

SYRACUSE UNIVERSITY



**Maxwell
School**

**MASTER OF PUBLIC ADMINISTRATION &
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION**

MASTER'S HANDBOOK
2017-2018

TABLE OF CONTENTS

TABLE OF CONTENTS	2
MISSION STATEMENT	4
PUBLIC ADMINISTRATION CALENDAR	5
MASTER OF PUBLIC ADMINISTRATION (MPA)	6
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (EMPA)	9
PROGRAM OF STUDY FRAMEWORKS	11
ENVIRONMENTAL POLICY & ADMINISTRATION	12
INTERNATIONAL DEVELOPMENT & ADMINISTRATION.....	14
NATIONAL & INTERNATIONAL SECURITY POLICY	16
PUBLIC & NONPROFIT MANAGEMENT	18
PUBLIC SECTOR INNOVATION & MANAGEMENT	20
SOCIAL POLICY	22
STATE & LOCAL GOVERNMENT FINANCIAL ANALYSIS & MANAGEMENT.....	24
EXPERIENTIAL LEARNING AT THE MAXWELL SCHOOL	26
ACADEMIC ADVISING	28
JOINT & CONCURRENT DEGREE PROGRAMS	29
JD/MPA JOINT DEGREE PROGRAM.....	30
MPA/MA-INTERNATIONAL RELATIONS (MAIR) JOINT DEGREE PROGRAM.....	32
JOINT MAIR/MPA COURSE PLANNING SHEET	34
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION & EXECUTIVE MASTER OF INTERNATIONAL RELATIONS (EMPA/EMIR) JOINT DEGREE PROGRAM.....	35
MPA/ESF STUDENTS	36
CERTIFICATES OF ADVANCED STUDY OPTIONS	37
ACADEMIC OFFERINGS FOR 2017 - 2018	41
ACADEMIC & PERSONAL STANDARDS	44
SERVICES, FACILITIES, & STUDENT ACTIVITIES	46

WELCOME

July 5, 2017

On behalf of the faculty and staff of the Department of Public Administration and International Affairs, I welcome you to the Maxwell School of Citizenship and Public Affairs at Syracuse University.

The Maxwell School is the first school to provide graduate education in public administration in the United States. We are very excited to welcome you as our 93rd class. Graduates of our programs serve in a wide range of leadership, management, finance, and policy positions at all levels of government and in the nonprofit sectors in the United States and around the world.

The school, with its multidisciplinary faculty, diverse student body, alumni network, 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 prepares you for the opportunities and challenges that lie ahead.

This Master's Handbook and Course Guide describes MPA program requirements, specialized programs-of-study, and public administration course offerings.

You can also consult our website, which has the most up-to-date information available and can be found at http://maxwell.syr.edu/paia/degrees/Master_of_Public_Administration/. Our faculty and staff are happy to answer any additional questions and to enthusiastically support your educational goals. Please feel free to talk with us as you plan your academic schedule and begin your studies.

Again, welcome to the Maxwell School and the Department of Public Administration and International Affairs.

Best wishes for success in your graduate studies!

Robert Bifulco
Associate Dean and Chair



MISSION STATEMENT

The Masters of Public Administration (MPA) program at the Maxwell School of Citizenship and Public Affairs seeks to enhance knowledge and develop skills essential to careers in public service. We believe public service means using one's abilities and opportunities to contribute to the broad public good across levels of government and with nonprofit and for-profit organizations, nationally and internationally.

The MPA program is grounded in a comprehensive view of public service education that appreciates the need for three areas of mastery: formulating, implementing and evaluating policy; leading and managing organizations with diverse stakeholders; and applying rigorous and evidence-based analysis to inform decision making.

To accomplish this mission, the Maxwell School's MPA program is designed with several distinctive features including a twelve-month intensive cohort experience, a broad cross-section of domestic and international students, productive and accessible faculty who are engaged in applied inter-disciplinary research, and a focus on citizenship in teaching, scholarship, and service.

PUBLIC ADMINISTRATION CALENDAR

Summer 2017

MPA Colloquium	July 5 - July 8
Public Budgeting	July 10 - July 28
Fall Semester Registration	July 31
Public Administration & Democracy	July 31 - August 18

Fall 2017

First Day of Classes	August 29
Labor Day (University Closed)	September 4
Spring Semester Registration	November 8
Thanksgiving Break (No Classes)	November 19 - 26
Last Day of Classes	December 8
Reading Days	Dec. 9, 10, 12 (am), & 14 (am)
Final Exams	Dec. 11, 12 (pm), 13, 14 (pm), & 15
Last Day of the Semester	December 15

Winter Intercession 2018

Classes (Tentative, Dates May Vary)	January 3 - 12
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Spring 2018

Martin Luther King Jr. Day (University Closed)	January 15
First Day of Classes	January 16
Spring Break (No Classes)	March 11 - 18
Registration for Summer Classes	March 21
Last Day of Classes	May 1
Reading Days	May 3, 5, & 6
Final Exams	May 3, 4, 7, 8, & 9
Last Day of the Semester	May 9
University Commencement Weekend	May 12 & 13

Summer 2018 (tentative)

Executive Leadership Week One	May 14 - May 18
MPA Workshop	May 21 - June 15
Executive Leadership Weeks Two & Three	June 18 - June 27
MPA Convocation	June 29

MASTER OF PUBLIC ADMINISTRATION (MPA)

In a society facing complex problems, there is a great need for skilled public managers and policy analysts. The Maxwell School's Master of Public Administration (MPA) educates future leaders to fulfill these public service careers

Since its inception in 1924, the Maxwell School and its faculty have greatly influenced public administration's growth and development. The MPA is designed principally, but not exclusively, for those who plan to pursue careers in the public and not-for-profit sectors. The degree prepares individuals for careers as managers and policy analysts in government agencies and closely-associated organizations.

More than 8,500 Maxwell School alumni work in federal, state, and local governments, nonprofit agencies and foundations, private firms, and university faculties world-wide.

The MPA degree enhances knowledge and skills essential to public service careers. At the Maxwell School, public service is seen as that which contributes to the public good across levels of government and throughout nonprofit and for-profit organizations, nationally and internationally.

This comprehensive view of public service education requires three areas of mastery: (1) formulating, implementing and evaluating policy; (2) leading and managing organizations with diverse stakeholders; and (3) applying rigorous, evidence-based analysis to decision making.

The MPA curriculum ensures 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 MPA degree requires 40 credits of approved graduate coursework, including 25 credits of required coursework. The remaining 15 credits consist of specialized courses. Students must also maintain a cumulative grade point average of 3.0.

MPA Core Requirements

All MPA candidates must fulfill ALL core course requirements. The core curriculum confers mastery in the following areas of Public Administration:

Applied Public Management Principles
Applied Economics Decision-Making
Citizenship & Public Affairs
Leadership

Policy Formulation
Programmatic Design
Public & Nonprofit Organizations
Quantitative Policy Analysis

MPA Core Coursework (25 Credits)

PAI 600	Public Affairs Colloquium
PAI 712	Public Organizations & Management OR PAI 748 Non-Profit Management OR PAI 762 Challenges of International Management and Leadership
PAI 721	Introduction to Statistics
PAI 722	Quantitative Analysis
PAI 723	Economics for Public Decisions
PAI 734	Public Budgeting
PAI 755	Public Administration & Democracy
PAI 752	MPA Workshop
PAI 753	Executive Leadership

Waiver Exam for Economics or Statistics Core Courses

Students with knowledge comparable to that covered in PAI 721 *Introduction to Statistics* and PAI 723 *Economics for Public Decisions* are encouraged to sit for the relevant waiver examinations. Students who pass these exams waive the core requirement.

Waiver exams are offered immediately prior to the fall and spring semesters. Students may only attempt the non-credit bearing exam once. The department has course syllabi and preparation materials on hand to provide context for the exams.

Specialized Coursework (15 Credits)

The remaining 15 credits consist of additional specialized coursework in the following areas.

- Environmental Policy & Administration
- International & Development Administration
- National & International Security Policy
- Public & Nonprofit Management
- Public Sector Innovation and Management
- State & Local Government Financial Analysis & Management
- Social Policy

Expected Course Load

Full-time graduate students at Syracuse University must be registered for at least nine credits in the fall and spring semesters and at least six credits during the summer semester. Registering for fewer credits may affect financial aid, visa status, or graduate award eligibility.

Time Required to Complete the MPA Program

The MPA program is designed to be completed in 12 months of full time study with course work in both summer terms. Most students complete the program on this schedule. That said, full-time students may choose to study for longer, extending their residency.

MPA students should note that the standard 12-month program restricts them to Department of Public Administration & International Affairs' course offerings during the summer sessions.

EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (EMPA)

The Department of Public Administration & International Affairs (PAIA) and the Executive Education Program offer a 30-credit Executive Masters of Public Administration (EMPA) degree. Established in 1964, this program was the first public administration graduate degree in America designed for mid-career professionals wanting to build organizational and policy leadership skills and knowledge.

EMPA students are mid-and upper-level executives in the public, private, and non-profit sectors wishing to update their skills, anticipating promotion into leadership positions, or seeking to transition to the public and non-profit sectors. Students are drawn from government ministries, state and local agencies, and a variety of non-profit and private organizations.

Applicants must have at least seven years of managerial and leadership experience in the public or public-related private sector. The program is geared to the public executive's pressing needs in both length and flexibility. Both full- and part-time study are possible.

EMPA Degree Requirements

The EMPA degree requires 30 credits of approved coursework, including nine credits of required coursework and 21 credits of specialized coursework. At least 18 of the credits must be PAIA department courses. Students must maintain a cumulative grade point average of at least 3.0.

EMPA Core Requirements

The EMPA degree's core requirements consist of the following three executive seminar courses for nine credits of graduate coursework:

EMPA Core Coursework

PAI 895	Executive Education Seminar: Managerial Leadership
PAI 897	Fundamentals of Policy Analysis
PAI 996	Master's Project Course

EMPA Specialized Coursework

EMPA students design a course program that meets their individualized professional needs in concert with their academic advisor. This individualized program may consist of a mixture of coursework in organizational leadership, general policy analysis, and subject area specialization.

Interdisciplinary Program of Study

EMPA students can pair study in public administration with additional social science course work outside of the PAIA department. With the approval of Executive Education Program staff, students may take up to 12 credits from across the Maxwell School and may pursue coursework across Syracuse University or at the SUNY College of Environmental Science and Forestry (SUNY-ESF).

Organizational Leadership Focus Areas

Managing Fiscal Resources

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

Context of Public Administration

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

Managing Organizations

PAI 764	UN Organizations: Managing for Change
PAI 747	Human Resources Management
PAI 748	Nonprofit Management and Governance

EMPA Policy Analysis Focus

Building upon PAI 897 - Fundamentals in Policy Analysis, EMPA students may choose further coursework in any of the following topical policy analysis areas:

International & Development Administration	Public Sector Innovation & Management
Environmental Policy & Administration	Social Policy
National & International Security Policy	State & Local Government Financial Analysis & Management
Public & Nonprofit Management	

Independent Research

As part of a customized program of study, students may choose to work with a faculty member on an independent study, typically limited to three credits. For more information on independent study procedures, please consult the independent study section of this handbook on page 27.

EMPA Normal Course Load

Full-time graduate students are registered for at least nine credits in each fall and spring semesters and at least six credits for the summer semester. Many international students choose to begin the degree with a nine-credit load in their first semester. Registering for fewer credits may affect financial aid, visa status, or graduate award eligibility.

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.

PROGRAM OF STUDY FRAMEWORKS

The following program of study frameworks guide course choices for both MPA and EMPA students. Pursuing coursework in each of these frameworks develops competencies in a specific management or policy focus area within the MPA and EMPA program structure.

Specific questions about program of study frameworks should be directed towards the faculty member designated as that program's advisor. Students consult with faculty and departmental staff members to ensure an optimal course blend.

The Department of Public Administration and International Affairs has identified the following programs of study as falling under the overall MPA program framework.

- Environmental Policy & Administration
- International Development & Administration
- National & International Security Policy
- Public & Nonprofit Management
- Public Sector Innovation & Management
- Social Policy
- State & Local Government Financial Analysis & Management

THE BENEFITS OF A BLENDED PROGRAM

Most MPA students select specialized coursework from multiple program of study areas. By completing a minimum of three courses (nine credits) in a particular program of study, a student builds a foundation for elective coursework, broadening one's base of experience.

The additional six credits of elective coursework are selected from other PAIA departmental courses or from other departments within the Maxwell School or the broader Syracuse University community.

ENVIRONMENTAL POLICY & ADMINISTRATION

The Environmental Policy & Administration program of study develops an understanding of the economic, administrative, political, and legal challenges confronting public managers addressing contemporary environmental policy challenges. Environmental policy and administration coursework provides knowledge of environmental policy and institutions 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, energy, water, biodiversity, trans-boundary environmental management, public lands policy, public participation, role of media, environmental risk, technology, and environmental policy.

PROGRAM OF STUDY FACULTY

Peter Wilcoxon, Advisor

W. Henry Lambright

David Popp

John McPeak

Saba Siddiki

ENVIRONMENTAL POLICY & ADMINISTRATION COURSE OFFERINGS

The PAIA department recommends that students pursuing this program of study complete at least one environmental law course. The following courses are drawn from across the Maxwell School, the broader Syracuse University Community, and the State University of New York's College of Environmental Sciences and Forestry (SUNY-ESF). As you consider courses outside of the PAIA department, remember that you are limited to six credits from outside of the Department of Public Administration and International Affairs.

PAIA Department Courses

PAI 730	Managing Policy Process
PAI 742	Public Administration and Law
PAI 751	Regulatory Law and Policy
PAI 770	Climate Change: Science, Perception & Policy
PAI 772	Science, Technology and Public Policy
PAI 775	Energy, Environment and Resources Policy
PAI 777	Economics of Environmental Policy

Non-PAIA Department Courses

GEO 606	Development and Sustainability
GEO 700	Climate Change: Geography, History and Politics
GEO 754	Seminar on Environmental History
EST 550	Environmental Impact Analysis
EST 600	Foundations of Environmental Studies
EST 608	Environmental Advocacy Campaigns and Conflict Resolution
EST 645	Mass Media and Environmental Affairs

EST 640	Environmental Thought and Ethics
EST 702	Environmental and Natural Resource Program Evaluation
EST 705	Environmental Policy Analysis
EST 705	Environmental Policy Analysis
FOR 665	Natural Resources Policy
FOR 670	Resource and Environmental Economics
FOR 687/LAW 716	Environmental Law and Policy
FOR 689/LAW 865	Natural Resources Law and Policy
LAW 643	Land Use Planning & Zoning Law

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

GRADUATE CERTIFICATES AND JOINT DEGREES

In addition to Environmental Policy & Administration course work, students can pursue coursework toward certificate programs and joint degrees with the Syracuse University College of Law or SUNY-ESF. These latter options are described in the *Joint and Concurrent Degree Programs* section, beginning on page 29.

EMPLOYMENT

There is a growing need for individuals with both managerial and environmental expertise. Students completing this program of study framework are well prepared for a variety of positions, including those similar to the following, currently held by Maxwell alumni. These include:

Not-for-Profit

- International Research & Relations Specialist, U.S. Green Building council
- Project Manager, World Resources Institute
- Policy Analyst, Society of American Foresters

Government Service

- Executive Director, Chesapeake Bay Critical Areas Commission, State of Maryland
- Congressional and Legislative Office, Attorney Advisor, U.S. Department of Interior
- Wildlife Biologist, Sequoia National Park
- Analyst, U.S. Government Accountability Office
- Director of Recycling, Onondaga County, New York
- Analyst, New York State Department of Environmental Conservation
- Assistant Attorney General, District Office of the Environment, District of Columbia

Public-Sector Consulting

- Research Assistant, Cascade Holistic Economic Consultants
- Consultant, Booz Allen Hamilton
- Consultant, Science Applications International Corporation

INTERNATIONAL DEVELOPMENT & ADMINISTRATION

The International Development & Administration program of study exposes students to administrative and policy issues in developing countries and is of interest to students seeking positions with agencies that require a global perspective to address international challenges.

International Development & Administration coursework exposes students to administrative systems of developed and developing countries, how these factors influence policy, and ultimately, an examination of how these policies promote international trade and development.

Faculty associated with this program focus on a wide range of international development issues, including health and childbirth 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.

PROGRAM OF STUDY FACULTY

John McPeak, Advisor

Tosca Bruno-Van Vijfeijken

Steve Lux

Sabina Schnell

Masood Hyder

Rebecca Peters

INTERNATIONAL DEVELOPMENT & ADMINISTRATION COURSE OFFERINGS

In addition to courses offered in the PAIA department, students should also consider electives offered through the Anthropology, Geography, Political Science, and Sociology departments.

PAIA Department Courses

PAI 601	Fundamentals of Conflict Studies
PAI 700	Food Security
PAI 707	Culture in World Affairs
PAI 713	Governance & Global Civil Society
PAI 719	Fundamentals of Post-Conflict Reconstruction
PAI 730	Health and Development
PAI 763	NGO Management in Developing & Transitional Countries
PAI 756	International Development Policy & Administration
PAI 757	Economics of Development
PAI 764	UN Organizations: Managing for Change
PAI 765	Humanitarian Action: Challenges, Responses & Results

Non-PAIA Department Courses

ANT 663	Global Health
GEO 606	Development & Sustainability
HST 600	Political Violence in Historic Perspective
PSC 700	Political Economy of Development
PSC 704	Comparative Political Economy
PSC 758	Global Migration
LAW 728	International Law
LAW 778	International Human Rights
SOC 800	Immigration

GRADUATE CERTIFICATES AND JOINT DEGREES

The Maxwell School's Master of Public Administration/Master of Arts in International Relations (MPA/MAIR) degree allows students interested in global public sector management to academically integrate two paths of study. For more information on this degree, please consult the Master of Arts in International Relations handbook, published in August 2016.

