcare, affordable housing, or access to health care? How should married couples and families be taxed? Should death be a taxable event? Should we tax the amount people earn or the amount people spend? How much complexity can people tolerate in furtherance of social or other tax policy objectives? How should the tax burden be distributed among generations?</p> <p>The objectives of this course are: (1) to understand how the tax system got the way it is today; (2) to understand the major tax policy issues that drive the current political debate; and, (3) to understand the implications of alternative tax policy choices for the future.</p>	Fall
PPA 730	<p>Catastrophic Budget Failure (<i>and other economic disasters</i>)</p> <p>The United States appears at risk of accumulating so much debt that the economy could be ruined for a generation or more. This course explores the politics and economics of “catastrophic budget failure.” It considers the possibility that a bubble is developing in the market for US government bonds, and develops the macroeconomic implications of that bubble bursting at some point in the future. We will examine distant and recent historical antecedents, including the Great Depression of 1929 and the Great Recession of 2008. We will start with an overview of relevant macroeconomic concepts, look at evidence on when debt becomes unsustainable, the history of financial crises and their aftermath, the economics of bubbles and the “animal spirits” that cause them, and why avoiding a problem that worries almost everyone is so difficult.</p> <p>Students who have taken Professor Palmer’s course, “The US Federal Budget and Entitlement Program Reform,” will be asked to help lead a discussion of reform proposals aimed at averting a crisis. Grades will be based on student participation, periodic short assignments (including some group projects), and a term paper. In lieu of the full term paper, students will have the option to work on using social media (e.g., blogs, the web, Facebook) to educate their peers about the problem and potential solutions. Enrollment limited to 18.</p> <p>PRE-REQUISITE: PPA 723 <i>Managerial Economics for Public Administrators</i>, or PPA 897 <i>Fundamentals of Policy Analysis</i> or an equivalent; or permission of instructor.</p>	Spring
PPA 730	<p>Public Policy Making: The Federal Perspective (course is taught in DC)</p> <p>Examines public policy development in the executive and legislative branches with attention to the intersection of private and public interests. Areas for examination will include: the savings and loan legislation; public changes in financial institution policy; energy policy; national health care policy, etc. Focus will be on the applied, practical considerations facing policymakers and public administrators. This course is taught in Washington, DC at Syracuse University’s Greenberg House and will include several guest speakers from the various branches of government, experts on several issues of public interest and representatives of media and its role in shaping public policy.</p>	Winter

PPA 730	<p>Managing Individual / Group / Systemic Conflict</p> <p>This course will introduce the “suite of skills” embedded in the collaborative manager’s capacity to pre-empt, prevent and manage conflict at the individual, group and system levels in a manner consistent with least cost, highest involvement, and greatest satisfaction with results. Deep understanding of the spectrum of options for addressing conflict will be achieved, focusing on acquiring the voluntary dispute resolution skills of interest-based negotiation and problem solving; mediation of disputes; facilitation of group development and performance; high engagement meeting design and implementation; and dispute systems design to introduce more opportunities for the systematic use of these voluntary dispute resolution processes within organizations and systems. The course will offer the theoretical foundation for the “evolution of voluntary resolution” and will focus on handing off the skills to class participants through highly interactive practicums. Successful accomplishment of this course will be a necessary requirement for consideration as a PARCC “intern” when facilitation opportunities arise within the local client community.</p>	Fall
PPA 730	<p>Labor Relations in the Public Sector</p> <p>This course will introduce participants to the U.S. public employment sector through the lens of relationships between individual workers, groups of workers and their unions and associations, and employers and their organizations – all interacting within a political environment with great public visibility and accountability. The degree of union representation in U.S. state, local and federal employment is approximately 37% across the country (compared to approximately 7% in the private employment sector); with the federal system nearly 80% organized of those eligible to be represented by unions. For those planning a career in the U.S. public sector, knowledge of how to manage effectively in a union environment will likely be invaluable. The course will cover the legal, structural, and practice frameworks for the organized employment relationship, offering process choices for conflict mitigation, employee engagement, performance improvement, and mission accomplishment.</p>	Spring
PPA 730	<p>Information Management in the Public Sector I: i-governance Management in the Information Age</p> <p>This course is designed for non-IT professionals and public managers who want to be prepared for future technology challenges. The course focuses on the emerging topics and problems public managers are facing in the networked world. The Internet has created opportunities and possibilities for more direct participation of all stakeholders, such as citizens, media, businesses and non-profit organizations. At the same time it poses threats and challenges such as information overload, privacy and security concerns, etc. Effective public managers now have the challenging task to provide public data in meaningful ways in times of shrinking budgets and more complex mandates. The topics covered in this class include governance concepts, technology and infrastructure, mobile government, enabling i-governance, open source, knowledge management and communities of practice, global solutions and an outlook into emerging technology trends of the social web. How can we enable information-enabled government, the use of new technologies, and track the performance of these tools? This course can be combined with the sequel “Information Management in the Public Sector II: Government 2.0” during the spring semester 2010.</p>	Fall

