MASTER OF PUBLIC ADMINISTRATION
AND
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION

MASTER’S HANDBOOK
AND
COURSE GUIDE
2013-2014
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SYRACUSE UNIVERSITY

MAXWELL SCHOOL
OF CITIZENSHIP AND PUBLIC AFFAIRS

PREFACE

On behalf of the Department of Public Administration and International Affairs, I welcome you to the Maxwell School. This Master’s Handbook and Course Guide, describes MPA program requirements, specialized programs-of-study, and public administration course offerings. We hope it provides answers to most of your questions about graduate work at Maxwell. Our faculty and staff are happy to answer any questions not covered in this Handbook. Please feel free to talk with us as you plan your academic schedule and begin your studies.

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

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

Ross Rubenstein

Associate Dean and Chair

(Another University publication, which may be useful during your program, is the Graduate Course Catalog: 2013-2014, a listing of the entire graduate programs and courses offered at Syracuse, as well as University academic rules and regulations. These are available on line.)
SYRACUSE UNIVERSITY / PUBLIC ADMINISTRATION CALENDAR

SUMMER 2013

PA Colloquium.................................................................July 1 – July 5 (no classes on July 4)
Public Budgeting .................................................................July 8 – July 26
Public Administration and Democracy........................................July 29- August 16

Fall 2013

First day of classes ....................................................................August 26
Labor Day (no classes, University closed) ......................................September 2
Thanksgiving Break .................................................................November 24 – December 1
Last day of classes .....................................................................December 6
Reading days ..............................................................................December 7, 8, 10 (am) and 12 (am)
Final exams..................................................................................December 9, 10 (pm), 11, 12 (pm), and 13

WINTER INTERCESSION 2014

Classes (tentative, dates may vary) ..............................................January 2-10

Spring 2014

First day of classes .....................................................................January 13
Martin Luther King, Jr. Day (no classes, University closed) ..............January 20
Spring Break..............................................................................March 9-16
Last day of classes .....................................................................April 29
Reading days ..............................................................................April 30, May 3 & 4
Final exams..................................................................................May 1&2, and 5-7
University Commencement Weekend..........................................May 10 & 11

SUMMER 2014

MPA Workshop ..........................................................................May 12 - June 6
Executive Leadership .....................................................................June 9 – June 26
PA Convocation .........................................................................June 27

*see Syracuse University Time Schedule of Classes for registration procedures, instructions, and times
MASTER OF PUBLIC ADMINISTRATION (MPA)

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

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

The 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 analysis to inform decision making. To accomplish this mission, the Maxwell School MPA’s 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.

Recognized as the professional degree in the field of public service, the MPA is designed principally, but not exclusively, for those who plan to pursue careers in the public and not-for-profit sectors within the US and abroad. The Maxwell School’s MPA program prepares individuals for careers as managers and policy analysts in government agencies and organizations closely associated with the public sector. The curriculum is designed to ensure that all graduates: 1) gain experience in applying qualitative and quantitative methods to public policy issues; 2) achieve substantial competency in organization design and analysis, and in management and administration techniques; and 3) understand the political, economic and social context of public administration.

MPA DEGREE REQUIREMENTS

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

CORE REQUIREMENTS (25 CREDITS)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PAI 600</td>
<td>Public Affairs Colloquium</td>
</tr>
<tr>
<td>PAI 712</td>
<td>Public Organizations &amp; Management</td>
</tr>
<tr>
<td>PAI 721</td>
<td>Introduction to Statistics</td>
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<tr>
<td>PAI 722</td>
<td>Quantitative Analysis</td>
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<tr>
<td>PAI 723</td>
<td>Economics for Public Decisions</td>
</tr>
<tr>
<td>PAI 734</td>
<td>Public Budgeting</td>
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<tr>
<td>PAI 755</td>
<td>Public Administration &amp; Democracy</td>
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<tr>
<td>PAI 752</td>
<td>MPA Workshop</td>
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<tr>
<td>PAI 753</td>
<td>Executive Leadership Seminar</td>
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</table>

SPECIALIZED COURSEWORK (15 CREDITS)

- Environmental Policy & Administration
- International & Development Administration
- International & National Security Policy
- Public & Nonprofit Management
- State & Local Government Financial Analysis & Mgmt
- Social Policy (Social Welfare, Health & Education)
- Technology & Information Management
TIME REQUIRED TO COMPLETE THE MPA PROGRAM

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

TYPICAL 12 MONTH MPA SCHEDULE

SUMMER I – July / August (7 credits)

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

FALL (12 – 15 credits)

PAI 721 Introduction to Statistics
PAI 723 Managerial Economics for Public Administrators
PAI 712 Public Organizations & Management (fall or spring)
1-2 additional courses (combination of core and specialized)