EMPLOYMENT

There is always a need for official development assistance staff. In addition to the skills developed at Maxwell, international experience and foreign language skills are key assets.

Students completing this program of study framework are well prepared for a variety of positions, including those similar to the following positions currently held by Maxwell alumni. These include:

International Non-Governmental Organizations

- Project Manager, Humanitarian Capacity Building, Save the Children
- Program Assistant, International Foundation of Elections
- Program Officer, International Women's Project at Alliance for Social Dialogue.

International Public Sector

- Education Specialist, World Bank
- Program Manager, USAID, Office of Transition Initiatives
- Research Fellow, Inter-American Development Bank
- Research Associate, Center for Strategic and International Studies

NATIONAL & INTERNATIONAL SECURITY POLICY

Contemporary international and national security policy challenges remain as salient as ever. These include the way that borders, transportation, and communications systems are secured, intelligence is gathered, counterterrorism strategies are implemented, privacy and citizen rights are protected, and even how government is structured.

The National & International Security Policy framework of study offers an entry point to gain insight into and contribute to the development of innovative approaches to international and national security within national governments, international institutions, and the private sector. The core of the curriculum provides a foundation in national security law, policy and strategic practice; foreign policy and international security challenges, and civil-military relations.

To better understand these issues, students can augment their coursework by engaging in simulation exercises and exploring case studies; participating in discussions with faculty members, practitioners, and experts in the field; and conducting research projects. All of these approaches develop leadership and management skills, capabilities, and insights relevant to confronting pressing security demands.

PROGRAM OF STUDY FACULTY

William C. Banks, Advisor

David Crane

Robert B. Murrett

Keli Perrin

Renée de Nevers

Sean O'Keefe

William Snyder

NATIONAL & INTERNATIONAL SECURITY POLICY COURSE OFFERINGS

PAIA Department Courses

PAI 600	Media and Atrocities
PAI 601	Fundamentals of Conflict Studies
PAI 717	International Security
PAI 718	U.S. National Security and Foreign Policy
PAI 719	Fundamentals of Post-Conflict Reconstruction
PAI 730	Central Challenges in National Security Law & Policy
PAI 738	US Intelligence Community: Governance & Practice
PAI 739	US Defense Strategy

Non-PAIA Department Courses

ANT 673	Peace and Conflict in the Balkans
HST 600	Political Violence in Historic Perspective
PSC 759	Crisis Management
LAW 700	National Security Law
LAW 728	International Law
LAW 778	International Human Rights
LAW 790	Counterterrorism & the Law

LAW 822 National Security Research Center
LAW 832 Cyber Security Law and Policy

GRADUATE CERTIFICATE OPTION

Students seeking to obtain further credentials in this area may pursue a Certificate of Advanced Study in Security Studies or Certificate of Advanced Study in Post-Conflict Reconstruction. Both are administered by the Institute for National Security and Counterterrorism (INSCT).

EMPLOYMENT

National and international security policy staff are in constant demand. The following positions represent a selected list of positions held by Maxwell School alumni:

U.S. Federal Government

Director of Operations, Defense Policy Analysis Office, U.S. Department of Defense
Counterintelligence Investigator, U.S. National Security Agency
Analyst, U.S. Defense Intelligence Agency
Special Agent, Naval Criminal Investigative Service
Legal Advisor, ICE, U.S. Department of Homeland Security

State & Local Government

Analyst, Onondaga County Department of Emergency Management

Public-Sector Consulting

Consultant, CSC International
Analyst, Global Security Division, Booz Allen Hamilton

PUBLIC & NONPROFIT MANAGEMENT

The Maxwell School's Public Administration program has focused on public management training since its inception. This program of study framework provides graduates with a foundation for a wide range of managerial and administrative positions in the public and nonprofit sectors.

By emphasizing broad-based analytical and managerial skills, the Public & Nonprofit Management program provides general and in-depth training that prepares students careers at all levels of government, in nonprofit organizations, and with private firms that principally work with the public and social sector.

Students will obtain knowledge of the tools of governance, organizational management theories and practices, institutions and policies surrounding personnel administration, strategic public and nonprofit management; policy implementation, managing groups and teams, oversight and accountability, the role of technology and information in public and nonprofit management; and collaborative public management, negotiation, and conflict resolution, among other topics

Faculty teaching the Public & Nonprofit Management area represent a wide range of interests, reflecting the breadth of this program of study. Their research and consulting activities focus upon organization structure and design, policy tools and implementation, service delivery networks, partnerships and contracts, managerial leadership, politics of civil service, social entrepreneurship, management of big data, philanthropy in nonprofit organizations, the role of volunteers in nonprofit management, managerial leadership, public administration and law, collaborative public management, nonprofit leadership and foundations, and citizen participation in the policy process.

PROGRAM OF STUDY FACULTY

Tina Nabatchi, Advisor

Julia Carboni

Catherine Gerard

Sean O'Keefe

Saba Siddiki

Matt Young

Thomas Dennison

Steve Lux

Sabina Schnell

David Van Slyke

PUBLIC & NONPROFIT MANAGEMENT COURSE OFFERINGS

PAIA Department Courses

PAI 601	Fundamentals of Conflict Studies
PAI 713	Governance & Global Civil Society
PAI 730	Public Management of Technology Development
PAI 730	Managing Policy Process
PAI 731	Financial Management in State & Local Governments
PAI 732	Collaborative & Participatory Governance
PAI 742	Public Administration & Law
PAI 746	Ethics & Public Policy
PAI 747	Human Resources Management

PAI 749	Financial Management of Nonprofit Organizations
PAI 750	Managing Individual, Group, & Systemic Conflict
PAI 751	JD/MPA Seminar: Regulatory Law & Policy
PAI 763	NGO Management in Developing and Transitional Countries
PAI 764	UN Organizations: Managing for Change
PAI 767	Fund Development for Non-Profit Organizations

Non-PAIA Department Courses

ANT 624	Negotiation: Theory and Practice
LAW 702	Administrative Law
LAW 730	Labor and Employment Law
PSC 759	Crisis Management
PSC 788	Political Leadership

EMPLOYMENT

There is an ongoing need for effective managers in the public and non-profit sectors. Maxwell alumni currently hold the positions below:

Local Government Leadership and Management

Economic Development Specialist, City of Phoenix, Arizona
Assistant City Manager, Atascadero, California
Budget Analyst, New York City Office of Management and Budget
Legislative Lobbyist, Montgomery County, Maryland
Juvenile Court Manager, Minneapolis, Minnesota

State Leadership and Management

Public Management Intern, New York State Civil Service Commission
Office of Regulatory Reform, State of Colorado

Federal Administration

Personnel Management Specialist, United States Department of Labor
Analyst, United States Government Accountability Office, Community and Economic Development Division

Nonprofit Management and Administration

Public Policy Coordinator, Vermont Alliance of Nonprofit Organizations
Assistant Director, Women's City Club of New York
Vice President for Financial Development, Boys and Girls Club

PUBLIC SECTOR INNOVATION & MANAGEMENT

New technologies are changing the way that public sector organizations operate, creating opportunities to improve efficiency, transparency, and impact. But they also present challenges in assessing which technologies are a good fit, balancing risks and rewards of innovation, and facilitating organizational change that is necessary to embrace new technologies. There is an increased need for public sector managers who can identify opportunities created through new technology and manage the process of change.

The technological innovations brought on by the changes of the “Second Machine Age” have the potential to fundamentally transform the role of government and quasi-governmental organizations, who serve as both consumers and regulators of the innovation market.

There is an increased need for public sector managers who can bridge the cultural differences between traditional government sectors and the innovative private sector. Coursework in this program of study will equip students to manage new facets of public service delivery that result from the tensions between these sectors.

Coursework in this program of study will equip students to manage new facets of public service delivery. Skills developed include effectively managing the information channels within organizations, using data to create transparency and improve performance, evaluating the technology acquisition and implementation process within public and private sector organizations, promoting open government, harnessing technology development for public benefit, and understanding the challenges that new technologies have for citizen privacy, among others. This coursework will allow students to meet the management challenges that public organizations face as a result of changes in technology and service delivery.