PPA 730	<p>Information Management in the Public Sector II: Government 2.0</p> <p>This course provides an overview of the contemporary practices for managing the information assets of public sector organizations. The course highlights the challenges of managing the information assets of government organizations in a networked economy, practical applications for building the information capabilities of organizations, and understanding the information infrastructure. The special focus of this course are current topics such as Web 2.0 applications in public sector organizations. Students will examine through active learning exercises how management, technology and organizational components work together to create information systems in order to understand the behavioral aspects of IT usage in government. The course is mainly focused on IT management aspects and makes therefore no assumptions about the student's prior experience with computer hardware, software, and telecommunications.</p>	Spring
PPA 730	<p>Networked Governance</p> <p>This course provides an overview of topics related to networked governance, network government and information management in the public sector. In order to understand effective information management within and across public sector organizations, we will look at network concepts, knowledge management and governance theories as well as organizational social capital theories. Levels of analysis include individual, intra- and inter-organizational information management to understand how we can break up knowledge silos within and across public sector organizations. This new information management paradigm in the public sector brings challenges to existing bureaucracies that goes beyond markets and hierarchies by focusing on the network as the ideal information management mechanism. The course will give students the opportunity to analyze information collection, distribution and interpretation mechanisms from a networked governance perspective.</p>	Spring
PPA 730	<p>Global Health Policy</p> <p>This course examines global health policy in both the current and historical context of global epidemiological transition, global political economy, and globalization of health risk, medical technology and intervention, and human resources. The course integrates rapidly shifting global epidemiological experience with an emerging, new (and sometimes experimental) global health architecture. Students will understand and apply frameworks for evaluating the impacts of this shifting architecture on the emergence of global epidemics and new health priorities, on governance and implementation of national health policies, and on public-private partnerships, as they effect populations. The class is grounded in real, current case studies and examples, and students will complete course projects working with real-time global health programs in developing and emerging economies across a spectrum of global, local, public, and private entities.</p>	Spring
PPA 730	<p>Business and Government in the Global Economy: The Asian Experience</p> <p>This course examines the interface between business and government in Asian development in the context of a changing international economy. Globalization through the impact on the organization and location of the production of goods and services is changing the nature of international business and competition, with important implications for the relationship between business and government. This is presenting both opportunities and challenges to government policy aimed at accelerating the development of Asian economies. The course blends problem-oriented case studies with lectures, background readings, and role-playing; and will be valuable for students with an interest in business-government relations; in economic development, particularly in Asia; and in the on-going challenges of globalization for developing economies.</p>	Winter

PPA 730	<p>Environmental Conflict and Collaboration</p> <p>In this graduate level course we will explore environmental conflict resolution in theory and in practice. We will review the causes of conflict and will learn the practical strategies of interest-based negotiation, joint problem solving, facilitated decision making, and an introduction to mediation. My goal for you is that you leave the class with a realistic understanding: of how to analyze complex multiparty environmental disputes; of strategies to manage large and diverse groups making public environmental decisions; of the principles of interest-based collaborative problem solving, consensus building, and negotiation in a multiparty context; and of strategies for framing complex environmental issues so they can be resolved. This is a course with a unique blend of “traditional” readings and lectures, mixed with “nontraditional” role playing, simulations, student participation, group projects, and discussion groups.</p>	Winter
PPA 730	<p>Homeland Security: Federal Policy and Implementation Challenges</p> <p>This course will provide students with a thorough, broad-based understanding of the multiple challenges faced by the federal government in protecting the nation from a variety of threats, both human and natural. Upon completion of the course, students will understand the complexities of the current security environment and the most important policy and operational questions facing federal, state and local government. Class discussions, case studies and a simulation will provide an opportunity for students to become directly engaged in the implementation of various policy options.</p>	Spring
PPA 730	<p>Homeland Security: State and Local Government Preparedness and Response</p> <p>This course is designed to provide students with an understanding of state and local governments, the public safety functions that they provide, and the critical leadership competencies and collaborative relationships necessary for their successful management. Class lectures will address applicable theories and concepts, which students will then explore in current events and periodicals. The following areas will be addressed (1) Roles of state and local governments in the US federal system; (2) Political and social aspects of preparedness and response functions; (3) Structures of state and local governments and management implications; and (4) Public safety services and functions provided by federal, state and local governments.</p>	Winter
PPA 731	<p>Financial Management in State and Local Governments</p> <p>Introductory, practical course for persons whose formal training in government finance, accounting, or financial analysis is limited to PPA 734 <i>Public Budgeting</i>. Focus is on basic financial and managerial accounting and reporting, including short and long-term financial decision-making, capital budgeting and the market for tax-exempt debt, public employee pensions, accounting principles for state and local governments and financial condition analysis.</p> <p>PRE-REQUISITE: PPA 734 <i>Public Budgeting</i>. Not open to students who have completed PPA 749 <i>Financial Management in Nonprofit Organizations</i>.</p>	Fall
PPA 734*	<p>Public Budgeting</p> <p>Fundamental concepts and practices of budgeting, financial management, and tax analysis are introduced. The budget process, budget preparation, cost analysis, and budget reform are covered in detail. An overview is provided of basic financial management functions, such as cash management, debt management, and government accounting. Students are provided the fundamentals of tax evaluation for the property tax, sales taxes, and personal income tax.</p>	Summer/ Fall

PPA 735	<p>State and Local Government Finance</p> <p>Analyzes the expenditures and revenues of state and local governments plus fiscal aspects of intergovernmental relations. Course explores the determinants of state and urban economic development and local governments' fiscal behavior and develops criteria for selecting among policy alternatives. The assignments, and many of the class sessions, give students the opportunity to apply analytical techniques to actual problems in state and local public finance.</p> <p>PRE-REQUISITE: PPA 723 <i>Managerial Economics for Public Administrators</i>, or PPA 897 <i>Fundamentals of Policy Analysis</i> or an equivalent.</p>	Spring
PPA 736	<p>Economics of Health and Health Policy</p> <p>This course will teach basics of economics as applied to the health sector (health economics) with a focus on important and current health policy decisions faced by the United States and other nations. Examples include health care costs, insurance coverage, immunizations, smoking, and prescription drugs. We will use these methods to understand the challenges of health systems in the United States and a few other countries.</p> <p>PRE-REQUISITE: There are no course pre-requisite requirements, however, knowledge of basic economics concepts is assumed.</p>	Spring
PPA 742	<p>Public Administration and Law</p> <p>This is a case study driven course. The objective of this class is to present the big picture of public law and public administration by examining who the major players are in the legal system, how the public and private law systems and processes diverge and come together, and how the public law system, its institutions and processes incorporate public administration. Specific sections include constitutional politics, the transformation of policy proposals into regulatory programs, constitutional limits on government action and others.</p> <p>PRE-REQUISITE: <i>This course is not open to JD/MPA students.</i></p>	Winter
PPA 744	<p>Metropolitan Government and Politics</p> <p>This is a survey of issues involving metropolitan areas in the U.S. Course sessions center on financial, economic development, education, human services, operational, intergovernmental, neighborhood, personnel, management and governance issues that significantly influence metropolitan areas. Major course assignments involve an individual assignment on financial trend analysis (no accounting or finance experience required) and a team assignment at course end that synthesizes course work into a hypothetical strategic campaign strategy for a local government chief executive. Case studies, presentations by local government officials, and class discussions of readings are involved.</p>	Spring