SPRING (12 – 15 credits)

PAI 722 Quantitative Analysis
PAI 712 Public Organizations & Management (fall or spring)
2-3 additional courses (combination of core and specialized – including any courses taken during the winter intercession)

SUMMER II – May / June (6 credits)

PAI 752 MPA Workshop
PAI 753 Executive Leadership Seminar

NORMAL COURSE LOADS

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

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

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

WAIVER EXAM FOR ECONOMICS OR STATISTICS CORE COURSES

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

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

WAIVER EXAMINATION DATES

<table>
<thead>
<tr>
<th>Core</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistics</td>
<td>August 22, 2013</td>
</tr>
<tr>
<td>Economics</td>
<td>August 23, 2013</td>
</tr>
</tbody>
</table>

Alternative summer dates and a January test date for either exam can be arranged as needed. All exams are graded the first week of the semester, regardless when the test was completed.
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (EMPA)

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

EMPA DEGREE REQUIREMENTS

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

EXECUTIVE EDUCATION SEMINAR (PAI 895)

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

THE MASTER’S PROJECT COURSE (PAI 996)

Completion of the 3-credit Master’s Project Course (PAI 996) meets the University's comprehensive requirement for a master’s program. Highly diverse student project teams are organized around a public policy issue. Projects typically are expected to provide an internationally comparative perspective while developing a policy recommendation. The course is an opportunity for students to apply knowledge acquired through study to a policy and organizational issue of professional relevance. While the project deliverable focuses on a public policy issue, the course also emphasizes issues of team management within highly diverse work force settings. Sessions on project management and group dynamics support the teams as they work over the semester with course faculty and other optional faculty advisors to complete their project. A final oral presentation to the class and an academic poster session are also integral and required parts of the course.
**EMPA COURSE PLANNING**
EMPA students work with an academic advisor to design a program of course work that meets their specific professional needs. In doing so, most students will design a program that allows them to complete an array of courses in various aspects of organizational leadership and coursework in general policy analysis or within a specific policy area.

**EMPA CORE COURSES**
*(9 credits)*

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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>PAI 895</td>
<td>Executive Education Seminar</td>
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<tr>
<td>PAI 897</td>
<td>Fundamentals of Policy Analysis</td>
</tr>
<tr>
<td>PAI 996</td>
<td>Master’s Project Course</td>
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**EMPA ORGANIZATIONAL LEADERSHIP FOCUS**
*(12-21 credits)*

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

**Managing Fiscal Resources**
- PAI 734  Public Budgeting
- PAI 731  Financial Management in State and Local Government
- PAI 735  State and Local Government Finance
- PAI 749  Financial Management of Nonprofit Organizations

**Context of Public Administration**
- PAI 755  Public Administration and Democracy
- PAI 746  Ethics and Public Policy

**Managing Information**
- PAI 730  Digital Government
EMPA POLICY ANALYSIS FOCUS
(up to 12 credits)
Building upon the Fundamentals in Policy Analysis course (PAI 897), students may choose further coursework in any of the following topical policy analysis areas:

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

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

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

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

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

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

MPA – BLENDED PROGRAM OF STUDY

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

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

~former MPA Student
FOCUS
Environmental Policy and Administration provides students with an understanding of the administrative, political and legal challenges confronting government managers who deal with environmental policies. The teaching objectives include knowledge of environmental 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, and technology and environmental policy.

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

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

Not-for-Profit: International Research & Relations Specialist, US Green Building council; Project Manager, World Resources Institute; Policy Analyst, Society of American Foresters; Executive Director, Chesapeake Bay Critical Areas Commission, State of Maryland.

Government Service: Secretary, Department of Natural Resources and Environmental Control, State of Delaware; Congressional and Legislative Office, Attorney Advisor, Department of Interior; Wildlife Biologist, Sequoia National Park; Analyst, US GAO; Presidential Management Fellow, Department of Energy; Director of Recycling, Onondaga County, NY; Analyst, NYS Department of Environmental Conservation; Assistant Attorney General, District Office of the Environment, District of Columbia.