PROGRAM OF STUDY FACULTY

W. Henry Lambright

Keli Perrin

Peter Wilcoxon

Sean O’Keefe

David Popp

Matt Young

TECHNOLOGY & INFORMATION MANAGEMENT COURSE OFFERINGS

In addition to the courses listed below, students should consider additional coursework from within the Syracuse University College of Engineering, School of Information Studies, and the Whitman School of Management, as well as the SUNY-ESF.

PAIA Department Courses

PAI 730 Public Management of Technology Development

PAI 730 Data Innovation and Policy Making

PAI 772 Science, Technology & Public Policy

PAI 777 Economics of Environmental Policy

Non-PAIA Department Courses

EEE 620 Foundations of Entrepreneurship

EEE 621 Corporate Entrepreneurship

GEO 683	Geographic Information Systems
LAW 814	Technology Transactions Law
LAW 832	Cyber Security Law & Policy
IST 565	Data Mining
IST 618	Survey of Telecommunication & Information Policy
IST 634	Security on Networked Environments
IST 653	Telecommunications & Network Management
IST 711	e-Government
IST 728	Information Security Policy

EMPLOYMENT

Students pursuing this program of study framework will work in agencies primarily concerned with technical and information issues, such as state energy offices, NASA, Department of Defense, consulting firms, or environmental agencies.

Many will assume jobs in positions requiring technical knowledge, such as technology transfer and export control agents at federal departments such as State, Commerce and Defense, decision support staff, or technical policy analysts. This grounding in technology and information policy is useful at all levels of government and in high demand in the private and not-for-profit sectors.

Federal Government

Management Associate, National Aeronautics and Space Administration
 Program Analyst, U.S. Department of Energy
 Project Manager, U.S. Department of Energy
 Senior Technology Manager, U.S. Government Accountability Office

State & Local Government

New York State Senate Fellows Program
 New York State Energy Research and Development Authority

Private Sector

Project Performance Corporation
 Booz, Allen, Hamilton
 PriceWaterhouseCoopers
 Kanzai Electric Company
 Private Systems Assurance Director, Hong Kong & Shanghai Banking Corporation
 NorthrupGrumman Corporation
 Lockheed Martin Corporation

SOCIAL POLICY

Social Policy includes aging, education, health and social welfare policy, as well as health service management. Each area represents a major and enduring public policy concern, in which leadership in public management and policy analysis is critical.

The program of study framework concerns itself with the roles and responsibilities of the public sector in designing, managing, and evaluating health, education, and welfare programs for at-risk populations. Social policy involves elements of policy analysis, policy design, program evaluation, public management, and program implementation in the public and private non-profit sectors. 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, such as the elderly, children, the disabled, sick and unemployed.

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). Education policy at Maxwell emphasizes education reforms such as school choice, accountability, teacher recruitment and retention, and the design of equitable school finance systems.

Health Services Management and Policy (HSMP) is 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. Students focusing on this area should also consider the Certificate of Advanced Study in Health Services Management and Policy. This sub-field unites public administration with business, law, medicine, and social work to address contemporary issues such as legal and illegal drugs, child health, and health care finance.

PROGRAM OF STUDY FACULTY

Douglas Wolf, Advisor

Thomas Dennison, Advisor - Health Services Management and Policy

Robert Bifulco

Leonard Burman

Sarah Hamersma

Colleen Heflin

Len Lopoo

Kathy Michelmore

John L. Palmer

Michah Rothbart

Amy Schwartz

John Yinger

SOCIAL POLICY COURSE OFFERINGS

PAIA Department Courses

PAI 730	Demography, Aging and Public Policy
PAI 730	Health and Development
PAI 730	Health Economics and Policy
PAI 730	The Federal Budget, Health Care, & Social Security Reform
PAI 730	Managing Policy Process
PAI 749	Financial Management of Nonprofit Organizations
PAI 778	Development Finance
PAI 781	Social Welfare Policy
PAI 782	Health Services Management
PAI 783	Changing US Health Care System
PAI 786	Urban Policy

Non-PAIA Department Courses

LAW 720	Family Law
LAW 763	Disability Law
LAW 831	Refugee and Asylum Law
SOC 664	Aging and Society
SWK 611	Social Welfare Policy and Services

EMPLOYMENT

Students are prepared for positions in policy, planning, and regulatory agencies within government, non-profit, and proprietary organizations, such as the following positions held by Maxwell alumni.

Federal Government

- United States Department of Health Human Services
- United States Office of Management and Budget
- United States Government Accountability Office
- United States Department of Labor

State & Local Government

- Onondaga County Department of Social Services
- New York State Department of Mental Health
- Ohio Department of Mental Health
- Minnesota State Health Agency

Not-For-Profits & Private Organizations

- Mathematica Policy Research
- Urban Institute
- Lutheran Social Services of Illinois

STATE & LOCAL GOVERNMENT FINANCIAL ANALYSIS & MANAGEMENT

State & Local Government Financial Analysis & Management provides students with an understanding of the fundamental fiscal issues confronting administrators and policy-makers. It also provides basic technical knowledge and skills required of entry-level professionals in budget and finance offices, legislative agencies, and other organizations associated with state-local finance functions. This program of study framework introduces 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.

PROGRAM OF STUDY FACULTY

Yilin Hou, Advisor

Robert Bifulco

Michah Rothbart

Minchin Lewis

John Yinger

STATE & LOCAL GOVERNMENT FINANCIAL ANALYSIS & MANAGEMENT COURSE OFFERINGS

PAIA Department Courses

PAI 730	The Federal Budget, Health Care, & Social Security Reform
PAI 730	Tax Policy & Politics
PAI 731	Financial Management in State & Local Governments
PAI 735	Public Finance: An International Perspective
PAI 742	Public Administration & Law
PAI 744	Metropolitan Government & Politics
PAI 746	Ethics & Public Policy
PAI 751	JD/MPA Seminar: Regulatory Law & Policy

Non-PAIA Department Courses

ECN 621	Econometrics I
ECN 622	Econometrics II

EMPLOYMENT

Students completing this program of study staff budgeting and finance positions in state and local governments. Others are drawn to federal agencies responsible for 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, including the following positions.

Federal Government

- Congressional Budget Office
- Department of the Navy
- United States Government Accountability Office
- United States Social Security Administration

State & Local Government

- Arizona State Budget Office
- City of Bellevue, Washington
- City of Beverly Hills, California
- City of Hampton, Virginia
- City of Long Beach, California
- City of Phoenix, Arizona
- City of San Antonio
- City of Santa Fe, New Mexico
- Commonwealth of Massachusetts
- County of San Diego
- Fairfax County Office of Management and Budget
- Illinois Bureau of the Budget
- New York State Division of Budget

Private sector

- Booz Allen Hamilton
- Credit Rating Agencies
- Deloitte Consulting
- Grant Thornton

EXPERIENTIAL LEARNING AT THE MAXWELL SCHOOL

Master of Public Administration students develop professional competencies throughout their studies at the Maxwell School, but there are several additional options to develop further skills.

EXPERIENCE CREDIT COURSE OPTION - PAI 670

Internships and other professional development 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. These experiences also allow for greater synergistic application of classroom learning and service in a contemporary context, integrating academics with professional experience.

Internships are strongly recommended for students lacking experience or moving in new professional directions. 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 internships should consult the Center for Career Development for more information.

Students may earn up to three credits for internships and apply these credits toward their degree requirements. This experiential learning appears on a transcript as PAI 670 - Experience Credit. Students may also engage in community internships simply to build their resume.

NOTE: JD/MPA STUDENTS CANNOT COUNT INTERNSHIPS TOWARD THE MPA DEGREE.

The following parameters must be met to count an internship for credit. Additionally, all internships require a supervisor's evaluation and a written summary report by the student.

Internship Academic Requirements

Internship credit cannot be granted before a student matriculates or after a student has completed all degree requirements.

In order to obtain the internship credit, students will prepare a ten-page paper directly linking their public administration coursework with the internship experience. This linkage should cover the relationship between their job tasks and work environment to the core areas of public administration, detailed on page six.

This paper will be graded by the faculty sponsor 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 faculty sponsor to discuss the paper early on in the internship experience.

Service Time Requirements

Internships to be counted towards the MPA degree must be for a minimum of 150 hours over either a six-week (summer) or ten-week period (fall and spring).

Internship Registration

Internships for credit are registered under the course PAI 670 - Experience Credit. Registration for PAI 670 requires the registration form "Internship Proposal-Agreement" (available on the Registrar's Office website).

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 faculty sponsor who will supervise the intern must sign the form prior to registration. The form must also be signed by the department's associate director. Registration for an internship **must be completed no later than October 1, March 1 and June 1 respectively.**

INDEPENDENT STUDY COURSE OPTION - PAI 690

A student may earn course credit by enrolling in PAI 690 *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 enrolling in PAI 690 *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.

MPA WORKSHOP - PAI 752

The MPA workshop serves as a culminating experience for MPA students. By engaging in a four-week, full-time experience, students investigate and address contemporary issues in public administration and policy and apply theoretical knowledge of public administration topics to real-world challenges.