PPA 746	Ethics and Public Policy In a democracy, those who make and implement public policy are charged with serving the interests and protecting the rights of everyone. They are obligated to act responsibly in using the powers and resources entrusted to them, to address fairly the competing demands and needs of their constituents. But, in the government's distribution of benefits and burdens, public officials are constantly pressured by powerful individuals and institutions for special consideration, often at the expense of other citizens. Moreover, the issues confronting public decision-makers are frequently complex, involving conflicting values and strongly held preferences, incomplete and possibly unreliable information, and consequences that no one can foresee. Effectively serving the common good, then, requires that public officials exercise sound moral judgment in performing their duties – that their actions be defensible ethically as well as legally. It requires an appreciation of ethical principles and an understanding of their application in the tangled domain of public affairs. This course is designed to enhance students' ability to think ethically about the means and ends of public policy. Accordingly, we will examine normative concepts and principles that typically enter into moral reasoning and use these tools in analyzing actual cases. In our case discussions, we will seek to get clear about moral issues facing the decision makers and explore how these issues might be resolved in ethically responsible ways.	Spring
PPA 747	Human Resources Management for the Public Sector This course is designed to introduce a number of traditional and contemporary issues in human resources management. We will examine the essential features of human resource management systems and the environments in which those systems operate. We will explore how the actions of and options available to public managers are shaped and constrained by political considerations. Theories and mechanisms for creating and sustaining high performance public agencies will be analyzed, and applied to critical issues confronting public managers.	Fall
PPA 748	Nonprofit Management and Governance This course is designed to enhance student's understanding of the theoretical and practical aspects of leading and managing nonprofit organizations in both paid and voluntary roles. Topics we will explore include: altruism, trust, social capital, the costs and benefits of the tax-free status of nonprofits, the commercialization of the sector, nonprofit accountability, board governance, the interdependence of government and nonprofit organizations in the modern state and the role of nonprofit interest groups and think tanks in shaping public policy. Additionally, students will gain practical skills in strategic planning, risk management, human resource development, outcome measurement, financial health and board development. PRE-ERQUISITE: Students should NOT enroll in this course and PPA 730: <i>Managing NGO's in Transitional and Developing Countries</i> due to substantial content overlap.	Fall
PPA 749	Financial Management of Nonprofit Organizations Introductory, practical course for persons aiming for general management careers in nonprofit organizations and who have little or no previous training or experience in accounting and finance. Topics include: financial decision-making techniques; capital budgeting and debt financing; endowment management; financial accounting and reporting principles for not-for-profits; and analysis of financial statements. PRE-REQUISITE: PPA 734 <i>Public Budgeting</i> . Not open to students who have completed PPA 731 <i>Financial Management in State and Local Governments</i> .	Spring

PPA 751	<p>JD/MPA Seminar: Regulatory Law and Policy</p> <p>An advanced exploration of regulatory decision-making, focusing on the justifications and methods for implementing regulation; how policy, politics and law impact on regulatory decisions; case studies of regulatory programs, their successes and failures.</p> <p>PRE-REQUISITE PPA 742 <i>Public Administration and Law</i> for non-JD/MPA students.</p> <p>This course is required for JD/MPA students, and must be taken in the 3rd year. JD/MPA STUDENTS MUST REGISTER FOR THIS COURSE AS A PPA COURSE.</p>	Spring
PPA 752*	<p>MPA Workshop</p> <p>All MPA students participate in an intensive, four-week, full-time workshop that addresses current topics in public management. Project assignments covering a broad array of topics are done in teams of 5-8 students. Students have an opportunity to express choice of topics prior to the start of the workshops, but the department will make final assignments. The objective of each workshop is application in the "real world" of the subject matter and techniques acquired in previous MPA course work in research, analysis and report preparation. The course will be offered in May immediately following the spring semester, and is an intensive, required, capstone course to the MPA degree. Students should note that a <i>full-time commitment is required and outside work requirements are NOT recommended.</i></p> <p>PRE-REQUISITE: Completion of the majority of MPA course work, or permission of Workshop faculty. Available to MPA students only. <i>Due to the team nature of this course, students are not allowed to drop this course once teams are assembled.</i></p>	Summer
PPA 753*	<p>Executive Leadership Seminar</p> <p>Executive Leadership is about YOU. It is your time to reflect on and process your year at Maxwell. It is about cultivating your own leadership style (and followership style when appropriate). It is about transitioning from student to professional. Topics covered include: Interest-based negotiation as leadership, work and conflict self assessment, negotiation in groups, managerial mediation as leadership, working with the media, ethical leadership, persuasion and advocacy as leadership, collaborative problem solving as leadership, negotiating in networks, entrepreneurship and creativity as leadership, and leadership styles and assessments.</p> <p>The course will be offered in June immediately following the MPA Workshop, and is an intensive, required, course to the MPA degree. Students should note that a <i>full-time commitment is required and outside work requirements are NOT recommended.</i></p> <p>PRE-REQUISITE: Available to MPA students only. Completion of the majority of MPA coursework, or permission of Department.</p>	Summer

