

# **MASTER OF PUBLIC ADMINISTRATION**

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MASTER'S HANDBOOK  
2021-2022

**Maxwell**  

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**Syracuse University**

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# WELCOME

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July 6, 2021

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

The Maxwell School was the first school to provide graduate education in public administration in the United States. We are very excited to welcome you as our 97th class. Graduates of our programs serve in a wide range of leadership, management, finance, and policy positions at all levels of government and in private and nonprofit sectors in the United States and around the world.


The school, with its multidisciplinary faculty, diverse student body, extensive 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 handbook describes the 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. 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**

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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 interdisciplinary research, and a focus on citizenship in teaching, scholarship, and service.

# PUBLIC ADMINISTRATION CALENDAR

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## Summer 2021

MPA Colloquium	July 6-9
Public Budgeting	July 12-30
Public Administration and Democracy	August 2-19

## Fall 2021

Statistics and Economics Waiver Exams	August 25 & 26
First Day of Classes	August 30
Labor Day (University Closed)	September 6
Add Deadline	September 7
Academic & Financial Drop and Grading Option Deadline	September 20
Spring Semester Registration	November 3
Thanksgiving Break (No Classes)	November 21-28
Last Day of Classes	December 10
Reading Days	December 11, 12, 14 (am), & 16 (am)
Final Exams	December 13, 14 (pm), 15, 16 (pm), & 17
Last Day of the Semester	December 17

## Spring 2022

Winter Intersession Classes (Dates May Vary)	January 3-14
Martin Luther King Jr. Day (University Closed)	January 17
First Day of Classes	January 18
Add Deadline	January 25
Grading Option Deadline	February 1
Academic & Financial Drop and Grading Option Deadline	February 8
Spring Break (No Classes)	March 13-20
Registration for Summer Classes	March 23
Registration for Fall Classes	April 6
Last Day of Classes	April 26
Reading Days	April 27 and 30, May 1
Final Exams	April 28 and 29, May 2, 3, and 4
Last Day of the Semester	May 4
University Commencement Weekend	May 7-8

**Summer 2022 (tentative)**

Leadership and Public Policy Week One	May 9-13
MPA Workshop	May 16-June 10
Leadership and Public Policy Weeks Two & Three	June 13-22
MPA Convocation	June 24

**Fall 2022**

First Day of Classes	August 29
Labor Day (University Closed)	September 5
Thanksgiving Break (No Classes)	November 20-29
Last Day of Classes	December 9
Reading Days	December 10, 11, 13 (am), and 15 (am)
Final Exams	December 12, 13 (pm), 14, 15 (pm), and 16
Last Day of the Semester	December 16

# **MASTER OF PUBLIC ADMINISTRATION (MPA)**

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In a society facing complex problems, there is a great need for skilled public managers and policy analysts. The Master of Public Administration (MPA) educates 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 worldwide.

The MPA degree provides students with mastery in skills and knowledge essential to public service careers. This includes: (1) formulating, implementing and evaluating policy; (2) leading and managing organizations with diverse stakeholders; and (3) applying rigorous, evidence-based analysis to decision making.

This ensures that all graduates: (1) can apply qualitative and quantitative methods of research and analysis 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 graduate coursework, including 25 credits of required coursework and 15 credits of elective courses. Students must 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 Decision-Making
- Citizenship & Public Affairs
- Leadership
- Policy Formulation
- Programmatic Design
- Public & Nonprofit Organizations
- Quantitative Policy Analysis

### **MPA Core Coursework (25 Credits)**

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

### **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 take place 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)**

Students can take 15 credits of coursework designed to develop specialization areas in policy sub-fields. These selections are made in consultation with an academic advisor and draw on the interdisciplinary strengths of the department of public administration and international affairs (PAIA) and the Maxwell School. At least nine of these credits must be in PAIA. Specialization areas include:

- Data Analytics for Public Policy
- Environmental Policy & Administration
- International & Development Administration
- National & International Security Policy
- Public & Nonprofit Management
- State & Local Government Financial Analysis & Management
- Social Policy

### **Expected Course Load**

Full-time graduate students at Syracuse University register 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 can be completed in 12 months of full time study, with coursework in both summer terms. Most students complete the program on this schedule. For students who wish to extend their studies to better balance work responsibilities and incorporate more formalized experiential learning into their studies, it is possible to extend your residency further.

MPA students can pursue the degree on an eighteen-month schedule, incorporating a full-time internship during their second summer (summer 2022) and complete their MPA Workshop and Leadership and Public Policy coursework during their second fall (fall 2022).

<b>Semester</b>	<b>Courses Taken</b>	<b>Courses Taken</b>
	12-Month MPA	18 Month MPA
<i>Summer 2021</i>	PAI 600: MPA Colloquium	PAI 600: MPA Colloquium
	PAI 734: Public Budgeting	PAI 734: Public Budgeting
	PAI 755: Public Admin. & Democracy	PAI 755: PA&D
<i>Fall 2021</i>	PAI Management Course	PAI Management Course
	PAI 721: Intro to Statistics	PAI 721: Intro to Statistics
	PAI 723: Economics for Public Decisions	PAI 723: Economics for Public Decisions
	One MPA Elective	One MPA Elective
<i>Spring 2022</i>	PAI 722: Quantitative Analysis	PAI 722: Quantitative Analysis
	Four MPA Electives	Three MPA Electives
<i>Summer 2022</i>	PAI 752: MPA Workshop	Full-time internship
	PAI 753: Leadership and Public Policy	
<i>Fall 2022</i>		PAI 752: MPA Workshop PAI 753: Leadership and Public Policy One MPA Elective

## AREAS OF STUDY

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The following areas of study guide the selection of elective courses. Pursuing coursework in each of these areas of study develops competencies in a specific management or policy focus area within the MPA program structure.