ACADEMIC ADVISING

The PAIA department believes a multi-layered interactive advising approach is preferable to an assigned-advisor structure. Therefore, all departmental faculty, staff, and alumni are available for advising.

Faculty in the Department of Public Administration and International Affairs (PAIA) play an active role in academic advising alongside the professional staff in the Department of Public Administration and International Affairs and the Executive Education Program.

The department provides ample access to meet with faculty during the summer and throughout the year, but it is to the student's advantage to further conversations with faculty on shared interests in regard to academic advising, professional development, and career advancement. As this is a professional graduate program, students are encouraged to fully develop their relationships with faculty throughout their tenure at Syracuse University.

Additional sources for advising are also available. Course planning guides are available in the PAIA Office for joint JD/MPA students. Joint MPA/MAIR students have detailed planning guides available in the MAIR handbook. The department also maintains a record of all prior course syllabi for students to review in the PAIA Office.

MPA Students

Academic advising for MPA students begins during the summer session, when the PAIA department sponsors informational lunches where faculty highlight different program of study and certificate of advanced study options available to students. These meetings will be held in advance of the fall registration, which begins on August 1.

For more in-depth course advising than these sessions or this handbook provides, MPA students should consult with the associate director on how to structure their program and what courses will help them achieve their professional goals.

EMPA Students

EMPA students are advised by the Assistant Director of Executive Education. Before starting the program, EMPA students are asked to identify courses of interest and participate in early registration.

JOINT & CONCURRENT DEGREE PROGRAMS

MPA students may complete the MPA/EMPA and a second graduate degree on a joint or concurrent basis. 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 law, international relations, economics, information science and technology, political science, geography, social work, and management.

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.

JD/MPA JOINT DEGREE PROGRAM

The connection between law, public policy, and management is clear. This is particularly true in the many areas where laws and regulations are revised on a daily basis. The joint JD/MPA program prepares students to address these challenges at all levels of government, as well as in the traditional legal services field.

Students in the joint JD/MPA program obtain both the JD and MPA degrees with a minimum of 97 overall credits, including 72 credits at the Syracuse University College of Law and 25 credits within the Department of Public Administration and International Affairs.

JD/MPA - CORE COURSE REQUIREMENTS (25 Credits)

Joint JD/MPA students must complete the following required courses.

PAI 600	Public Affairs Colloquium
PAI 734	Public Budgeting
PAI 712	Public Organizations and Management
PAI 721	Introduction to Statistics
PAI 722	Quantitative Analysis
PAI 723	Economics for Public Decisions
PAI 751	JD/MPA Seminar: Regulatory Law and Policy ¹

Students must also enroll in two PAI electives for a total of six additional credits of coursework. This is in addition to 72 credits of coursework at the College of Law. Joint JD/MPA students must also complete LAW 702 Administrative Law as a pre-requisite for PAI 751.

Due to university regulations, there are specific guidelines for acceptable courses allowed toward the 25 PAI 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 College of Law work;
- Credit for coursework completed outside the PAIA Department;
- Credit for internships or independent studies.

PROGRAM SEQUENCE

Students pursuing the joint JD/MPA program begin MPA coursework during the summer between their 1L and 2L years. It is highly recommended that all joint JD/MPA students complete four credits of PAIA coursework (PAI), the MPA Colloquium and Public Budgeting, during the summer immediately before their 2L year, as this permits them to take remaining MPA degree credits in their 2L & 3L years. Several suggested course patterns are available in the PAIA departmental offices and detailed below.

¹ 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 PAI 751 prefix.**

Plan Suggestion One

Summer Between 1L and 2L (4 Cr.)

PAI 600: PA Colloquium (1 Cr.)

PAI 734: Public Budgeting (3 Cr.)

2L Fall (6 Cr.)

PAI 712: Public Orgs. & Mgmt (3 Cr.)

PAI 721: Intro. to Statistics (3 Cr.)

2L Spring (6 Cr.)

PAI 722: Quantitative Analysis (3 Cr.)

One PAI Elective (3 Cr.)

3L Fall (6 Cr.)

PAI 723: Econ. for Public Dec. (3 Cr.)

One PAI Elective (3 Cr.)

3L Spring (3 Cr.)

PAI 751: Reg. Law & Policy (3 Cr.)

Plan Suggestion Three

Summer Between 1L and 2L (4 Cr.)

PAI 600: PA Colloquium (1 Cr.)

PAI 734: Public Budgeting (3 Cr.)

2L Fall (6 Cr.)

PAI 712: Public Orgs. & Mgmt (3 Cr.)

PAI 721: Intro. to Statistics (3 Cr.)

2L Spring (6 Cr.)

PAI 722: Quantitative Analysis (3 Cr.)

One PAI Elective (3 Cr.)

3L Fall (3 Cr.)

PAI 723: Econ. for Public Dec. (3 Cr.)

3L Spring (6 Cr.)

PAI 751: Reg. Law & Policy (3 Cr.)

One PAI Elective (3 Cr.)

Plan Suggestion Two

Summer Between 1L and 2L (4 Cr.)

PAI 600: PA Colloquium (1 Cr.)

PAI 734: Public Budgeting (3 Cr.)

2L Fall (6 Cr.)

PAI 712: Public Orgs. & Mgmt (3 Cr.)

PAI 721: Intro. to Statistics (3 Cr.)

2L Spring (6 Cr.)

PAI 722: Quantitative Analysis (3 Cr.)

PAI 723: Econ. for Public Dec. (3 Cr.)

3L Fall (6 Cr.)

One PAI Elective (3 Cr.)

One PAI Elective (3 Cr.)

3L Spring (3 Cr.)

PAI 751: Reg. Law & Policy (3 Cr.)

Plan Suggestion Four

Summer Between 1L and 2L (1 Cr.)

PAI 600: PA Colloquium (1 Cr.)

2L Fall (6 Cr.)

PAI 721: Intro. to Statistics (3 Cr.)

PAI 734: Public Budgeting (3 Cr.)

2L Spring (6 Cr.)

PAI 722: Quantitative Analysis (3 Cr.)

One PAI Elective (3 Cr.)

3L Fall (6 Cr.)

PAI 723: Econ. for Public Dec. (3 Cr.)

PAI 712: Public Orgs. & Mgmt (3 Cr.)

3L Spring (3 Cr.)

PAI 751: Reg. Law & Policy (3 Cr.)

One PAI Elective (3 Cr.)

MPA/MA-INTERNATIONAL RELATIONS (MAIR) JOINT DEGREE PROGRAM

The joint degree in public administration and international relations (MPA/IR) allows for in-depth exploration of international relations-focused coursework alongside their specialization in public sector management.

More information on the Master of Arts in International Relations (MAIR) can be found in the 2016 - 17 MAIR handbook, to be published in August 2016.

MASTER OF ARTS IN INTERNATIONAL RELATIONS

The MAIR degree requires graduate students to develop significant academic and professional expertise in one of five career track concentrations. These are as follows:

- Development and Humanitarian Assistance
- Governance, Diplomacy, and International Organizations
- International Economics, Finance, and Trade
- Peace, Security, and Conflict
- Regional Concentrations

PROGRAM SEQUENCE

The MPA/MAIR degree requires students to complete core requirements for both individual degrees as part of 58 credits of total graduate coursework. Most students spend three semesters on Syracuse University's main campus and at least one semester conducting overseas research or professional development opportunities in their chosen field of focus.

The MAIR handbook provides a more detailed course planning sheet, as well as information on international opportunities and off-campus practical development.

MPA/MAIR - MPA Core Requirements

- | | |
|---------|--|
| PAI 600 | PA Colloquium |
| PAI 722 | Quantitative Analysis |
| PAI 734 | Public Budgeting |
| PAI 752 | MPA Workshop |
| PAI 753 | Executive Leadership and Public Policy |
| PAI 755 | Public Administration and Democracy |

MPA/IR - IR Core Requirements.

- | | |
|---------|---------------------------------|
| PAI 705 | Research Design |
| PAI 710 | International Actors and Issues |
- Four career track courses (12 credits)
One professional practicum/internship in the selected career track area
One Signature Course from the following selections:
- | | |
|---------|------------------------------|
| GEO 606 | Development & Sustainability |
|---------|------------------------------|

HST 645 History of International Relations
PAI 707 Culture and World Affairs
PAI 716 Economic Dimensions of Global Power
PSC 783 Comparative Foreign Policy

Demonstrated language proficiency.

MPA/MAIR - Shared Core Requirement

PAI 712 Public Organizations & Management OR
PAI 762 Challenges of International Management and Leadership
PAI 721 Introduction to Statistics
PAI 723 Economics for Public Decisions

MPA/MAIR - Elective Coursework

Four additional electives, of which three (3) must carry PAI prefixes.