PPA 755*	<p>Public Administration and Democracy</p> <p>This course emphasizes signature Maxwell School values and perspectives: public service, governance, and citizenship. It will explore the critical role of politics and the political environment in effective public management. It will acquaint the student with other significant issues as well: the constitutional foundation of American government; the evolving international order and the vital need for international awareness and understanding; and the role of bureaucratic expertise and power in contemporary government. Readings, discussions and exercises in the seminar are designed to illuminate the tensions inherent in modern government and to examine the role -- real or potential -- for public organizations and managers in addressing and solving public problems.</p>	Summer/ Spring
PPA 757	<p>Economics of Development</p> <p>This course (cross-listed in the economics dept.) will familiarize the student with a variety of alternative theories on what causes (or hinders) economic development. Different strategies and outcomes from a variety of settings will be presented and discussed. The goal of the course is to develop the student's understanding of international, national, sectoral, local, and household level issues related to economic development and the language used by economists to discuss these issues. Special attention will be given to the following questions: Are there differences between economic growth and economic development? What are the environmental implications of economic development?; and How are industrial/urban needs balanced against agricultural/rural needs in development?</p> <p>PRE-REQUISITE: PPA 723 <i>Managerial Economics for Public Administrators</i>, or PPA 897 <i>Fundamentals of Policy Analysis</i> or an equivalent.</p>	Spring
PPA 759	<p>Girls Education in a Developing World</p> <p>Education of girls is one of the most effective means of enhancing the quality of life of all people in the world. Yet in many countries, girls' participation in school lags significantly behind that of boys. This seminar type course will explore the benefits of girls education, will discuss many of the obstacles to higher numbers of girls in school, and will review the current state of play in various countries. The major student work project of the semester will be to write a business plan for how one specific country could take measures to significantly raise the numbers of girls in school.</p>	Spring
PPA 763	<p>Managing NGO's in Transitional and Developing Countries</p> <p>The later stages of the 20th century experienced a remarkable rise in the number and types of non-government organizations (NGOs) active in the developing world. The purpose of this course is to provide the students with some insight into the variety of roles that these organizations play in civil society while laying out some of the knowledge and skills required to operate NGOs effectively. Using mini-lectures, case studies, and a simulated project development exercise, the course will cover a broad range of topics including the origins of NGOs, how they are defined, their influences and how they are influenced, NGO boards, governance mechanisms, organizational structures, how NGOs develop a sense of mission and develop programs and projects in support of that mission, and how NGOs generate financial resources and sustain their projects and the organization.</p> <p>PRE-REQUISITE: Students should NOT enroll in both this course and PPA 748: <i>Nonprofit Management and Governance</i> due to significant course content overlap.</p>	Winter

PPA 764	UN Organizations: Managing for Change This course analyzes the processes for change in UN organizations. It begins with brief summaries of types of UN organizations, including their purposes, funding systems and governance structures. Half of the course will focus on the process of change in UN organizations funded by assessed contributions, highlighting the UN secretariat. The other half of the course will highlight the World Food Program as an example of the process of change in a voluntarily funded agency. Students will be graded on class participation, memos, a final paper, and occasional unannounced in class assignments. There is a course fee associated with registration for this class – to fund a mandatory field trip to the UN.	Fall
PPA 765	Humanitarian Action: Challenges, Responses, Results This course examines major humanitarian challenges worldwide since 1992 including disasters caused by nature and by man, including conflicts and economic stress. It also reviews key challenges for women, children, refugees, and displaced people, and the actions of governments, UN agencies, NGOs, militaries, donors, the press, and others. Classes are a combination of lecture, discussion, student presentations, and videos. Students are graded on their class participation, memos, group and individual presentations. There is a course fee associated with registration for this class – to fund a mandatory field trip to the UN.	Spring
PPA 767	Fund Development for Nonprofit Organizations This course covers essential and emerging topics in nonprofit fund development. The primary focus of the course is skill development. Students will learn practical skills essential to professional fund development including: prospect research, relationship building, narrative development, reporting, and donor management. Students will demonstrate these skills through preparation of a fund development portfolio. Class meetings will focus on discussions of topical issues and cutting edge practices.	Spring
PPA 772	Science, Technology and Public Policy Discusses the interplay of science, technology and public policy. This course explores the relations of scientists and policymakers (knowledge and power). Technology is viewed as a resource that is both a tool of policy and a factor shaping policy. Moreover, various interests promote, oppose, and seek to control technology to "leverage" the future. Focus is on the United States, but attention is given also to other nations and their science and technology policies. A special concern is science, technology and environmental policy.	Spring
PPA 775	Energy, Environment and Resources Policy This course analyzes the relation of government to policymaking in the domain of energy, environment, and resources. Attention is given to politics and administration of energy/environment/resources policy in the US at all levels of government. Comparative and international aspects of the problem are also examined. Particular emphasis is given to environmental policy and the processes by which policy is formulated, implemented and modified.	Fall