PAIA has identified the following programs of study as falling under the overall MPA program:

- Data Analytics for Public Policy
- Environmental Policy & Administration
- International Development & Administration
- National & International Security Policy
- Public & Nonprofit Management
- Social Policy
- State & Local Government Financial Analysis & Management

### THE BENEFITS OF A BLENDED PROGRAM

Most MPA students select specialized coursework from multiple program areas. By completing a **minimum of three courses (nine credits)** in a particular area of study, a student can build the specialization in one area and still use other electives to broaden one's skills and knowledge.

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

## DATA ANALYTICS FOR PUBLIC POLICY

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Contemporary technologies are generating tremendous amounts of real-time data, and computer algorithms and sophisticated metrics help convert these data into actionable information that can help inform policy and improve delivery of government services. The availability and sensitivity of these data, as well as the increasing reliance on algorithms to drive decisions, also raises a host of public policy issues.

Students in this program will learn advanced skills in managing and analyzing large amounts of data and gain familiarity with the policy and governance issues raised by the use of emerging technologies and resulting data. Through rigorous coursework, they will assess how data can inform decision-making, master analytical frameworks to address public sector challenges, as well as understand the public policy issue raised by expanding the use of big data and algorithmically driven decision-making and ways to address those issues.

This new area of specialization recognizes the increasing employer demand for expertise in extracting, storing, and managing data, as well as an understanding of ways in which data can inform government decision making.

### AREA OF STUDY FACULTY

Robert Bifulco, Advisor

Colleen Heflin

Leonard Lopoo

Johannes Himmelreich

Peter Wilcoxon

### DATA ANALYTICS FOR PUBLIC POLICY COURSE OFFERINGS

The following courses are drawn from across the Maxwell School and the broader Syracuse University Community. As you consider courses outside of the PAIA, remember that you are limited to six credits from outside of PAIA.

People interested in the Data Analysis for Public Policy area of study are advised to take PAI 724 Data Driven Management during their first fall semester.

#### PAIA Courses

PAI 700	<i>Ethics of Emerging Technology</i>
PAI 724	<i>Data Driven Management</i>
PAI 730	<i>Ethics of Data Science</i>
PAI 730	<i>Data Science and Machine Learning</i>
PAI 774	<i>Public Policy &amp; Program Evaluation</i>
PAI 789	<i>Advanced Policy Analysis</i>
PAI 793	<i>Predictive Analytics</i>

#### Non-PAIA Courses

GEO 683	<i>Geographic Information Systems</i>
IST 664	<i>Natural Language Processing</i>
IST 718	<i>Big Data Analytics</i>
IST 719	<i>Information Visualization</i>

## **GRADUATE CERTIFICATES AND JOINT DEGREES**

In addition to data analytics for public policy coursework, students can pursue coursework towards a Certificate of Advanced Study in Data Analytics for Public Policy. This option is described in the Certificate of Advanced Study section beginning on page 38.

## **EMPLOYMENT**

The skills and knowledge that students will develop in the Data Analytics for Public Policy coursework are applicable to varied careers in local, state, and federal government, think tanks, consulting, and non-governmental organizations (NGOs). Past students who have completed coursework in Data Analytics for Public Policy hold positions at:

### **International Organizations**

- The World Bank, Data Scientist
- UN Women, Policy Specialist, Research and Data

### **Government Service**

- NYC Department of Education, Director of Data Analysis
- US Government Accountability Office, Senior Data Analyst
- US Office of Management and Budget, Senior Policy Analyst

### **Not-for Profit**

- The Behavioral Insights Team, Associate Advisor
- Maxwell X-Lab, Co-Founder and Managing Director
- Development Initiatives, Analyst
- University of Chicago Poverty Lab, Senior Data Associate
- Consultant, Science Applications International Corporation

# ENVIRONMENTAL POLICY & ADMINISTRATION

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The environmental policy & administration area of study develops an understanding of the economic, administrative, political, and legal challenges confronting public managers who address 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.

## AREA OF STUDY FACULTY

Peter Wilcoxon, Advisor

W. Henry Lambright

David Popp

John McPeak

Saba Siddiki

## ENVIRONMENTAL POLICY & ADMINISTRATION COURSE OFFERINGS

PAIA recommends that students pursuing this area 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 SUNY-ESF. As you consider courses outside of the PAIA, remember that you are limited to six credits from outside of PAIA.<sup>1</sup>

### PAIA Courses

PAI 730	<i>Smart Grid: Security, Privacy, Economics</i>
PAI 770	<i>Climate Change: Security, Policy, and Economics</i>
PAI 772	<i>Science, Technology and Public Policy</i>
PAI 775	<i>Energy, Environment and Resources Policy</i>
PAI 777	<i>Economics of Environmental Policy</i>

### Non-PAIA Courses

EST 600	<i>Foundations of Environmental Studies</i>
EST 608	<i>Environmental Advocacy Campaigns and Conflict Resolution</i>
EST 640	<i>Environmental Thought and Ethics</i>
EST 705	<i>Environmental Policy Analysis</i>
FOR 665	<i>Natural Resources Policy</i>
FOR 670	<i>Resource and Environmental Economics</i>

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<sup>1</sup> Please note that if you are pursuing a concurrent degree with SUNY-ESF, you will still have to complete 34 credits of PAI-prefixed coursework.