JOINT MAIR/MPA COURSE PLANNING SHEET

SEMESTER COMPLETED

PUBLIC ADMINISTRATION CORE COURSES

_____ PAI 600: PA Colloquium (July)	1 Credit
_____ PAI 734: Public Budgeting (July/F)	3 Credits
_____ PAI 755: Public Administration and Democracy (Aug/S)	3 Credits
_____ PAI 722: Quantitative Analysis (S)	3 Credits

INTERNATIONAL RELATIONS CORE COURSES

_____ International Relations: PAI 710: Int'l Actors and Issues (F)	3 Credits
_____ Evaluation: PAI 705: Research Design (S)	3 Credits

SIGNATURE COURSE

_____ Interdisciplinary Signature Course (select <u>one</u> from page 11):	3 Credits
Signature Course: _____	

SHARED CORE COURSES

_____ Economics: PAI 723: Economics for Public Decisions (F)	3 credits
_____ Statistics: PAI 721: Introduction to Statistics (F)	3 credits
_____ Management: PAI 712 (F) (or) PAI 762 (F/S)	3 credits

CAPSTONE COURSES

_____ PAI 752: MPA Workshop (May/June)	3 credits
_____ PAI 753: Executive Leadership (June)	3 credits

INTERNATIONAL RELATIONS CAREER TRACK

_____ Career Track Course 1: _____	3 credits
_____ Career Track Course 2: _____	3 credits
_____ Career Track Course 3: _____	3 credits
_____ Career Track Course 4: _____	3 credits

ELECTIVE COURSES

MPA Program of Study (optional) _____

_____ PAI Elective: _____	3 credits
_____ PAI Elective: _____	3 credits
_____ PAI Elective: _____	3 credits
_____ IR Elective: _____	<u>3 credits</u>

58 credits

GLOBAL INTERNSHIP: At least one Career Track or Elective Course must consist of an internship.

Organization: _____

LANGUAGE REQUIREMENT: _____

EXECUTIVE JOINT DEGREE PROGRAM

The dual EMPA/EMIR degree allows students to focus on executive-level public administration and international relations disciplines in an abbreviated course of study.

Dual degree students earn the second degree concurrently, with a 30-credit primary focus of study and a 21-credit supplemental course of study. Students choose the primary (i.e. 30-credit) major and then pursue the credit and program requirements for the dual major.

Students must meet requirements of both programs for the joint EMPA/EMIR degree.

MPA/ESF Students

The concurrent degree with the State University of New York's College of Environmental Sciences and Forestry (ESF) allows students to focus on how environmental sciences, forestry and natural resources management, as well as landscape architecture.

Collaborative Coursework

Students pursuing the concurrent degree must complete 34 credits of Public Administration and International Affairs coursework. This includes the 25 credits of core coursework and nine credits of elective coursework within the department of Public Administration and International Affairs. The remaining six credits for the MPA degree are drawn from broader ESF courses.

Auditing Classes

Unfortunately, ESF students are not permitted to audit Syracuse University classes.

Advising

The academic advising staff in the Department of Public Administration and International Affairs can help students identify courses within the department to best meet your academic form.

Registration

As SUNY ESF remains as a student's primary home college, students will register for your fall and spring semester courses using the MySlice portal, selecting ESF as your school/career.

For summer registration, students must go first to the ESF registrar's office in 111 Bray Hall to get a summer course registration form to be taken to a student's ESF advisor. Upon advisor's signature, return the form to the ESF registrar's office, who will issue an accessory instruction letter. This letter is then taken to Syracuse University's University College Bursar/Registrar office. The University College Staff will then register your coursework for the summer.

Payments and Billing

Students are billed through ESF. Since summer courses at ESF are not normally covered by tuition support, students should speak with the bursar and financial aid offices to accommodate this cost.

CERTIFICATES OF ADVANCED STUDY OPTIONS

Syracuse University offers a variety of Certificates of Advanced Study (CAS) allowing students to obtain additional specialization in a subject-matter area beyond their graduate degree focus.

CAS can be divided into three different classifications

Concurrent CAS for Matriculated Graduate Students

Stand Alone or Concurrent CAS

Mid-Career and Executive CAS

CONCURRENT CAS OPTIONS FOR MATRICULATED GRADUATE STUDENTS ONLY

The following certificates are available to students matriculated into SU graduate programs.

CAS IN CIVIL SOCIETY ORGANIZATIONS

The CAS in Civil Society Organizations prepares professionals for the NGO field or for research focusing on the roles of non-state actors in global civil society.

The CAS requires 15-credits of coursework focusing on global civil society issues. This includes work in disciplines ranging from public administration and political science to sociology, geography, social work, and law. This coursework integrates theoretical and applied perspectives on NGOs and civil society actors and supports multidisciplinary graduate training around this field.

The CAS requires students to take the required pro-seminar (PAI 713: *Governance & Global Society*), one foundational perspective course, two discipline specific courses, and a capstone experience (the MPA Workshop can serve as this experience for MPA students). Specific details are on the Transnational NGO Initiative website.

CAS IN ENVIRONMENTAL DECISION MAKING (SUNY - ESF)

Administered by SUNY-ESF, the CAS in Environmental Decision Making builds on the coursework outlined in the Environmental Policy and Administration program of study. This 15 credit certificate may require the completion of more credits than those required for the MPA degree. Additional information on the CAS is available from Dr. Peter Wilcoxon.

CAS IN POST-CONFLICT RECONSTRUCTION

Administered by the Institute for National Security and Counterterrorism (INSCT), a joint Maxwell School and Syracuse University College of Law initiative, this CAS is available to all graduate students.

The CAS in Post-Conflict Reconstruction (PCR) combines interdisciplinary courses, seminars, and internship opportunities to offer graduates the unique opportunity to prepare themselves professionally for a career in a wide range of post-conflict stabilization, reconstruction, and peace-building environments.

For the CAS, participating students complete 12 credits (two required courses, one elective course, and one capstone experience consisting of 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 is available at insct.syr.edu or visit INSCT at 300 Dineen Hall.

CAS 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 PAIA Department.

The CAS leads to New York State certification as a School District Business Leader. In order to receive this certification, students must have completed 60 graduate credits and have been awarded a master's degree. For more information, please contact Joseph Shedd at jbshedd@syr.edu or the SBDL program website at

soe.syr.edu/academic/teaching_and_leadership/graduate/CAS/school_district_business_leadership/default.aspx.

CAS IN SECURITY STUDIES

Administered by INSCT, this CAS is available to all graduate students. It is a 12-credit (six required, six elective), interdisciplinary, law and policy studies program for students preparing for careers in national security, homeland security, and counterterrorism.

Security studies coursework and research covers US national security, national and international security threats, responses to terrorism, and challenges of homeland security preparedness and response. CAS recipients collaborate across a range of disciplines, including public administration, international relations, political science, law, history, and communications. Additional information is available at insct.syr.edu or visit INSCT at 300 Dineen Hall.

STAND ALONE & CONCURRENT CAS

The following two CAS can be earned as "stand-alone" CAS and candidates do not have to be enrolled in a graduate degree program at Syracuse University. Additionally, they can also be earned by students enrolled in other Syracuse University graduate programs.

CAS IN CONFLICT RESOLUTION

The Program for the Advancement of Research on Conflict and Collaboration (PARCC) offers a 12-credit CAS in Conflict Resolution that allows students to pursue in-depth study of conflict theory, concepts, and skills.

To earn the CAS, students complete Fundamentals of Conflict Studies (PAI 601/SOS 601) and nine additional credits of selected coursework. Students pursuing the CAS may choose a general program of study or concentrate on a specific area of interest, such as advocacy and activism;

collaborative governance; environmental collaboration and conflict; or international and intra-state conflict. For more information, contact PARCC in 400 Eggers Hall or by phone at 315.443.2367.

CAS IN HEALTH SERVICES MANAGEMENT AND POLICY - HSMP

In concert with the Whitman School of Management, the Syracuse University College of Law, Falk School of Sport and Human Dynamics and Syracuse University College of Engineering, the Maxwell School has developed a CAS focused on the United States' health service sector.

The CAS provides 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. For further information, visit: www.maxwell.syr.edu/exed/certificates/sa-Health_services/overview/

MIDCAREER/EXECUTIVE CAS OPTIONS

The Executive Education Program offers CAS options for midcareer professionals to complete as an alternative to or in conjunction with the EMPA degree. These may be earned on a full or part-time basis. All coursework may be applied to the EMPA degree program. **These CAS are only open to students who meet the experience requirement of the EMPA program.**

For more information on the following CAS, contact the Executive Education Program.

CAS IN PUBLIC ADMINISTRATION

The CAS in Public Administration is offered as an alternative to the Executive Master of Public Administration degree program for executive students on a shorter schedule. The certificate requires 12 credits of public administration coursework, including the required executive leadership seminar (PAI 895). The remaining nine credits are selected to meet the student's needs.