PPA 777	<p>Economics of Environmental Policy</p> <p>In this course, we will apply the principles of economics to environmental problems. The main question in any economics course is how best to allocate scarce resources. This holds true for environmental economics as well. However, environmental resources differ from many other goods that economists study in that there is usually no market for them. Thus, government policies are needed to maintain and improve environmental quality. We will begin by examining how economic incentives lead to environmental problems, and discussing various options for dealing with these problems. Because economic analysis requires information on both cost and benefits, we next discuss methods for valuing the benefits of environmental amenities. The course concludes with a section that relates the lessons of environmental economics to the macro-economy, with a focus on the effects of environmental policy and economic growth.</p> <p>PRE-REQUISITE: PPA 723 <i>Managerial Economics for Public Administrators</i>, or PPA 897 <i>Fundamentals of Policy Analysis</i> or an equivalent.</p>	Spring
PPA 782	<p>Health Services Management</p> <p>This course is designed to identify the approaches and tools required for successful management of health care organizations in a changing environment and coping with the patchwork quilt of non-profit, public and for-profit enterprise in the health care delivery system. Using a case study format, the course starts with a discussion of ethical issues that affect individuals involved in health services management. The discussion then extends into organizational ethics. The course explores the governance function where an organization's overall direction should come from, moves into the strategic and business planning that implements the direction and finally examines how managers implement (or try to implement) these plans.</p> <p>PRE-REQUISITE: PPA 783 <i>The Changing US Health Care System</i>, or permission of instructor. This course satisfies a core requirement for the HSMP Certificate.</p>	Spring
PPA 783	<p>The Changing US Health Care System</p> <p>The objective of this course is to examine the health care system in America and to explore the change it is undergoing. The evolution of the organizations (hospitals, nursing homes, home care agencies, etc.) and the people (physicians, nurses, social workers, etc.) making up the system will be examined. How these organizations and people and their relationships are changing in response to an environment of development of integrated delivery systems and restructuring of the financing systems as we know them will be explored. Public policy implications of these changes on the public health system and the social services system will be examined.</p> <p>PRE-REQUISITE: This course satisfies a core requirement for the HSMP Certificate.</p>	Fall

PPA 784	Education Policy The last several decades have witnessed dramatic changes in school finance systems, and far-reaching proposals to reform the structure, accountability systems, and operation of public schools. The purpose of this course is to provide you an overview of education finance and policies to reform American schools. While it is impossible in one semester to provide an in-depth analysis of such a broad topic, we will cover many of the major reforms which have received attention, such as education vouchers, charter schools, site-based management, school accountability systems, merit pay and comprehensive urban school reforms. These education topics will be examined using the tools and theories from micro-economics, policy analysis and program evaluation.	Spring
PPA 785	Implementation of Public Policy Implementation is management. It is managing policies and programs that are brand new, those that are being modified, and those that are replacing existing programs. Policy in all its forms come to managers in clear, direct, and measurable forms, but also with conflicting mandates, ambiguous directives, and measures that are not well defined or all that observable. There are many actors and institutions that shape the formulation and context of policy and fund and regulate policies and programs. Implementation is an integral part of the policy process and public sector governance and one that is dynamic, unpredictable, time consuming, and often does not occur in a straight-forward, linear process. This course is designed to: (1) Familiarize students with the theoretical and conceptual models used to understand the policy implementation process. (2) Examine implementation frameworks, the myriad actors and institutions that seek to influence the implementation of policy, tools for implementing policy, and more generally becoming aware of just how complex and difficult managing implementation can be. (3) Develop the analytical, reflective, and adaptive thinking skills from which managers, policy analysts, and advocates need to improve their ability to implement policy.	Spring
PPA 786	Urban Policy Policy makers in many urban areas confront an interrelated set of problems associated with racial segregation; concentrated poverty; inefficient patterns of development; lack of affordable housing; and intergroup disparities in services and opportunities. This course will examine the causes and consequences of these problems, and different policies that have been adopted or proposed to address them. Class sessions include lectures and discussions, with many opportunities for students to develop and present their own view on these complex topics. PRE-REQUISITE: PPA 723 <i>Managerial Economics for Public Administrators</i> , or PPA 897 <i>Fundamentals of Policy Analysis</i> or an equivalent	Spring

PPA 787	<p>Child and Family Policy</p> <p>This course applies microeconomic theory to the study of the family and is composed of three parts. The first covers the microeconomic tools and perspectives that will be utilized throughout the course. The second focuses on the theoretical models developed to inform our understanding of the family. A variety of topics will be covered including marriage and divorce, fertility, employment, and human capital. The final section will be devoted to the application of this theory in the policy arena. Subject matter in the application section will consist of, but is not limited to, policies targeting poverty, retirement, and child support. Domestic policies are the primary source for examples. Throughout the course, children and their outcomes are of particular concern.</p> <p>PRE-REQUISITE: PPA 721: <i>Introduction to Statistics</i> AND PPA 723 <i>Managerial Economics for Public Administrators</i> or their equivalents OR PPA 897 <i>Fundamentals of Policy Analysis</i> or permission of instructor.</p>	Spring
PPA 890	<p>Independent Study</p> <p>(see <i>Independent Study</i> section for more details)</p>	Any
PPA 895+	<p>Executive Education Seminar: Managerial Leadership</p> <p>Objectives are to establish an understanding of the schools of leadership thinking, especially current trends, to practice requisite skills, and to plan for additional learning and development through assessment and action planning. Course readings focus on leadership theory and practice and their application in the changing organizational environment.</p> <p>PRE-REQUISITE: Open to EMPA Students ONLY.</p>	Fall/Spring
PPA 897+	<p>Fundamentals of Policy Analysis</p> <p>This course considers the rationale for and limits to public sector policies and how those policies can be analyzed prior to their implementation with a portion of the course devoted to cost-benefit analysis. Although the principles of economics are relied upon heavily in the course, no prior training in the subject is assumed.</p> <p>PRE-REQUISITE: Open to EMPA Students ONLY.</p>	Fall/Spring
PPA 996+	<p>Master's Project Course</p> <p>Completion of the 3-credit Master's Project Course (PPA 996) meets the University's comprehensive requirement for a master's program. Highly diverse student project teams are organized around a public policy issue. Projects typically are expected to provide an internationally comparative perspective while developing a policy recommendation. The course is an opportunity for students to apply knowledge acquired through study to a policy and organizational issue of professional relevance. While the project deliverable focuses on a public policy issue, the course also emphasizes issues of team management within highly diverse work force settings. Sessions on project management and group dynamics support the teams as they work over the semester with faculty advisors to complete their project. A final oral presentation is presented to a panel of faculty and a written report is presented to faculty advisor.</p> <p>PRE-REQUISITE: Open to EMPA Students ONLY. Summer Session section restricted to DCP Students enrolled in Joint MBA/EMPA program.</p>	Any



PUBLIC ADMINISTRATION FACULTY

SHENA R. ASHLEY, Ph.D. (Georgia State), Assistant Professor of Public Administration.