Consulting: Research Assistant, Cascade Holistic Economic Consultants; Consultant, Booz, Allen & Hamilton; Consultant, Science Applications International Corporation.
ENVIRONMENTAL POLICY AND ADMINISTRATION COURSE OFFERINGS

**Foundation Courses**

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester</th>
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<tbody>
<tr>
<td>PAI 775</td>
<td>Energy, Environment and Resources Policy</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 777</td>
<td>Economics of Environmental Policy</td>
<td>Spring</td>
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**Environmental Law Courses**

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

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester</th>
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<tbody>
<tr>
<td>PAI 742</td>
<td>Public Administration and Law</td>
<td>Winter</td>
</tr>
<tr>
<td>FOR 687/LAW 716</td>
<td>Environmental Law and Policy</td>
<td>Fall</td>
</tr>
<tr>
<td>FOR 689/LAW 865</td>
<td>Natural Resources Law and Policy</td>
<td>Spring</td>
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**Elective Course Options**

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<th>Course Code</th>
<th>Course Title</th>
<th>Semester</th>
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<tbody>
<tr>
<td>PAI 730</td>
<td>Climate Change: Science, Perception &amp; Policy</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 730</td>
<td>Managing Individual/Group and Systemic Conflicts</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 751</td>
<td>JD/MPA Seminar: Regulatory Law and Policy</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 772</td>
<td>Science, Technology and Public Policy</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 776</td>
<td>Economics of Science and Technology</td>
<td>Spring</td>
</tr>
<tr>
<td>FOR 665</td>
<td>Natural Resources and Environmental Policy</td>
<td>Fall</td>
</tr>
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</table>

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

PROGRAM FACULTY

John McPeak, Advisor  Catherine Bertini  Robert Christen
Renee deNevers  Rebecca Peters  George Abonyi
Tosca Bruno-VanVijfeijken  Steve Lux  Cora True-Frost

FOCUS

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

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

The faculty members associated with this program are interested in a wide range of development issues including international political economy. Among their areas of research are issues associated with health and 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.

IR/MPA JOINT AND CONCURRENT DEGREES

For students desiring a more in depth exploration of a regional concentration and topic of study area in international relations, Maxwell offers an internal joint IR/MPA degree option. This program allows students who have interest in public sector management in the global community to explore two paths of study in an academically integrated manner.

EMPLOYMENT

Students in this program often seek employment in bilateral or multilateral international aid agencies in private voluntary organizations dealing with development, consulting firms or federal/state offices that deal with
international issues. Prior overseas experience and foreign language skills are important assets in obtaining such positions.

**International NGO**  
Project Manager, Humanitarian Capacity Building at Save the Children; Program Assistant, International Foundation of Elections; Program Assistant, Ford Foundation, New Delhi, India; Program Officer, International Women’s Project at Alliance for Social Dialogue.

**Domestic/International**  
Education Specialist, World Bank; Program Manager, USAID, Office of Transitional Services; Research Fellow, Inter-American Development Bank; Research Associate, Center for Strategic and International Studies; Senior Trade Specialist, International Trade Administration

### INTERNATIONAL AND DEVELOPMENT ADMINISTRATION COURSE OFFERINGS

#### Foundation Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAI 757</td>
<td>Economics of Development</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 764</td>
<td>UN Organizations: Managing for Change</td>
<td>Winter</td>
</tr>
<tr>
<td>PAI 765</td>
<td>Humanitarian Action: Challenges, Responses and Results</td>
<td>Spring</td>
</tr>
</tbody>
</table>

#### Elective Course Options

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAI 600</td>
<td>International Macroeconomics &amp; Finance</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 601</td>
<td>Fundamentals of Conflict Studies</td>
<td>Fall/Spring</td>
</tr>
<tr>
<td>PAI 700</td>
<td>Crisis Management</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 707</td>
<td>Culture in World Affairs</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 713</td>
<td>Governance and Global Civil Society</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 715</td>
<td>Globalization and Development Courses (in DC)</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 717</td>
<td>International Security</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 718</td>
<td>US National Security and Foreign Policy</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 719</td>
<td>Fundamentals of Post-Conflict Reconstruction</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 730</td>
<td>Social Policy: Financing the Poor</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 730</td>
<td>Food Security</td>
<td>Fall*</td>
</tr>
<tr>
<td>PAI 730</td>
<td>Business and Government in the Global Economy</td>
<td>Winter</td>
</tr>
<tr>
<td>PAI 730</td>
<td>Health and Development</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 730</td>
<td>Development Finance</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 759</td>
<td>Girls’ Education in the Development World</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 763</td>
<td>NGO Management in Developing and Transitioning Countries</td>
<td>Spring</td>
</tr>
<tr>
<td>ECN 665</td>
<td>International Economics</td>
<td>Spring</td>
</tr>
<tr>
<td>LAW 728</td>
<td>International Law</td>
<td>Spring</td>
</tr>
<tr>
<td>LAW 778</td>
<td>International Human Rights</td>
<td>Fall</td>
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</table>

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAI 734</td>
<td>Public Budgeting</td>
<td>Fall</td>
</tr>
</tbody>
</table>

*PAI 730: Food Security will be offered in a condensed format in the fall term, and involves a week-long trip to Rome, Italy over the Thanksgiving Break.*
INTERNATIONAL AND NATIONAL SECURITY POLICY