CAS IN LEADERSHIP OF INTERNATIONAL AND NON-GOVERNMENT ORGANIZATIONS

The emergence of Non-Governmental Organizations (NGOs) as legitimate actors in the international domain altered the relationship between civil society, international organizations, and national governments. As the 21st Century progresses, NGO's play critical roles in identifying and framing global problems, as well as solving the most complex international challenges.

The CAS in Leadership of International and Non-Government Organizations prepares students to play leading roles in the international system shaped by these changes. The certificate requires students to complete 12-credits of graduate study, including the required executive leadership seminar (PAI 895). The other nine credits of coursework are selected from the Maxwell School's social science departments focused on three primary areas, operating context and actors, organizational leadership, the understanding and analysis of policy.

CAS IN PUBLIC INFRASTRUCTURE MANAGEMENT & LEADERSHIP (CAS-PIML)

This CAS was developed for mid-career professionals seeking to expand skills in knowledge in infrastructure planning, engineering, management, and administration. It requires 15-credits of relevant graduate coursework. The CAS-PIML is a 15-credit concurrent degree for EMPA or engineering students at the graduate level.

This CAS is co-administered by the L.C. Smith College of Engineering and Computer Science and Maxwell's Executive Education department, with the latter administering the application process. For more information, contact Dr. Sam Salem at omsalem@syr.edu (College of Engineering and Computer Science).

CAS IN E-GOVERNMENT MANAGEMENT AND LEADERSHIP

The CAS in E-Government Management and Leadership prepares executives to lead and manage E-government applications in complex public and private sector organizations.

The CAS is organized under two 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.

The CAS has two required courses, (1) IST 711: Electronic Government, Concepts and Practice, and (2) PAI 895: Executive Education Seminar, Managerial Leadership

Through careful advisement, students will select two additional courses offered in either the School of Information Studies (iSchool) or Maxwell School based on their prior education and experience as well as professional needs.

ACADEMIC OFFERINGS FOR 2017 - 2018

The following table identifies coursework taught by PAIA faculty and designed for MPA and EMPA students that is scheduled to be offered during the 2017-18 academic year.

While this list is current as of the publication date of this handbook, it is subject to change due to unexpected circumstances. For up-to-date course offerings and schedules, please consult the departmental course list, available online, and MySlice.

Courses marked with an “*” indicate a core requirement for the MPA degree. **Courses marked with a “#” indicate a core requirement for the EMPA and CAS-PA degrees are only open to EMPA students.**

SUMMER 2017 (Session II)

PAI 600	Public Affairs Colloquium*	Bifulco
PAI 734	Public Budgeting*	Hou & Rothbart
PAI 755	Public Administration & Democracy*	Nabatchi

FALL 2017

MPH 604	Social and Behavioral Dimensions of Public Health	Peters
MPH 606	Public Health Policy	tbd
PAI 600	International Macroeconomics & Finance	Brown
PAI 600	Media and Atrocities	Crane & Harper
PAI 601	Fundamentals of Conflict Studies	Gerard
PAI 700	Food Security	Hyder
PAI 707	Culture in World Affairs	Peters
PAI 710	International Actors & Issues	de Nevers & Steinberg
PAI 712	Public Organizations & Management*	Young
PAI 713	Governance & Global Civil Society	Bruno-VanVijfeijken
PAI 716	Economic Dimensions of Global Power	Brown
PAI 719	Fundamentals of Post-Conflict Reconstruction	de Nevers
PAI 721	Introduction to Statistics*	Lopoo, Hamersma & Wolf
PAI 723	Economics for Public Decisions*	McPeak & Wilcoxon
PAI 730	Central Challenges to National Security Law & Policy	Banks & O’Keefe
PAI 730	Data Innovation and Policy Making	Robinson
PAI 730	Federal Budget, Health Care, & Social Security Reform ²	Palmer & Dennison
PAI 730	Managing Policy Process	Siddiki
PAI 731	Financial Management in State & Local Government	Rothbart
PAI 732	Collaborative and Participatory Governance	Carboni
PAI 734	Public Budgeting*	Hou
PAI 738	U.S. Intelligence Community: Governance & Practice	Murrett

² This course extends over both Fall and Spring semesters with a 1.5 credit hour workload per term.

PAI 748	Non-Profit Management*	Carboni
PAI 756	International Development Policy & Administration	Schnell
PAI 762	Challenges of International Management and Leadership*	Schnell
PAI 765	Humanitarian Action	Hyder
PAI 775	Energy, Environment & Resources Policy	Lambright
PAI 781	Social Welfare Policy	Michelmore
PAI 783	Changing American Healthcare System	Dennison
PAI 896	Executive Education Seminar: Managerial Leadership#	Gerard & O'Keefe
PAI 897	Fundamentals of Policy Analysis#	Popp
PAI 996	Master's Project Course#	Siddiki

SPRING 2018

MPH 607	Public Health Administration	TBD
PAI 601	Fundamentals of Conflict Studies	Maxwell Faculty
PAI 670	Experience Credit (proposal required)	PAIA Faculty
PAI 690	Independent Study (proposal required)	PAIA Faculty
PAI 700	Crisis Management	Hermann
PAI 705	Research Design for International Relations Professionals	McPeak
PAI 707	Culture in World Affairs	Peters
PAI 716	Economic Dimensions of Global Power	Brown
PAI 717	International Security	de Nevers
PAI 718	U.S. National Security: Defense and Foreign Policy	de Nevers
PAI 720	Principles of Economics	Brown
PAI 722	Quantitative Analysis*	Heflin & Michelmore
PAI 723	Economics for Public Decisions*	Wilcoxon
PAI 730	Federal Budget, Health Care, & Social Security Reform	Palmer
PAI 730	Health and Development	Peters
PAI 730	Health Economics and Policy	Hamersma
PAI 730	Public Management of Technological Development ³	O'Keefe
PAI 730	Public Finance: An International Perspective	Hou
PAI 730	Smart Grid: Security, Privacy and Economics	Wilcoxon & Perrin
PAI 730	Tax Policy & Politics ⁴	Burman
PAI 739	US Defense Strategy, Military Posture & Combat Ops	Murrett
PAI 744	Metropolitan Government & Politics	Lewis & Rooney
PAI 749	Financial Management of Nonprofit Organizations	Rothbart
PAI 751	JD/MPA Seminar: Regulatory Law & Policy	True-Frost
PAI 757	Economics of Development	McPeak

³ Offered during the Winter Intersession 2018

⁴ Offered during the Winter Intersession 2018 in Washington, DC

PAI 759	Girls' Education in the Developing World	Bertini
PAI 763	Managing NGO's in Transitional & Developing Countries ⁵	Lux
PAI 764	UN Organizations: Managing for Change	Hyder
PAI 767	Fund Development for Nonprofit Organizations	Carboni
PAI 772	Science, Technology & Public Policy	Lambright
PAI 777	Economics of Environmental Policy	Popp
PAI 782	Health Services Management	Dennison
PAI 895	Executive Education Seminar: Managerial Leadership#	Gerard
PAI 996	Master's Project Course#	Siddiki
SUMMER 2017 (Session I)		
PAI 752	MPA Workshop*	PA Faculty
PAI 753	Executive Leadership Seminar*	Murrett & O'Keefe

⁵ Offered during the Winter Intersession 2018

ACADEMIC & PERSONAL STANDARDS

ACADEMIC INTEGRITY POLICY

The Academic Integrity Office of the Division of Academic Affairs at Syracuse University administers the University's academic integrity policy. The Department of Public Administration and International Affairs takes the expectations of academic integrity very seriously.

Syracuse University aspires to the highest standards of integrity and honesty in all endeavors. The Academic Integrity Policy is designed to make integrity and honesty central to the Syracuse University experience by: setting forth clear ethical expectations for students in their academic endeavors; promoting consistency of standards and practices across colleges, schools and programs; encouraging reporting of suspected violations; and facilitating the resolution of cases as promptly as possible while providing thorough and fair consideration for students and instructors.

Education is a central goal of the policy, including affording students an opportunity to discuss and learn from academic integrity violations.

Academic integrity is expected of all Syracuse University community members and the academic integrity policy applies to all school and colleges. A more detailed description of the academic integrity expectations of the Syracuse University community are detailed online at class.syr.edu/academic-integrity/policy/.

This University, like all academic institutions in the United States, assumes that the written work of a student is the student's own, and that any original idea or research contributions taken from the published works of others will be properly acknowledged. In an academic setting, plagiarism is a serious concern. The presentation of other's ideas, opinions and words as one's own work violates academic integrity and any violation of academic integrity will be penalized by the university.

“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

GRADING SYSTEM

Graduate students at Syracuse University are graded on the basis of the grading system in the table on the facing page. Please note that it is a Syracuse University academic regulation that graduate students may not be assigned the grade of D or D-.