Fields: Non-profit and philanthropic studies; evaluation and performance measurement; community economic development.

WILLIAM BANKS, J.D. (Denver), Laura J. and L. Douglas Meredith Professor for Teaching Excellence; Professor, Law and Public Administration, SU College of Law; Director, Institute of National Security and Counter Terrorism (INSCT).

Fields: National security law and counter terrorism, constitutional law; administrative law; public law processes.

CATHERINE A. BERTINI, B.A. (Albany), Professor of Practice in Public Administration. Former Under-Secretary General for Management, United Nations and Executive Director, World Food Programme.

Fields: Managing international organizations; humanitarian action; girls and education.

ROBERT BIFULCO, Ph.D. (Syracuse), Associate Professor of Public Administration.

Fields: State and local government finance; public budgeting; education policy.

GUTHRIE S. BIRKHEAD, Ph.D. (Princeton), Emeritus Professor of Political Science and Public Administration; Former Dean, Maxwell School of Citizenship and Public Affairs.

Fields: Ethics, metropolitan studies; comparative administration; intergovernmental relations.

EDWIN BOCK, A.B. (Dartmouth), Advanced Studies, London School of Economics and Political Science, University of London; Emeritus Professor of Political Science and Public Administration.

Fields: National planning and defense; government, mass media and the arts; executive politics.

STUART BRETSCHEIDER, Ph.D. (Ohio State), Professor of Public Administration; Associate Dean and Chair, Department of Public Administration.

Fields: Quantitative methods; information management; computer application and strategic planning.

WALTER BROADNAX, Ph.D. (Syracuse), Distinguished Professor of Public Administration.

Fields: Leadership and management in public organizations.

LEONARD E. BURMAN, Ph.D. (Minnesota), Daniel Patrick Moynihan Professor in Public Affairs, Professor of Practice, Public Administration and Economics.

Fields: Federal tax policy, health care and budget reform.

RENEE DE NEVERS, Ph.D. (Columbia), Associate Professor of Public Administration.

Fields: International security policy. (*on leave Spring 2011*)

THOMAS H. DENNISON, Ph.D. (Pennsylvania State), Professor of Practice in Public Administration, Program Advisor, Health Services Management and Policy (HSMP) Certificate Program.

Fields: Health care administration; finance and policy.

- WILLIAM D. DUNCOMBE, Ph.D. (Syracuse), Professor of Public Administration.
Fields: Public budgeting and finance; quantitative methods; development administration; education policy and finance.
- DEBORAH FREUND, Ph.D. (University of Michigan), Former Vice Chancellor and Provost of Syracuse University; Distinguished Professor of Public Administration and Economics.
Fields: Health care policy and economics of health.
- VERNON L. GREENE, Ph.D. (Indiana University), Professor of Public Administration; Chair, Social Sciences Program.
Fields: Health policy; program evaluation; quantitative methods; aging and social policy.
- PAUL D. HIRSCH, Ph.D. (Georgia Institute of Tech), Research Assistant Professor of Public Administration.
Fields: Collaborative management and decision making; sustainability studies; international forest policy.
- SHARON N. KIOKO, Ph.D. (Indiana), Assistant Professor of Public Administration.
Fields: Public financial management and analysis, public budgeting, non-profit finance, research methods.
- SOONHEE KIM, Ph.D. (Albany), Associate Professor of Public Administration.
Fields: Public personnel administration; organizational theory; leadership development.
- W. HENRY LAMBRIGHT, Ph.D. (Columbia), Professor of Political Science and Public Administration.
Fields: Science and public policy; environmental and resource policy; bureaucratic politics.
- LEONARD M. LOPOO, Ph.D. (University of Chicago), Associate Professor of Public Administration.
Fields: Poverty; economic demography; child and family policy; economic inequality and mobility.
- JOHN G. MCPEAK, Ph.D. (University of Wisconsin), Associate Professor of Public Administration.
Fields: Development economics; natural resource economics; African agricultural development.
- INES A. MERGEL D.B.A. (University of St. Gallen), Assistant Professor of Public Administration.
Fields: Information technology and networked governance; network analysis theory; sharing information and innovation across organizations.
- CHRISTINA S. MERCHANT, M.S. (American University), Professor of Practice in Public Administration, Labor Management Consultant.
Fields: Mediation; facilitation of area and national labor disputes in both public and private sectors.
- TINA NABATCHI, Ph.D. (Indiana), Assistant Professor of Public Administration.
Fields: Deliberative democracy; alternative dispute resolution in the federal government.
- ROSEMARY O'LEARY, Ph.D. (Syracuse), Howard and Louise Phanstiel Chair of Strategic Management & Leadership; Professor of Public Administration;
Fields: Public management; law and public policy; collaborative public management; dispute resolution.
- JOHN L. PALMER, Ph.D. (Stanford), University Professor, Syracuse University; Professor of Economics and Public Administration; Former Dean, Maxwell School of Citizenship and Public Affairs.
Fields: Public management and public policy; social welfare policy.
- DAVID POPP, Ph.D. (Yale), Associate Professor of Public Administration.
Fields: Economics of natural resources and the environment; public finance.

ROSS RUBENSTEIN, Ph.D. (New York University), Associate Professor of Public Administration.
Fields: Public budgeting and finance; nonprofit financial management; economics of education; education finance and policy.