PROGRAM FACULTY

<table>
<thead>
<tr>
<th>William C. Banks, Advisor</th>
<th>Renee deNevers</th>
<th>Robert B. Murrett</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbey Steele</td>
<td>David M. Crane</td>
<td>Isaac Kfir</td>
</tr>
<tr>
<td>Keli Perrin</td>
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</tr>
</tbody>
</table>

FOCUS

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

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

GRADUATE CERTIFICATE OPTION

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

Positions held by Maxwell alumni working in the field include:

Federal Government
- Director of Operations, Defense Policy Analysis Office, Department of Defense; Counter Intelligence Investigator; US National Security Agency; Analyst, Defense Intelligence Agency; Special Agent, Naval Criminal Investigative Services; Legal Advisor, Immigration and Customs Enforcement, Department of Homeland Security; Foreign Service Officer, Department of State, Counterterrorism/Arms Control Division

Consulting
- Consultant, CSC International, Analyst, Booz, Allen & Hamilton, Global Security Division

Local Government
- Department of Emergency Management, Onondaga County, NY

INTERNATIONAL AND NATIONAL SECURITY POLICY COURSE OFFERINGS

Foundation Courses
- PAI 717 International Security  Fall
- PAI 718 US National Security and Foreign Policy  Spring
- LAW 700 National Security Law  Fall

Elective Course Options
- PAI 601 Fundamentals of Conflict Studies  Fall/Spring
- PAI 700 Perspectives on Terrorism  Fall
- PAI 700 Crisis Management  Spring
- PAI 719 Fundamentals of Post-Conflict Reconstruction  Fall
- PAI 727 Responding to Proliferation  Spring
- PAI 730 US Intelligence Community: Governance & Practice, 1947-present  Fall
- PAI 730 Homeland Security: State & Local Preparedness and Response  Winter
- PAI 730 Central Challenges in National Security Law & Policy  Fall
- LAW 728 International Law  Spring
- LAW 790 Counterterrorism and the Law  Spring

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

Soonhee Kim, Co-Advisor  Walter Broadnax                Ines Mergel
David Van Slyke, Co-Advisor Stuart Bretschneider  Tina Nabatchi
Shena Ashley                    Sharon Kioko                Ross Rubenstein

FOCUS

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

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

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

EMPLOYMENT

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

City Administration  Economic Development Specialist, City of Phoenix, AZ; Assistant City Manager Atascadero, CA; Budget Analyst, NYC Office of Management and Budget; Legislative Lobbyist, Montgomery County, MD.

State Administration  Public Management Intern, NYS Civil Service Commission; Office of Regulatory Reform, State of Colorado; Juvenile Court Manager, Minneapolis, MN

Federal Administration  Personnel Management Specialist, US Department of Labor; Community and Economic Development Division, US GAO;

Not-For-Profit/Private  Public Policy Coordinator, Vermont Alliance of Nonprofit Organizations; Consultant, Booz, Allen & Hamilton; Assistant Director, Women’s City Club of NY; Vice President for Financial Development, Boys and Girls Club
PUBLIC AND NONPROFIT MANAGEMENT COURSE OFFERINGS

Foundation Courses

PAI 747 Human Resources Management  Spring
PAI 748 Nonprofit Management and Governance  Fall
PAI 749 Financial Management of Nonprofit Organizations  Spring
PAI 730 Digital Government  Fall

Elective Course Options

PAI 601 Fundamentals of Conflict Studies  Fall/Spring
PAI 713 Governance and Global Civil Society  Fall
PAI 730 Managing Individual/Group/Systemic Conflict  Fall
PAI 730 Collaborative and Participatory Governance  Spring
PAI 731 Financial Management in State & Local Governments  Fall
PAI 742 Public Administration & Law  Winter
PAI 746 Ethics and Public Policy  Spring
PAI 751 JD/MPA Seminar: Regulatory Law and Policy  Spring
PAI 764 UN Organizations: Managing for Change  Winter
PAI 785 Policy Implementation  Spring
PSC 700 Political Leadership  Fall
LAW 839 Law, Politics and the Media  Spring

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

PAI 734 Public Budgeting  Fall
SOCIAL POLICY
(AGING, EDUCATION, SOCIAL WELFARE, AND HEALTH SERVICES MANAGEMENT & POLICY)

PROGRAM FACULTY

<table>
<thead>
<tr>
<th>Douglas Wolf, Advisor</th>
<th>Len Lopoo</th>
<th>Ross Rubenstein</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas Dennison, Advisor – HSMP</td>
<td>Vernon Greene</td>
<td>Sarah Hamersma</td>
</tr>
<tr>
<td>Robert Bifulco</td>
<td>John L. Palmer</td>
<td>John Yinger</td>
</tr>
<tr>
<td>Leonard Burman</td>
<td>Vernon Greene</td>
<td>Sarah Hamersma</td>
</tr>
</tbody>
</table>