FOR 676	<i>Ecotourism and Nature Tourism</i>
LAW 716	<i>Environmental Law and Policy</i>
LAW 643	<i>Land Use Planning &amp; Zoning Law</i>

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 coursework, 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 38.

## **EMPLOYMENT**

There is a growing need for individuals with both managerial and environmental expertise. Students completing this area of study 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

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The international development & administration area 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 how these policies promote international trade and development.

Faculty associated with this program focus on a wide range of international development issues, including health policy, humanitarian aid, agricultural development, and improving social welfare in lesser-developed countries.

## AREA OF STUDY FACULTY

John McPeak, Advisor

Jeb Beagles

Steve Lux

Catherine Herrold

Sabina Schnell

## INTERNATIONAL DEVELOPMENT & ADMINISTRATION COURSE OFFERINGS

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

### PAIA Courses

PAI 719	<i>Fundamentals of Post-Conflict Reconstruction</i>
PAI 756	<i>International Development Policy &amp; Administration</i>
PAI 757	<i>Economics of Development</i>
PAI 763	<i>NGO Management in Developing &amp; Transitional Countries</i>
PAI 764	<i>UN Organizations: Structure and Function</i>
PAI 765	<i>Humanitarian Action: Challenges, Responses &amp; Results</i>

### Non-PAIA Courses

ANT 663	<i>Global Health</i>
GEO 622	<i>Water: Environment, Society, Politics</i>
LAW 728	<i>International Law</i>
LAW 778	<i>International Human Rights</i>



## **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 integrate two paths of study. For more information on this degree, please consult the Master of Arts in International Relations handbook, published in August 2021 and found online at the PAIA website.

## **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 area of study 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

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Contemporary international and national security policy challenges remain as salient as ever. These include securing borders, transportation, and communications systems, gathering intelligence, implementing counterterrorism strategies, protecting privacy and civil rights, and event structuring government.

This area 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.

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.

## AREA OF STUDY FACULTY

Robert Murrett, Advisor

James Baker

Sean O'Keefe

Michael Williams

Renée de Nevers

Gladys McCormick

## NATIONAL & INTERNATIONAL SECURITY POLICY COURSE OFFERINGS

### PAIA Courses

PAI 600	<i>Contemporary US-Mexico Relations</i>
PAI 683	<i>Central Challenges in National Security Law &amp; Policy</i>
PAI 700	<i>Follow the Money: Key Issues in Illicit Finance</i>
PAI 718	<i>U.S. National Security and Foreign Policy</i>
PAI 719	<i>Fundamentals of Post-Conflict Reconstruction</i>
PAI 738	<i>U.S. Intelligence Community: Governance &amp; Practice</i>
PAI 739	<i>U.S. Defense Strategy</i>

### Non-PAIA Courses

LAW 700	<i>National Security Law</i>
LAW 728	<i>International Law</i>
LAW 778	<i>International Human Rights</i>
LAW 790	<i>Counterterrorism &amp; the Law</i>
LAW 822	<i>National Security Research Center</i>
LAW 832	<i>Cyber Security Law and Policy</i>

## **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 Security Policy and Law. See page 38 for more information on certificates.

## **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**

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The Maxwell School has focused on public management training since its inception. This area of study provides graduates with a wide range of managerial and administrative concepts and skills.

By emphasizing broad-based analytical and managerial skills, the Public & Nonprofit Management program provides training that prepares students for 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 area of study. These faculty focus on organization structure and design, policy tools and implementation, service delivery networks, partnerships and contracts, managerial leadership, politics of civil service, social entrepreneurship, philanthropy in nonprofit organizations, managerial leadership, public administration and law, collaborative public management, nonprofit leadership, and citizen participation in the policy process.

### **AREA OF STUDY FACULTY**

Tina Nabatchi, Advisor

Jeb Beagles

Todd Dickey

Catherine Herrold

Steve Lux

Sabina Schnell

David Van Slyke

Julia Carboni

Catherine Gerard

Sean O'Keefe

Saba Siddiki

### **PUBLIC & NONPROFIT MANAGEMENT COURSE OFFERINGS**

#### **PAIA Courses**

PAI 724	<i>Data Driven Management</i>
PAI 731	<i>Financial Management in State &amp; Local Governments</i>
PAI 744	<i>Metropolitan Government &amp; Politics</i>
PAI 746	<i>Ethics &amp; Public Policy</i>
PAI 747	<i>Human Resources Management</i>
PAI 749	<i>Financial Management of Nonprofit Organizations</i>
PAI 750	<i>Managing Individual, Group, &amp; Systemic Conflict</i>
PAI 763	<i>NGO Management in Developing and Transitional Countries</i>

PAI 771	<i>Public Management of Technological Development</i>
PAI 785	<i>Policy Design and Implementation</i>

**Non-PAIA Courses**

ANT 624	<i>Negotiation: Theory and Practice</i>
LAW 702	<i>Administrative Law</i>
LAW 730	<i>Labor and Employment Law</i>

**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

## **SOCIAL POLICY**

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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 area of study 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.