LARRY D. SCHROEDER, Ph.D. (University of Wisconsin), Professor of Public Administration.
Fields: Public sector economics; quantitative methods; financial management in local governments and developing countries. (*on leave spring 2010*)

JEREMY R. SHIFFMAN, Ph.D. (University of Michigan), Associate Professor of Public Administration.
Fields: Development administration; comparative politics; public health and population policy. (*here through August 2009*)

DAVID VAN SLYKE, Ph.D. (Albany), Associate Professor of Public Administration.
Fields: Public and nonprofit management, privatization and contracting, strategic management, faith-based organizations, and philanthropy.

PETER WILCOXEN, Ph.D. (Harvard), Associate Professor of Public Administration and Economics;
Director, Center for Environmental Policy and Administration.
Fields: Environmental economics; natural resource economics.

DOUGLAS WOLF, Ph.D. (University of Pennsylvania), Gerald B. Cramer Professor of Aging Studies;
Professor of Public Administration.
Fields: Quantitative methods; aging and social policy; population studies.

JOHN YINGER, Ph.D. (Princeton), Trustee Professor of Public Administration and Economics; Associate
Director for Metropolitan Studies, Center for Policy Research.
Fields: Managerial economics; public finance; urban/housing policy; education finance.

ADJUNCT FACULTY

GEORGE ABONYI, Ph.D. (UCLA), Senior Advisor, Asian Development Bank (CAREC Programme); Senior
Advisor, Fiscal Policy Research Institute/Education, Ministry of Finance, Thailand; Executive
Director, Asia Strategy Forum (Ottawa/Bangkok).
Fields: Political economy of policy reform in Asia, public/private partnerships in development;
regional cooperation in economic integration in Asia.

DAVID M. CRANE, J.D. (Syracuse) Professor of Practice, SU College of Law.
Fields: International criminal law, international law, international humanitarian law, national
security law.

BRUCE DAYTON, Ph.D. (Syracuse), Associate Director, Moynihan Institute of Global Affairs.
Fields: Peace and conflict studies; trans-boundary environmental policy; transnational politics.

TIMOTHY DYE, Ph.D. (Buffalo), MPA/MA (Syracuse), Adjunct Professor, University of Rochester.
Fields: Medical anthropology, social epidemiology, public/global health problems, maternal and
child health care.

CATHERINE M. GERARD, M.A. (University of Toronto), M.P.A. (SUNY-Albany), Associate Director,
Executive Education Programs; Co-Director, Program on the Analysis and Resolution of Conflicts.
Fields: Leadership; organizational development; total quality management.

KEVIN GOTTLIEB, Ph.D. (Syracuse), President, Kevin Gottlieb and Associates, Washington, DC.
Fields: Natural resource and energy policy; congressional policy making.

STEVEN LUX, M.P.A. (Syracuse), Director, Executive Education Programs.

Fields: International NGO management, HIV/AIDS programs and policy in developing countries.

JOHN MATHIASON, Ph.D. (MIT), Adjunct Professor, International Relations.

Fields: Management of international public sector; international negotiation; international organizations.

EILEEN D. MILLETT, J.D. (Syracuse), Visiting Professor of Practice, SU College of Law.

Environmental law and policy, regulatory law and compliance.

TERRELL A. NORTHRUP, Ph.D. (Syracuse), Part time Assistant Professor, International Relations.

Fields: Information technology policy in a global environment, international relations.

DANA RADCLIFFE, Ph.D. (Syracuse), MBA (UCLA), M. Phil. (Yale)

Fields: Ethics and public policy; management ethics; leadership.

LAURA J. STEINBERG, Ph.D. (Duke University), Dean, L. C. Smith College of Engineering and Computer Science, Professor of Engineering and Computer Science and Public Administration.

Fields: Engineering and critical infrastructure protection; urban infrastructure and sustainability; environmental and civil engineering.

ACADEMIC STANDARDS

GRADING SYSTEM

The grading system at Syracuse University includes the following options: A, A-, B+, B, B-, C+, C, C-, F. Grade points for each of the symbols used for graduate students are outlined in the adjoining table.

Passing grades for graduate students are all grades within the general A, B, and C categories. Since Graduate School rules require at least a 3.0 average for work comprising the student's entire program, **a grade of B- or lower** in any course should be regarded as a strong warning that work in the course was below faculty expectations.

The symbol of I (Incomplete) may be granted to a student *only* if it can be demonstrated that it would be unfair to hold the student to the normal time limits of the course. Illness or other exceptional circumstances are the usual basis for consideration. Students should not assume that an incomplete will be granted automatically upon request. Rather, a student who believes that her or his circumstances warrant an incomplete is advised to consult with the course instructor.

To receive an incomplete, a student must complete a Request for Incomplete form, and obtain the instructor's approval. The completed and signed Request for Incomplete is then submitted to the chairperson of the department offering the course. An

incomplete is calculated as an F in the GPA until a grade is recorded for the course.

GRADE VALUES		
GRADE		GRADE POINTS
		PER CREDIT
A	<i>superior</i>	4.0
A-	<i>range</i>	3.6666
B+	<i>good</i>	3.3333
B	<i>range</i>	3.0
B-		2.6666
C+	<i>below</i>	2.3333
C	<i>expectations</i>	2.0
C-		1.6666
F	<i>failure</i>	0
I	<i>incomplete</i>	0

STATEMENT ON PLAGIARISM

The Board of Graduate Studies of Syracuse University has prepared the following *Statement of Plagiarism*. All students are expected to be guided by it during their attendance at the University.

Plagiarism, i.e., the presentation as one's own work the words, ideas, and opinions of someone else, is a serious concern in any academic setting. This University, like all academic institutions in the United States, assumes that the written work of a student is literally the student's own, and that any original idea or research contributions taken from the published works of others will be properly acknowledged.