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

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

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

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

EMPLOYMENT
Social Policy is designed to prepare students for a variety of positions in government policy, planning, and regulatory agencies at all levels, from city to federal, as well as in nonprofit and proprietary organizations, including social service delivery agencies, hospitals and HMOs, insurance companies, consulting firms, trade associations, and foundations. Illustrations of agencies where graduates have gone to work include the following:
Federal Government  Office of the Assistant Secretary for Planning and Evaluation, US Department of Health Human Services; US Office of Management and Budget; US GAO; Congressional Budget Office; US Department of Labor

State/Local Government  Onondaga County Department of Social Services; NYS and Ohio Departments of Mental Health; Minnesota State Health Agency

Not-For-Profits/Private  Project HOPE; Mathematica Policy Research; Urban Institute; Lutheran Social Services of Illinois; Employee Benefits Corporation

SOCIAL POLICY COURSE OFFERINGS

Foundation Courses
PAI 781  Social Welfare Policy  Fall
PAI 784  Education Policy  Spring
PAI 785  Policy Implementation  Spring

HSMP Certificate Required Foundation Courses (6 credits)
PAI 783  Changing US Health Care System  Fall
PAI 782  Health Services Management  Spring

Elective Course Options
PAI 700  The Federal Budget, Health Care, and Social Security Reform  Fall&Spring*
PAI 730  Social Policy: Financing the Poor  Fall
PAI 730  Tax Policy and Politics  Winter
PAI 730  Health and Development  Spring
PAI 730  Demography, Aging, and Public Policy  Spring
PAI 748  Nonprofit Management and Governance  Fall
PAI 749  Financial Management of Nonprofit Organizations  Spring
PAI 786  Urban Policy  Spring
LAW 720  Family Law  Fall
LAW 763  Disability Law  Fall

*This course extends over both Fall and Spring semesters with a 1.5 credit hour workload during each term.

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

PROGRAM FACULTY

Ross Rubenstein, Advisor
Robert Bifulco
Stuart Bretschneider
William Duncombe
Yilin Hou
Sharon Kioko
John Yinger

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

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

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

Municipal Credit Analyst Credit Rating Agencies; Commercial Banks, Investment Banks, Municipal Bond Insurance Companies
Budget Analyst US Social Security Administration; Department of the Navy; Illinois Bureau of the Budget; Fairfax County Office of Management and Budget; NYS Division of the Budget; Commonwealth of Massachusetts
Fiscal Research US GAO; Congressional Budget Office; Government Finance Officers Association
City Management Santa Fe, NM; San Antonio, TX; Phoenix, AZ; Bellevue, WA; Long Beach, CA; Hampton, VA; Beverly Hills, CA
STATE AND LOCAL GOVERNMENT FINANCIAL ANALYSIS AND MANAGEMENT
COURSE OFFERINGS

Foundation Courses
PAI 731  Financial Management in State and Local Governments  Fall
PAI 735  State and Local Government Finance  Spring

Elective Course Options
PAI 730  The Federal Budget, Health Care, and Social Security Reform  Fall&Spring*
PAI 730  Tax Policy and Politics  Winter
PAI 730  Business and Government in a Global Economy  Winter
PAI 730  Digital Government  Fall
PAI 730  Forecasting  Spring
PAI 742  Public Administration and Law  Winter
PAI 744  Metropolitan Government and Politics  Spring
PAI 746  Ethics and Public Policy  Spring
PAI 751  JD/MPA Seminar: Regulatory Law and Policy  Spring
PAI 758  Public Finance: A Comparative Perspective  Spring
ECN 621  Econometrics I  Fall
ECN 622  Econometrics II  Spring
ECN 731  Public Expenditures  Spring

For EMPA Students – the following core MPA program courses may be relevant:
PAI 734  Public Budgeting  Fall

*This course extends over both Fall and Spring semesters with a 1.5 credit hour workload during each term.

"The State and Local Government Finance concentration provided me with the hard skills employers are looking for. By completing this concentration, I walk away able to analyze financial reports, perform basic accounting, and apply economic theory in practical settings. For me the real benefit was knowing that what I learned in Maxwell would enable me to be effective in managing the layer of government closest to citizens themselves."
~ former MPA Student
FOCUS
Technology and Information Management was developed out of a realization that many areas of public concern include significant technical or information system aspects. Indeed, many observers believe that the public service is experiencing fundamental change ushered in by revolutionary developments in technology. Today’s public manager benefits by knowledge of the technical dimensions of public management, but tomorrow’s public manager may well be required to have an understanding of the effects of technology and information systems on policy. Even as policy priorities shift from year to year, the technical requirements of public management will remain a driving force.