### **AREA OF STUDY FACULTY**

Colleen Heflin

Robert Bifulco

Sarah Hamersma

Jun Li

Ying Shi

John Yinger

Leonard Lopoo

Amy Schwartz

Emily Wiemers

## **SOCIAL POLICY COURSE OFFERINGS**

### **PAIA Courses**

PAI 735	<i>State and Local Government Public Finance</i>
PAI 736	<i>Health Economics and Policy</i>
PAI 774	<i>Public Policy &amp; Program Evaluation</i>
PAI 781	<i>Social Welfare Policy</i>
PAI 783	<i>Changing American Healthcare System</i>
PAI 784	<i>Education Policy</i>
PAI 785	<i>Policy Design and Implementation</i>
PAI 794	<i>Demography, Aging and Policy</i>

### **Non-PAIA Courses**

LAW 720	<i>Family Law</i>
LAW 763	<i>Disability Law</i>
LAW 831	<i>Refugee and Asylum Law</i>

## **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

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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 and local finance functions.

This area of study introduces students to key institutions involved in state and 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.

## AREA OF STUDY FACULTY

Yilin Hou, Advisor

Robert Bifulco

John Yinger

Michah Rothbart

## STATE & LOCAL GOVERNMENT FINANCIAL ANALYSIS & MANAGEMENT COURSE OFFERINGS

### PAIA Courses

PAI 731	<i>Financial Management in State &amp; Local Governments</i>
PAI 735	<i>State and Local Government Public Finance</i>
PAI 744	<i>Metropolitan Government &amp; Politics</i>
PAI 790	<i>Public Finance: An International Perspective</i>



## **EMPLOYMENT**

Students completing this area of study staff budgeting and finance positions. Others are drawn to federal agencies responsible for public finance, public interest groups and professional organizations, and private sector organizations, 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
- Standard and Poors
- Deloitte Consulting
- Grant Thornton

## **EXPERIENTIAL LEARNING AT THE MAXWELL SCHOOL**

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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 OPTION - PAI 670**

Internships and other professional development opportunities 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 application of classroom learning and service in a contemporary context, integrating academics with professional skills.

Internships are strongly recommended for students lacking experience or moving in new professional directions. Anyone interested in internships should consult the Palmer Career Center 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 internships simply to build their resume, without earning credit. Please note that JD/MPA students cannot count internships towards 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 is not earned for work conducted before a student matriculates or after a student has completed all degree requirements.

In order to obtain the internship credit, students will work with Professor Masood Hyder to link their public administration coursework with the internship experience. Students are required to write a paper detailing their experience and the relationship between their job tasks and work environment, to the core areas of public administration.

This paper will be graded 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 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 135 hours over either a six-week (summer) or ten-week period (fall and spring). These should be considered as minimum requirements. Longer internships over the summer are encouraged for students pursuing the 18-month program plan.

## **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 the academic drop deadline for the semester it is registered in.**

## **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.

Examples of past workshop projects and clients can be requested from Isaac Olson, Associate Director of Internships.

## ACADEMIC ADVISING

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PAIA 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 PAIA play an active role in academic advising alongside the department's professional staff.

The department provides ample access to meet with faculty during the summer and throughout the year, but it is helpful to speak with faculty on shared interests around 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 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 in the PAIA and Executive Students Blackboard page for students to review.

Academic advising for MPA students begins during the summer session, when PAIA sponsors informational lunches where faculty highlight different area 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 beginning on August 2.

For more in-depth course advising, MPA students should consult with Josh Kennedy, Associate Director, on how to structure their program and what courses will help them achieve their professional goals.

## **JOINT & CONCURRENT DEGREE PROGRAMS**

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MPA students may complete the MPA 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.

## JD/MPA JOINT DEGREE PROGRAM

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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 PAIA.

### JD/MPA - CORE COURSE REQUIREMENTS (25 Credits)

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

PAI 600	<i>Public Affairs Colloquium</i>
PAI 712	<i>Public Organizations and Management</i>
PAI 721	<i>Introduction to Statistics</i>
PAI 722	<i>Quantitative Analysis</i>
PAI 723	<i>Economics for Public Decisions</i>
PAI 734	<i>Public Budgeting</i>
PAI 751	<i>JD/MPA Seminar: Regulatory Law and Policy</i> <sup>2</sup>

Students must also enroll in two PAI electives for six additional credits of coursework for a total of 25 credits of PAI 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, *JD/MPA Seminar: Regulatory Law and Policy*.

Due to university regulations, there are specific guidelines for acceptable courses allowed toward the 25 PAI credits required for 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 coursework completed outside PAIA;
- 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. There are several suggested course patterns, but students should consult with their advising staff in the College of Law and PAIA for more information.

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<sup>2</sup> 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.**

Completed	Course Number	Course Title	Semester
[ ]	PAI 600	PA Colloquium	
[ ]	PAI 734	Public Budgeting	
[ ]	PAI 721	Introduction to Statistics	
[ ]	PAI 722	Quantitative Analysis	
[ ]	PAI 723	Economics for Public Decisions	
	PAI 712 OR	Public Organizations & Management OR	
[ ]	PAI 748 OR	Non-Profit Management OR	
	PAI 762	Challenges of International Management & Leadership	
[ ]	PAI 751	Regulatory Law & Policy <sup>3</sup>	
[ ]	PAI Elective I		
[ ]	PAI Elective II		

The final 15 credits of coursework towards the MPA degree can be comprised of courses taken towards the 72 credits of law coursework taken at the Syracuse University College of Law. These courses should be policy-focused. In order to use College of Law Coursework towards the MPA degree, it must be (1) graded and (2) have earned a grade of B or better.

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<sup>3</sup> PAI 751 carries a pre-/co-requisite of LAW 702: Administrative Law.