When any material is taken directly from a published source, it must be appropriately cited. If a statement is used verbatim, it must be enclosed in quotation marks, as well as otherwise acknowledged. Syracuse University, through its various colleges and departments, will readily refer students to writing and style manuals that are universally recognized as acceptable by scholars and that very adequately demonstrate how students should handle the issue of proper citation of material. Examples of such works include the student manual distributed by the English Department of Syracuse University, *A Manual for Writers* by K. Turabian, and the *Publication Manual* of the American Psychological Association.

Students must understand that, like cheating on examinations, plagiarism is a serious instance of academic dishonesty. In this University, it will be dealt with as such.



SERVICES, FACILITIES and STUDENT ACTIVITIES

CAREER DEVELOPMENT

Throughout the year, Career Development provides many opportunities for students to participate in career-related workshops, employer visits, networking opportunities and alumni panels. Job, internship, and fellowship opportunities in federal, state and local government agencies, not-for-profits and non-governmental organizations, private organizations, and international agencies are regularly posted on the Orangelink web-accessible database system. Additionally, students can discuss their career goals and establish a career action plan with a professional staff member.

The Maxwell School alumni network covers a wide variety of domestic and international agencies and organizations, and is a significant resource for those seeking information about organizations and/or networking for a job. Nearly 1,500 Maxwell alumni now participate in the Maxwell School LinkedIn Group and are happy to speak with graduate students and alumni about their career interests and job search process. In addition, many alumni visit the school during the course of the year to speak in classes and participate in workshops and in panel discussions. These alumni are also an important part of the network and are happy to talk informally with students.

Recognizing that an individual's career will evolve throughout her/his lifetime, Career Development emphasizes development of the skills necessary to adapt to the changing work world. Each student is ultimately responsible for seeking and securing employment and must take ownership of and exercise professional responsibility for fulfilling his/her own career ambitions.

JOSEPH A. STRASSER ACADEMIC VILLAGE, EXECUTIVE EDUCATION LOUNGE, and COMPUTER FACILITIES

Public administration (EMPA and MPA) and international relations students enjoy their own Academic Village, named in honor of Maxwell alumnus, Joseph A. Strasser. This large area with soundproof doors for internal division has spaces for lounging and socializing, quiet and team study, small-group work, lockers, and a kitchenette. Students can also meet and socialize in the Eggers Cafe.

Maxwell 214 is also a lounge in which EMPA and MPA students can study or socialize. In addition, the Executive Education staff in Maxwell 219 offers coffee, Xerox and FAX machines for EMPA students.

Master's students use computers for communication, research and class assignments. A computer lab, including computers, printer, and workspace, is available in Eggers Hall for ALL public administration and international relations students. The Academic Village is also outfitted for laptop usage and has several computers and a printer. For EMPA students, a small computer lab is located in Maxwell 214.

For more information on the Maxwell computing and technology environment, students should review carefully the Maxwell School's Information and Computing Technology (ICT)'s web site. Students may also register and partake in training sessions throughout the academic year. A Help Desk is also staffed M-F from 1:00-3:00 in Eggers 034A.

UNIVERSITY, MAXWELL AND PUBLIC ADMINISTRATION STUDENT ACTIVITIES

COMPAS	Coalition of Minority Public Administration Students (COMPAS) is a graduate student organization dedicated to the promotion and advancement of minority students within the Maxwell School's public administration graduate programs. Founded in 1997, COMPAS seeks to establish a network of shared information and support among students, alumni and faculty, share professional resources with current students and alumni, and encourage prospective minority students to pursue careers in public administration through training at the Maxwell School.
GRADUATE STUDENT ORGANIZATION	<p>Initiated in 1968 as a confederation of students drawn together by social interest, GSO became the political organization representing graduate students in all facets of University life and policy-making. GSO serves graduate students in several ways:</p> <ul style="list-style-type: none">* As a forum through which graduate students articulate their interests and concerns to SU's administration, faculty, and undergraduates;* As a provider of service, GSO sponsors a variety of campus-wide services and assists graduates in gaining access to University services;* As a government, through its executive, legislative and judicial branches, GSO monitors and maintains the quality of graduate student life.
MAXPAC	The formal public administration student organization whose mission is to represent student views to the administration, campus-wide Graduate Student Organization, and student body. It also organizes social, service, and academic activities throughout the year and handles the student budget (obtained in part from the graduate activity fee).
MAXWELL REVIEW	Long a tradition through the 1970's, this peer reviewed journal of scholarship and opinion was revived in 1994 by Maxwell graduate students, primarily from public administration. This publication has again become a part of the School's long tradition of interdisciplinary learning.
MAXWELL WOMEN'S CAUCUS	Founded by PA students in 1993 as an organization for the women and men of Maxwell, Maxwell Women's Caucus is dedicated to fostering an ongoing dialogue on gender issues, and promoting the general well being of women. The direction of MWC is determined each year by the graduate student membership. Membership is open to both male and female students throughout Maxwell. Although MWC is a student-initiated organization, support from faculty and staff broadens and strengthens the organization.
MAXWELLIS	MAXWELLIS, the Maxwell International Student organization, was established in 2005. Acknowledging the growing number of international students and the need to address their specific needs at Maxwell, a group of Public Administration students decided to form an organization whose mission would be to empower Maxwell international graduate/doctoral students worldwide. MAXWELLIS is open to all students at Syracuse University who share this goal.

In addition to informal parties and sports, regular activities held for and by PA students throughout the year, other events typically include an early-July gathering for new and continuing students, a Welcoming Reception during MPA Colloquium, Brown Bags, a traditional Spring Dinner Dance, the PA Convocation in June, and EMPA graduation ceremonies in May and December. These activities are in addition to the University's wide range of opportunities for sports, personal fitness, lectures, speakers, and concerts.



FOR FURTHER INFORMATION, CONTACT:

MPA PROGRAM AND ADMISSIONS

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