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

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

Government
Management Associate, NASA; Program Analyst, Department of Energy; NY State Energy Research and Development Authority; Senate Fellows Program, NY State; PMF, Department of Energy; Senior Technology Manager, US GAO

Consulting
Project Performance Corporation; Booz, Allen & Hamilton; PriceWaterhouseCoppers

Private
Systems Assurance Director, HSBC Bank; Kanzai Electric Company, Japan
TECHNOLOGY AND INFORMATION MANAGEMENT COURSE OFFERINGS

Foundation Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester</th>
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<tbody>
<tr>
<td>PAI 730</td>
<td>Digital Government</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 772</td>
<td>Science, Technology and Public Policy</td>
<td>Spring</td>
</tr>
</tbody>
</table>

Elective Course Options

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAI 730</td>
<td>Social Media in the Public Sector</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 776</td>
<td>Economics of Science and Technology</td>
<td>Spring</td>
</tr>
<tr>
<td>GEO 683</td>
<td>Geographic Information Systems</td>
<td>Fall/Spring</td>
</tr>
<tr>
<td>LAW 814</td>
<td>Technology Transactions Law</td>
<td>Fall</td>
</tr>
<tr>
<td>LAW 832</td>
<td>Cyber Security Law and Policy</td>
<td>Fall</td>
</tr>
<tr>
<td>IST 600</td>
<td>Technology as a Public Good</td>
<td>Spring</td>
</tr>
<tr>
<td>IST 618</td>
<td>Survey of Telecommunication and Information Policy</td>
<td>Fall/Spring</td>
</tr>
<tr>
<td>IST 634</td>
<td>Security on Networked Environments</td>
<td>Spring</td>
</tr>
<tr>
<td>IST 653</td>
<td>Telecommunications and Network Management I</td>
<td>Fall/Spring</td>
</tr>
<tr>
<td>IST 679</td>
<td>E-Commerce Technologies</td>
<td>Fall</td>
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Various Courses from SUNY College of Environmental Sciences and Forestry, and from Syracuse University’s College of Engineering and School of Information Studies are also available (see advisor for additional recommendations).

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

~ former MPA Student
INTERNSHIP / EXPERIENCE CREDIT COURSE OPTION – PAI 670
Internships are strongly recommended for students who lack significant previous experience or students moving in new professional directions. The experiences enable students to gain valuable experience in governmental and nonprofit agencies, while providing these agencies the services of graduate students with high potential for future achievement. In addition, internships allow for application of classroom learning and service to integrate academics with professional experience.

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

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

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

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

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

**Hourly/Weekly Requirements**
- **Fall/Spring Semester Internship:** The hourly/weekly requirements for a 3 credit internship are a minimum of 10 weeks and 150 hours.
- **Summer Semester Internship:** The hourly/weekly requirements for a 3 credit internship are a minimum of 6 weeks and 150 hours.

**Internship Registration**
Internships for credit are registered under the course PAI 670: Experience Credit. Registration for PAI 670 requires the registration form “New 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 your academic advisor in the department. Registration for an internship may be completed after normal semester registration deadlines, but no later than October 1, March 1 and June 1 respectively.
INDEPENDENT STUDY COURSE OPTION – PAI 690/PAI 890
A student may earn course credit, usually not more than a total of 3 credits, by enrolling in PAI 690/890 Independent Study. Enrollment in an independent study is reserved for students who want to do work in an area where no formal course is available or in an area where they have already completed one or more formal courses and wish to continue work.

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

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

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

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

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

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

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

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

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

A student who has completed appropriate course work at a high level of performance prior to entering the MPA program may take a waiver examination for the economics and/or introductory statistics core requirements (see Waiver of Economics or Statistics Core section of handbook).
There are specific guidelines for acceptable courses allowed toward the 25 PPA credits required as the MPA portion of the Joint JD/MPA degree. Student may NOT use the following types of credit to meet the MPA degree requirements:

- credit for any College of Law work;
- credit for any coursework completed outside the Department of Public Administration & International Affairs, (MPA/EMPA program courses all carry the PAI designation)
- credit for internships; or
- credit for independent study.

There is a preferred sequence for the core courses in the MPA program and suggested course patterns are available in the PAIA office. The Public Affairs Colloquium is always taken as the first course. Students are cautioned that some core courses have prerequisites and may not be offered in every semester or summer session. PAI 751 JD/MPA Seminar: Regulatory Law and Policy is offered every spring and must be taken in the third year. Students are encouraged to complete LAW 702: Administrative Law in their second year. LAW 702: Administrative Law is a co/pre-requisite for enrollment in PPA 751 JD/MPA Seminar: Regulatory Law and Policy.