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

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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) is found in the 2020-21 MAIR handbook, to be published in August 2021.

## 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 - Dual-Degree Program

### Core Requirements (31 credits)

- |         |   |
|---------|---|
| PAI 600 | <i>PA Colloquium</i>  |
| PAI 705 | <i>Research Design, OR ANT 681: Ethnographic Techniques, OR PAI 722: Quantitative Analysis<sup>4</sup>, OR PRL 611: Public Relations Research<sup>5</sup>, OR PSC 691: Logic of Political Inquiry<sup>6</sup></i> |
| PAI 710 | <i>International Actors and Issues</i>  |
| PAI 712 | <i>Public Organizations &amp; Management, OR PAI 748 Non-Profit Management OR PAI 762 Challenges of International Management and Leadership</i>   |

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<sup>4</sup> If a student uses PAI 722 to fulfill the IR research design requirement, they would still have to complete 58 credits of coursework for the dual-degree.

<sup>5</sup> With faculty permission

<sup>6</sup> With faculty permission



	OR PAI 763 <i>NGO Management in Developing and Transitional Countries</i>
PAI 721	<i>Introduction to Statistics</i>
PAI 722	<i>Quantitative Analysis</i> <sup>7</sup>
PAI 723	<i>Economics for Public Decisions</i>
PAI 734	<i>Public Budgeting</i>
PAI 752	<i>MPA Workshop</i>
PAI 753	<i>Leadership and Public Policy</i>
PAI 755	<i>Public Administration and Democracy</i>

**One Signature Course from the following selections (Three credits):**

GEO 622	<i>Water: Environment, Society, Politics</i>
HST 645	<i>History of International Relations</i>
PAI 600	<i>Contemporary U.S-Mexico Relations</i>
PAI 716	<i>Economic Dimensions of Global Power</i>
PSC 783	<i>Comparative Foreign Policy</i>

**Career Track Coursework (12 credits)**

Four internationally-focused courses drawn from PAIA offerings and the broader Maxwell School. This should include one professional practicum/internship in the selected career track area. Career Tracks include:

- Data Analysis for International Affairs
- Development, Democracy, and Humanitarian Affairs
- Governance, Diplomacy, and International Organizations
- International Political Economy
- Peace, Security, and Conflict
- Regional Concentration

**Three PAI electives (Nine credits)**

**One International Relations Elective (Three credits)**

This is drawn from an internationally focused course from the broader Syracuse University community.

**Demonstrated language proficiency**

Students completing the Master of Arts in International Relations must demonstrate language proficiency at the advanced intermediate level, as defined as four semesters of undergraduate language study or an equivalent.

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<sup>7</sup> If a student uses PAI 722 to fulfill the IR research design requirement, they would still have to complete 58 credits of coursework for the dual-degree.

# JOINT MAIR/MPA COURSE PLANNING SHEET

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## **SEMESTER COMPLETED**

### **PUBLIC ADMINISTRATION CORE COURSES**

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

### **INTERNATIONAL RELATIONS CORE COURSES**

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

### **SIGNATURE COURSE**

_____ Interdisciplinary Signature Course (see IR handbook for more detail):	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
_____ Mgmt: PAI 712 (F/Sp), PAI 748 (F), PAI 762 (F/S), or PAI 763 (Sp)	3 credits

### **CAPSTONE COURSES**

_____ PAI 752: MPA Workshop (May/June)	3 credits
_____ PAI 753: Leadership and Public Policy (May/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 Area 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:** \_\_\_\_\_

## **MPA/ESF Students**

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The concurrent degree with SUNY-ESF allows students to focus on how environmental sciences, forestry and natural resources management, as well as landscape architecture.

Students pursuing the concurrent degree must complete 34 credits of coursework with PAI prefixes. This includes the 25 credits of core coursework and nine credits of elective coursework within PAIA. The remaining six credits for the MPA degree are drawn from coursework taken at ESF.

### **Auditing Classes**

ESF students are not permitted to audit Syracuse University classes.

### **Advising**

The academic advising staff in PAIA help students identify courses within the department to best meet your academic goals.

### **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 Office of the Registrar. The Registrar's office 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.

## MPA/ESF Student Checklist

Completed	Course Number	Course Title	Semester
[ ]	PAI 600	PA Colloquium	
[ ]	PAI 734	Public Budgeting	
[ ]	PAI 755	Public Administration & Democracy	
[ ]	PAI 721	Introduction to Statistics	
[ ]	PAI 722	Quantitative Analysis	
[ ]	PAI 723	Economics for Public Decisions	
[ ]	PAI 712 OR PAI 748 OR PAI 762	Public Organizations & Management OR Non-Profit Management OR Challenges of International Management & Leadership	
[ ]	PAI 752	MPA Workshop	
[ ]	PAI 753	Leadership and Public Policy Seminar	
[ ]	PAI Elective I		
[ ]	PAI Elective II		
[ ]	PAI Elective III		
[ ]	PAI Elective IV <sup>8</sup>		
[ ]	PAI Elective V <sup>9</sup>		

<sup>8</sup> Course can be an ESF course that earned a grade of B or higher.

<sup>9</sup> Course can be an ESF course that earned a grade of B or higher.

## ATLANTIS Double-Degree Program

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In partnership with the Hertie School of Governance in Berlin, Germany, the Department of Public Administration and International Affairs offers a double-degree program focused on transatlantic policy and management issues.