Passing grades for graduate students lie within the general A, B, and C category. Since the graduate school requires a minimum 3.0 grade point average to certify a graduate degree, **a grade below that threshold should be regarded as a strong indicator that coursework was below faculty expectations.**

GRADE		GRADE POINTS PER CREDIT
A	Superior	4.0
A-	Range	3.6666
B+	Good	3.3333
B	Range	3.0
B-	Below	2.6666
C+	Expectations	2.3333
C		2.0
C-		1.6666
F	Failure	0
I	Incomplete	0

Graduate students may be granted an Incomplete (I) only if it can be demonstrated that exceptional circumstances prohibit the student from completing work in the normal time limits of the course. Generally speaking, illness or other exceptional circumstances are the basis for this consideration. Students who believe that their circumstances warrant the issuance of an incomplete should 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 appropriate departmental chairperson. Until the work is completed, an incomplete calculates as an F (0 grade points) until the final work is submitted.

CODE OF STUDENT CONDUCT

As graduate students at Syracuse University, you are expected to abide by the university's universal student code of conduct. All Syracuse University students are expected to conduct themselves in a manner appropriate to the University's educational mission. The University expects that all members of the community are committed to the fundamental ideals of integrity, respect for the person and property of others, and to the intellectual and personal growth within a diverse population.

For more details on the Syracuse University Student Code of Conduct, please visit: supolicies.syr.edu/studs/std_code_conduct.htm.

SERVICES, FACILITIES, & STUDENT ACTIVITIES

As a graduate student at the Maxwell School, you have access to programs available to all graduate and undergraduate students at Syracuse University, as well as resources designed specifically for Maxwell School and PAIA graduate students.

The Department of Public Administration and International Affairs Office staff are your first point of contact as you work to navigate the complexities of the Syracuse University system.

MAXWELL SCHOOL CENTER FOR CAREER DEVELOPMENT

Located in 202 Maxwell Hall, the Maxwell School Center for Career Development offers resources specifically tailored to support the post-graduate career pursuits of graduate students in public administration and international affairs.

Recognizing that a career will evolve throughout its lifetime, Career Development emphasizes development of the skills necessary to adapt to the changing work world.

During the year, Career Development provides opportunities to participate in career-related workshops, employer visits, and networking opportunities. Job, internship, and fellowship opportunities in federal, state and local agencies, not-for-profits and non-governmental organizations, private organizations, and international agencies are regularly posted on the web-accessible Maxwell Career Management System at www.myinterfase.com/maxwell/student.

Students can also discuss their career goals and establish a career action plan with the dedicated counselors at the Center for Career Development.

MAXWELL SCHOOL OFFICE OF ALUMNI AFFAIRS

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 6,500 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.

JOSEPH A. STRASSER ACADEMIC VILLAGE

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 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 Café.

EXECUTIVE EDUCATION LOUNGE

EMPA students can study or socialize in 204 Maxwell Hall. The Executive Education staff in Maxwell 219 also offers coffee, copy, and fax machines, as well as computer services for EMPA students.

COMPUTER SERVICES

As a leading research university, Syracuse dedicates significant time and resources to ensuring that all of our students have technology support.

Each Syracuse University student receives a NetID, a unique system generated ID that provides access to technology services across campus. This includes the university's secured wireless internet through the AirOrangeX network, the SUmil email system, Blackboard class management software, and campus wide computer systems.

The SU email policy requires that all official University email communications be sent to your @syr.edu email address. If you choose to re-direct your @syr.edu email to another account, such as @gmail.com or @yahoo.com, you do so at your own risk. You can read the full SU Email policy at <http://supolicies.syr.edu/it/email.htm>.

Dedicated computer facilities for graduate students include the computer lab in Eggers 040, the equipment in the Academic Village, as well as all other computer facilities operated by the Syracuse University Information Technology and Services Department (ITS), found at its.syr.edu.

For technical issues, whether with your own computer or any of the university provided equipment, please contact the Maxwell School's Information and Computing Technology (ICT) group. They can be reached by phone at (315) 443-4742, by email at e-service@maxwell.syr.edu, or at their Help Desk in Eggers 034A.

LIBRARY AND RESEARCH RESOURCES

Every Syracuse University student has access to the Syracuse University Libraries, hosting more than 3.6 million books, and nearly 150,00 print and electronic journals. For more information on the resources available through the Syracuse University Libraries system, including physical collections at Bird, Carnegie, and the Geology Library, please visit library.syr.edu.

SYRACUSE UNIVERSITY SUPPORT SERVICES

As graduate students at Syracuse University, you have access to a broad range of services available to all Syracuse University Students.

BURSAR'S OFFICE

The Syracuse University Bursar's Office, located at 119 Bowne Hall, is responsible for administering tuition and fee billing. For questions on any bill or payment related questions, they are reachable at bursar@syr.edu or by phone at 315-443-2444.

LILLIAN & EMANUEL SLUTZKER CENTER FOR INTERNATIONAL SCHOLARS

The Lillian & Emanuel Slutzker Center for International Scholars (SCIS) is the campus liaison office for U.S. immigration questions concerning non-U.S. citizens. It is the place to go on campus for questions regarding immigration regulations, passports, visas, insurance, employment, and travel.

The SCIS can also provide support related to I-20 forms, CPT and OPT authorization, and the adjustment to academic life in the United States university system. Located at 310 Walnut Place, the SCIS's website is international.syr.edu. They can also be reached by email at lescis@syr.edu or by phone at 315-443-2457.

SYRACUSE UNIVERSITY COUNSELING CENTER

The Syracuse University Counseling Center provides mental health, sexual assault and relationship violence, and substance abuse services to the university community. The Center can be reached through its website at counselingcenter.syr.edu or by phone at 315-443-4715.

OFFICE OF FINANCIAL AID AND SCHOLARSHIP PROGRAMS

The Office of Financial Aid and Scholarship Programs, located in 200 Bowne Hall, is responsible for any questions related to financial aid and loan packages. Cynthia Roach is the dedicated graduate financial aid counselor and is reachable by email through syr.edu/financialaid/contact_us/index.html.

OFFICE OF OFF-CAMPUS AND COMMUTER STUDENT SERVICES

The OCCS is offers information, resources, education, and programs that promote skill development, student independence, and civic engagement to all Syracuse University students. OCCS also provides all students living off campus or commuting to campus from home with support, information, and resource referrals throughout their off-campus housing experience.

For students who opt for off-campus accommodations, OCCS distributes information on the network of educational and community services available to them, details on finding suitable housing, exercising their rights and upholding their responsibilities as tenants and as members of the community, and identifying resources that can assist with other off-campus housing questions. OCCS is available for in person assistance at 754 Ostrom Avenue, via phone at 315-443-5489, online at offcampus.syr.edu, and via email at offcampus@syr.edu.

SYRACUSE UNIVERSITY OFFICE OF DISABILITY SERVICES

The mission of the Office of Disability Services (ODS) is to engage the University Community to empower students, enhance equity, and provide a platform for innovation and inclusion. This mission is achieved by eliminating competitive disadvantages and environmental barriers that impact learning; as well as providing individual accommodations and assistive technology that foster independent, self-determined learners. Students with disabilities are encouraged to register with ODS on-line at disabilityservices.syr.edu or in person at 804 University Ave.

OFFICE OF PARKING AND TRANSIT SERVICES

The Office of Parking and Transit Services serves as a one-stop location for information on transit around campus. On their website at parking.syr.edu, you will be able to find information about student parking, bus schedules to and from campus, campus shuttle information, Zipcar rental, as well as how to reach the Walsh Transit Center and Hancock International Airport.

OFFICE OF THE REGISTRAR

The Office of the Registrar maintains and secures student records and is responsible for the issuance of Enrollment and Degree Verification Letters, as well as official university transcripts.

SYRACUSE UNIVERSITY HEALTH SERVICES (SUHS)

Syracuse University Health Services (SUHS) specializes in college health and provides ambulatory healthcare for SU and SUNY-ESF students. Services available at Health Services include office visits, pharmacy needs, laboratory services, health education, public health monitoring, and travel services. SUHS is located at 111 Waverly Avenue. Appointments can be made by phone at 315-443-9005.

SYRACUSE UNIVERSITY RECREATION SERVICES

Syracuse University Recreation Services supports the university community in developing healthy lifestyle choices by enhancing learning opportunities and personal growth through the execution of quality recreation programs and services that support and promote the highest levels of citizenship, diversity, sportsmanship, responsibility, and leadership.

Recreation Services operates six fitness centers across campus, which have aerobic, weight training, and aquatic facilities. They also serve as the on-campus hub for fitness classes, intramural sports, and University wellness programs. Recreation services are housed in Archbold Gymnasium and is accessible online at recreationservices.syr.edu.