**JD/MPA – MPA COURSE REQUIREMENTS (25 Credits)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Term</th>
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<tbody>
<tr>
<td>PAI 600</td>
<td>Public Affairs Colloquium</td>
<td>Summer</td>
</tr>
<tr>
<td>PAI 734</td>
<td>Public Budgeting</td>
<td>Summer/Fall</td>
</tr>
<tr>
<td>PAI 712</td>
<td>Public Organizations and Management</td>
<td>Fall/Spring</td>
</tr>
<tr>
<td>PAI 721</td>
<td>Introduction to Statistics</td>
<td>Fall</td>
</tr>
<tr>
<td>PAI 722</td>
<td>Quantitative Analysis</td>
<td>Spring</td>
</tr>
<tr>
<td>PAI 723</td>
<td>Managerial Economics for Public Administrators</td>
<td>Fall/Spring</td>
</tr>
<tr>
<td>PAI 751</td>
<td>JD/MPA Seminar: Regulatory Law and Policy</td>
<td>Spring</td>
</tr>
</tbody>
</table>

**ELECTIVES** Two PAI 3-credit courses are required in addition to the above core courses

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

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

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

~ former JD/MPA Student
MPA/MA INTERNATIONAL RELATIONS JOINT DEGREE PROGRAM

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

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

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

PROGRAM SEQUENCE

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

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

PAI 705 Research Design
PAI 710 International Actors & Issues

AND one of the following signature courses

PSC 783 Comparative Foreign Policy
PAI 707 Culture and World Affairs
PAI 716 Economic Dimensions of Global Power
GEO 606 Development & Sustainability
HST 645 History of International Relations

Students will also complete twelve (12) credits for their IR Career Track, an internship and demonstrate language proficiency. The dual program requires a minimum of 58 credits worth of academic coursework completed at Maxwell.
CONCURRENT DEGREE PROGRAMS
PA students may arrange to complete the MPA/EMPA and a second graduate degree on a concurrent basis. In cases where two or more distinct graduate degrees are to be awarded by Syracuse University to one student, the minimum number of credit-hours needed must be at least 80% of the combined total of Syracuse credit-hours normally required for each of the separate degrees. All concurrent degree MPA students will complete a minimum of 34 credits in public administration; concurrent degree EMPA students will complete a minimum of 24 credits in public administration.

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

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

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

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

PAI 670: Experience Credit may NOT be used to meet MPA/EMPA concurrent degree requirements.
CERTIFICATE OPTIONS

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

CERTIFICATE OF ADVANCED STUDY IN CONFLICT RESOLUTION
The Program for the Advancement of Research on Conflict and Collaboration (PARCC) offers a 12-credit Certificate of Advanced Study in Conflict Resolution that allows students to pursue in-depth study of conflict theory, concepts, and skills. To earn the certificate, students complete a required 3-credit course in the Fundamentals of Conflict Studies and 9 additional credits of graduate coursework selected with the guidance of an advisor. Students pursuing the certificate may choose a general program of study or concentrate their classes in a specific area of interest (such as advocacy and activism; collaborative governance; environmental collaboration and conflict; or international and intra-state conflict). Through a carefully planned course of study, graduate students can earn this certificate within the normal time frame and credit requirements of their degree program. The certificate is also available as a stand-alone option, and matriculation in a graduate degree program at SU is not necessary for application. For more information, contact PARCC’s program advisor (400 Eggers Hall, 315.443.2367) or visit PARCC’s website: http://maxwell.syr.edu/parcc.

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

The goal of the program is to provide a multi-disciplinary perspective on the issues facing the health care system. Students enrolled in the certificate program complete courses designed to bring medical, business, legal and social work professionals together to discuss tradeoffs, conflicts and complementary forces in managing the health care system in the changing environment.

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

MIDCAREER/EXECUTIVE CERTIFICATE OPTIONS
Executive Education offers three Midcareer Certificate options for midcareer professionals to complete as an alternative to the EMPA program OR in conjunction with the master’s degree. Students may earn a certificate on a full-time basis over one semester or on a part-time basis. All coursework may be applied to the EMPA degree program. Interested students must meet the experience requirement of the EMPA program to apply for these certificates.
CERTIFICATE OF ADVANCED STUDY IN PUBLIC ADMINISTRATION

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

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

CERTIFICATE IN LEADERSHIP OF INTERNATIONAL AND NON-GOVERNMENT ORGANIZATIONS

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

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

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

CERTIFICATE IN E-GOVERNMENT MANAGEMENT AND LEADERSHIP

The E-Government Management and Leadership Certificate of Advance Study is a 12-credit graduate-level certificate designed for mid-career executive students currently pursuing another graduate degree or as post-baccalaureate work. The CAS is organized by two broad thematic areas: 1) leadership and management of information and communication technology applications found in public organization E-government systems, and 2) technical design aspects of E-government in public organizations. There are two required courses for this degree: IST 711: Electronic Government, Concepts and Practice and PAI 895: Executive Education Seminar, Managerial Leadership. Through careful advisement, students will select two additional courses offered in either the iSchool or Maxwell School based on their prior education and experience as well as professional needs. The certificate program is intended to prepare students to lead and manage E-government applications in complex public and private sector organizations.