Students can pursue the MPA degree at the Maxwell School and a Master of Public Policy (MPP) or Master of International Affairs (MIA) from the Hertie School. The combined study program requires students to begin their studies in Syracuse, completing 4 semesters of study in the United States (summer, fall, spring, summer), and then a year of study in Europe.

Any student enrolled in the Atlantis program completes 34 credits of coursework at the Maxwell School, consisting of the MPA core requirements and three MPA electives. The remaining six credits are transferred from the Hertie School of Governance.<sup>10</sup>

In order to complete both the MPP and MIA degrees, students must complete an original master's thesis paper under the auspices of a Hertie School faculty supervisor. Students should meet with the Associate Director, Student Services, to prepare their fall and spring semester course loads.

While taking courses at the Hertie School, students remain matriculated students at Syracuse, enrolled in GRD 998 Degree in Progress.<sup>11</sup>

### Program Sequence

As students join the MPP and MIA in their second-year of study, the department requests that they complete the following courses to be adequately prepared for their studies in Berlin.

*[Author's note: Due to pending revisions of the Hertie School's MIA program, we are awaiting revised curricular guidance and will update this handbook as soon as it is published.]*

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<sup>10</sup> Note that 6 credits of Syracuse University graduate coursework are equivalent to 12 European Credit Transfer and Accumulation System (ECTS) credits.

<sup>11</sup> Students may also have to submit a Certificate of Full-Time Status form.

## **CERTIFICATES OF ADVANCED STUDY OPTIONS**

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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 OPTIONS FOR MATRICULATED GRADUATE STUDENTS**

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 CONFLICT AND COLLABORATION**

The Program for the Advancement of Research on Conflict and Collaboration (PARCC) offers a 12-credit CAS in Conflict and Collaboration 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*) and nine additional credits of selected coursework. Students pursuing the CAS may choose a general area 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 DATA ANALYTICS FOR PUBLIC POLICY**

The 15-credit, graduate-level Certificate of Advanced Study (CAS) in Data Analytics for Public Policy provides students the opportunity to develop skills in managing and analyzing large amounts of data using emerging methods and techniques, including machine learning, to inform public sector decision-making.

The program also provides students familiarity with the policy and governance issues raised by the use of new forms of data, cognitive assistance technologies, and algorithmic decision-making. To earn the certificate, students complete the required *PAI 724 Data Driven Management* and 12 additional credits of graduate coursework selected from a list of accepted courses. At least 6 credits must be taken in the Department of Public Administration and International Affairs. For more information contact Bob Bifulco at [rbifulco@syr.edu](mailto:rbifulco@syr.edu).

## **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 area 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 Professor Peter Wilcoxon.

## **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:

[http://www.maxwell.syr.edu/exed/certificates/sa-Health\\_services/overview/](http://www.maxwell.syr.edu/exed/certificates/sa-Health_services/overview/).

## **CAS IN POST-CONFLICT RECONSTRUCTION**

Administered by the Institute for Security Policy and Law (ISPL), 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 <https://securitypolicylaw.syr.edu/> or visit ISPL at 300 Dineen Hall.

## **CAS IN SECURITY STUDIES**

Administered by ISPL, 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 <https://securitypolicylaw.syr.edu/> or visit ISPL at 300 Dineen Hall.

## ACADEMIC OFFERINGS FOR 2021 - 2022

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The following table identifies coursework taught by PAIA faculty and designed for MPA and EMPA students that is scheduled to be offered during the 2021-22 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 2021 (Session II)

PAI 600	MPA Colloquium	Bifulco
PAI 734	Public Budgeting*	Hou, Ohl, & Rothbart
PAI 755	Public Administration & Democracy*	Nabatchi

### FALL 2021

PAI 601	Fundamentals of Conflict Studies	Dickey
PAI 683	Central Challenges to National Security Law & Policy	Baker
PAI 700	Ethics of Emerging Technology	Himmelreich
PAI 710	International Actors & Issues	de Nevers, Griffiths, Steinberg & Williams
PAI 712	Public Organizations & Management*	Huitink and Jagannath
PAI 716	Economic Dimensions of Global Power	Brown
PAI 719	Fundamentals of Post-Conflict Reconstruction	de Nevers
PAI 720	Economic Principles for International Affairs	Brown
PAI 721	Introduction to Statistics*	Han, Li, Lopoo, Shi & Trajkovski
PAI 723	Economics for Public Decisions*	McPeak, Wiemers, & Wilcoxon
PAI 724	Data Driven Management	Siddiki
PAI 730	Public Private Partnerships	Sirangelo
PAI 731	Financial Management in State & Local Government	Rothbart
PAI 732	Collaborative and Participatory Governance	Herrold
PAI 734	Public Budgeting*	Rothbart
PAI 738	U.S. Intelligence Community: Governance & Practice	Murrett
PAI 748	Non-Profit Management*	Herrold
PAI 756	International Development Policy & Administration	Schnell
PAI 762	Challenges of International Management and Leadership*	Schnell
PAI 765	Humanitarian Action	Staff
PAI 775	Energy, Environment & Resources Policy	Lambright
PAI 781	Social Welfare Policy	Heflin
PAI 793	Predictive Analytics	Lopoo
PAI 895	Executive Education Seminar: Managerial Leadership#	Gerard & O’Keefe



PAI 897	Fundamentals of Policy Analysis#	Popp
PAI 996	Master's Project Course#	Hou

## **SPRING 2022**

PAI 600	International Macroeconomics and Finance	Brown
PAI 601	Fundamentals of Conflict Studies	Gerard
PAI 700	Contemporary U.S.-Mexico Relations	McCormick
PAI 705	Research Design for International Relations Professionals	McPeak
PAI 712	Public Organizations and Management*	Staff
PAI 716	Economic Dimensions of Global Power	Brown
PAI 718	U.S. National Security: Defense and Foreign Policy	de Nevers
PAI 720	Economic Principles for International Affairs	Brown
PAI 722	Quantitative Analysis*	Shi
PAI 723	Economics for Public Decisions*	Wiemers
PAI 730	Ethics of Data Science	Himmelreich
PAI 735	State and Local Finance	Yinger
PAI 736	Health Economics and Policy	Hamersma
PAI 739	US Defense Strategy, Military Posture & Combat Ops	Murrett
PAI 742	Public Administration and Law <sup>12</sup>	Perrin
PAI 744	Metropolitan Government & Politics	Lewis
PAI 746	Ethics and Public Policy	Radcliffe
PAI 747	Human Resources Management in the Public Sector	Dickey
PAI 749	Financial Management of Nonprofit Organizations	Beagles
PAI 750	Managing Interpersonal, Group, and Systemic Conflict	Dickey
PAI 751	JD/MPA Seminar: Regulatory Law & Policy	Perrin
PAI 755	Public Administration & Democracy	Himmelreich
PAI 757	Economics of Development	McPeak
PAI 762	Challenges of International Management & Leadership*	Schnell
PAI 763	NGO Management in Developing and Transitional Countries	Beagles
PAI 770	Climate Change: Science, Perception, and Law	Wilcoxon
PAI 771	Public Management of Technological Development <sup>13</sup>	O'Keefe
PAI 772	Science, Technology & Public Policy	Lambright
PAI 774	Public Policy & Program Evaluation	Heflin
PAI 777	Economics of Environmental Policy	Popp
PAI 783	Changing American Healthcare System	Li
PAI 784	Education Policy	Schwartz
PAI 785	Policy Design and Implementation	Siddiki

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<sup>12</sup> Offered during the Winter Intersession 2022

<sup>13</sup> Offered during the Winter Intersession 2021

PAI 789	Advanced Policy Analysis	Wilcoxon
PAI 794	Demography, Aging and Policy	Wiemers
PAI 795	Smart Grid: Security, Privacy and Economics	Wilcoxon
PAI 895	Executive Education Seminar: Managerial Leadership#	Gerard
PAI 996	Master's Project Course#	Hou

**SUMMER 2022 (Session I)**

PAI 752	MPA Workshop*	PA Faculty
PAI 753	Leadership and Public Policy Seminar*	Murrett

## **PUBLIC ADMINISTRATION AND INTERNATIONAL AFFAIRS FACULTY**

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**James Baker**, Professor, Public Administration and International Affairs, by Courtesy Appointment;  
Director for Institute for Security Policy & Law and Professor, College of Law  
JD, Yale Law School

**Fields:** National Security, Security Policy

**Jonathan Beagles**, Assistant Professor, Public Administration and International Affairs  
PhD, University of Arizona

**Fields:** Organizations and management, public and non-profit financial management, program planning and evaluation.

**Robert Bifulco**, Associate Dean and Chair, Public Administration and International Affairs  
PhD, Syracuse University

**Fields:** Education policy, public budgeting, state and local government finance.

**Stuart Brown**, Professor of Practice, Public Administration and International Affairs: Director of Master of Arts in International Relations

PhD, Columbia University

**Fields:** International economics, macroeconomics, international political economy.

**Julia Carboni**, Associate Professor, Public Administration and International Affairs and Chair, Citizenship and Civic Engagement Program

PhD, University of Arizona

**Fields:** Collaborative governance, public and non-profit management

**Renée de Nevers**, Associate Professor, Public Administration and International Affairs and Chair, Social Science Doctoral Program

PhD, Columbia University

**Fields:** International security policy, post-conflict reconstruction.

**Todd Dickey**, Assistant Professor, Public Administration and International Affairs

PhD, Cornell University

**Fields:** Labor and employment relations, public sector human resource management, and workplace conflict management

**Catherine Gerard**, Professor of Practice, Public Administration and International Affairs, Associate Director, Executive Education Programs

M.A., University of Toronto and M.P.A., State University of New York at Albany

**Fields:** Leadership, organizational development, total quality management.

**Jay Golden**, Pontereilli Professor of Environmental Sustainability & Finance, Department of Public Administration and International Affairs

Ph.D., University of Cambridge

**Fields:** Sustainability, Environmental Finance

**Sarah E. Hamersma**, Associate Professor, Public Administration and International Affairs

PhD, University of Wisconsin

**Fields:** Health, labor, and public economics

**Colleen Heflin**, Professor, Public Administration and International Affairs

PhD, University of Michigan

**Fields:** Social policy, food and nutrition policy, social demography

**Catherine Herrold**, Associate Professor, Public Administration and International Affairs

Ph.D., Duke University

**Fields:** Non-governmental organizations, non-profit management, international development

**Yilin Hou**, Professor, Public Administration and International Affairs

PhD, Syracuse University

**Fields:** Fiscal/budgetary institutions, state and local taxation, intellectual development of public budgeting, intergovernmental fiscal relations

**W. Henry Lambright**, Professor, Public Administration and International Affairs

PhD, Columbia University

**Fields:** Environmental and resource policy, science and public policy

**Jun Li**, Assistant Professor, Public Administration and International Affairs

PhD, University of Michigan

**Fields:** Health economics and healthcare policy

**Leonard M. Lopoo**, Professor, Public Administration and International Affairs

PhD, University of Chicago

**Fields:** Child and family policy, economic demography, economic inequality, poverty

**Steven Lux**, Director, Executive Education Programs, Adjunct Professor, Public Administration and International Affairs

MPA, Syracuse University

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

**John G. McPeak**, Professor, Public Administration and International Affairs

PhD, University of Wisconsin-Madison

**Fields:** Development economics, natural resource economics, African agricultural development

**Robert B. Murrett**, Professor of Practice, Public Administration and International Affairs and Deputy Director, Institute for Security Policy and Law  
M.S.S.I., National Defense Intelligence College, M.A., Georgetown University, and M.A., Kent State University

**Fields:** Strategic planning, defense intelligence governance, military operations, international relations, and leadership in personnel.

**Tina Nabatchi**, Professor, Public Administration and International Affairs, Director, Program for the Advancement of Research on Conflict and Collaboration  
PhD, Indiana University

**Fields:** Deliberative and participatory democracy

**Sean O’Keefe**, University Professor, Syracuse University and Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership  
MPA, Syracuse University

**Fields:** Public and strategic management, national security policy, leadership.

**David Popp**, Professor, Public Administration and International Affairs  
PhD, Yale University

**Fields:** Environmental and natural resource economics, public finance

**Michah Rothbart**, Assistant Professor, Public Administration and International Affairs  
PhD, New York University

**Fields:** Education policy, public budgeting, public and non-profit financial management

**Sabina Schnell**, Assistant Professor, Public Administration and International Affairs  
PhD, George Washington University

**Fields:** International management and governance, international development, transparency and anti-corruption, international policy diffusion, Eastern Europe.

**Amy E. Schwartz**, Professor, Public and Administration and International Affairs and Economics, Daniel Patrick Moynihan Professor of Public Affairs, Chair, Department of Economics  
PhD, Columbia University

**Fields:** Education policy, public finance, urban policy

**Saba Siddiki**, Associate Professor, Public Administration and International Affairs  
PhD, University of Colorado, Denver

**Fields:** Policy design and implementation, regulatory compliance, collaborative governance

**David Van Slyke**, Dean and Louis A. Bantle Chair in Business and Government Policy  
PhD, State University of New York at Albany

**Fields:** Contracting, government-business relationships, policy implementation, public and non-profit management, strategic management

**Peter Wilcoxon**, Professor, Public Administration and International Affairs and Director, Center for Environmental Policy and Administration; Laura J. and L. Douglas Meredith Professor for Teaching Excellence

PhD, Harvard University

**Fields:** Environmental economics, natural resource economics.

**Michael Williams**, Associate Professor, Public Administration and International Affairs, Director, Master of Arts in International Relations.

PhD, International Relations

**Fields:** International Security, European Affairs

**John M. Yinger**, Professor Public Administration and International Affairs, Trustee Professor, and Associate Director for Metropolitan Studies, Center for Policy Research

PhD, Princeton University

**Fields:** Managerial economics, public finance, urban and housing policy, education finance

# ACADEMIC & PERSONAL STANDARDS

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## ACADEMIC INTEGRITY POLICY

The Academic Integrity Office of the Division of Academic Affairs at Syracuse University administers the University's academic integrity policy. PAIA takes 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 <http://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.

## GRADING SYSTEM

Graduate students at Syracuse University are graded on an A-F scale. 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.**

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:

<https://policies.syr.edu/policies/academic-rules-student-responsibilities-and-services/code-of-student-conduct/>.

## **SERVICES, FACILITIES, & STUDENT ACTIVITIES**

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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.

PAIA office staff are your first point of contact as you work to navigate the complexities of the Syracuse University system.

### **JOHN L. AND STEPHANIE G. PALMER CAREER CENTER**

Located in 202 Maxwell Hall, the John L. and Stephanie G. Palmer Career Center 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, the Palmer Career Center emphasizes development of the skills necessary to adapt to the changing work world.

During the year, the Palmer Career Center provides opportunities to participate in career-related workshops, employer visits, and networking opportunities. Students can also discuss their career goals and establish a career action plan with the dedicated counselors at the Palmer Career Center.

### **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, small-group work, lockers, and a kitchenette. Students can also meet and socialize in the Eggers Café.

## **EXECUTIVE EDUCATION LOUNGE**

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

## **COMPUTER SERVICES**

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 SUmail 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 <https://policies.syr.edu/policies/information-technology/e-mail-policy/>.

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 <http://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](mailto: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 150,000 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 <http://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](mailto:bursar@syr.edu) or by phone at 315.443.2444.

## **CENTER FOR INTERNATIONAL SERVICES**

The Center for International Services (CIS)) 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 CIS 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 <http://international.syr.edu>. They can also be reached by email at [international@syr.edu](mailto:international@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 is located within the Barnes Center at the Arch, and can be reached through its website at <https://ese.syr.edu/bewell/counseling/> or by phone at 315.443.8000.

## **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 [http://syr.edu/financialaid/contact\\_us/index.html](http://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 the Goldstein Student Center, via phone at 315.443.5489, online at <http://offcampus.syr.edu>, and via email at [offcampus@syr.edu](mailto: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 <http://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 <http://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 the Barnes Center at the Arch. Appointments can be made by phone at 315.443.8000.

### **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 is housed in the Barnes Center at the Arch and is accessible online at <http://recreationservices.syr.edu>.