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

CONCURRENT CERTIFICATE OPTIONS FOR MATRICULATED GRADUATE STUDENTS ONLY

The following certificate options are available to all students matriculated within graduate programs within SU only. These options do not have a midcareer experience requirement for application.
CERTIFICATE OF ADVANCED STUDY IN SECURITY STUDIES

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

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

CERTIFICATE OF ADVANCED STUDY IN POST-CONFLICT RECONSTRUCTION

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

GRADUATE CERTIFICATE IN ENVIRONMENTAL DECISION MAKING (SUNY – ESF)

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

CERTIFICATE OF ADVANCED STUDY IN CIVIL SOCIETY ORGANIZATIONS

This certificate is designed for students aiming to prepare themselves as professionals in the expanding field of non-governmental organizations and for students whose research interests focus on the roles of non-state actors in global civil society. Administered by the Moynihan Global Affairs Institute, this 15 credit Certificate of Advanced Study facilitates graduate students becoming familiar with the various faculty members at Maxwell who are working on issues related to global civil society in disciplines ranging from public administration and political science to sociology, geography, social work, and law. It is one of the few programs in the country that seeks to integrate diverse theoretical and applied perspectives on NGOs and civil society actors and support multidisciplinary graduate training around this field. Coursework requires a pro-seminar: PAI 713: Governance & Global Society, one foundational perspective course, two discipline specific courses and a capstone experience (MPA Workshop can serve as this experience for MPA students). Certificate specific details can be found on the Moynihan Institute’s Transnational NGO Initiative website.
The Certificate Program is administered by the Moynihan Institute of Global Affairs in the Maxwell School; the program’s director is Prof. Margaret Hermann. She can be reached at mgherman@maxwell.syr.edu

CERTIFICATE OF ADVANCED STUDY IN SCHOOL DISTRICT BUSINESS LEADERSHIP

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

To receive certification as a school district business leader a student must have 60 graduate credits and a Master’s degree. For more information please contact Michelle Mondo at mrmondo@syr.edu or visit http://soe.syr.edu/academic/teaching_and_leadership/graduate/CAS/school_district_business_leadership/default.aspx.

CERTIFICATE of ADVANCED STUDY IN PUBLIC MANAGEMENT AND POLICY

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

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

The four course (12 credit) CAS in Public Management and Policy is intended to provide these graduate and professional students a documented concentration in public management and policy (in lieu of the full MPA degree). The CAS is organized around a core of two courses and electives that support two thematic areas: 1) public and non-profit management, and 2) public policy. Through careful advisement, students will select courses based on their prior educational and employment experiences, current degree programs, and professional expectations. Graduate students currently enrolled in the College of Engineering and the i-School who have interest in this certificate may contact the Department of Public Administration & International Affairs, 215 Eggers Hall, for more information and applications instructions. Application to the CAS is similar to application to the MPA program. The Certificate in Public Management and Policy is offered as an alternative to the Master of Public Administration degree program. All credits earned for the certificate may be applied toward the MPA. There is no experience requirement for application to this certificate option.
ACADEMIC OFFERINGS
2013-2014 COURSE INDEX

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

* satisfies MPA core course requirement
† satisfies EMPA core course requirement

SUMMER SESSION II – 2013

PAI 600* Public Affairs Colloquium Rubenstein
PAI 734* Public Budgeting Bifulco/Kioko
PAI 755* Public Administration & Democracy Nabatchi

FALL – 2013

PAI 600 Culture & Politics of Afghanistan and Pakistan Wadley
PAI 601 Fundamentals of Conflict Studies Dayton
PAI 670 Internship/Experience Credit (proposal required) Rubenstein
PAI 690 Independent Study PA Faculty
PAI 700 Federal Budget, Health Care, & Social Security Reform (Fall&Sp) Palmer/Dennison
PAI 700 Perspectives on Terrorism Kfir
PAI 704 Quantitative Skills in IR Ashley
PAI 707 Culture in World Affairs Rubenstein
PAI 710 International Actors & Issues deNevers/Klotz
PAI 712* Public Organizations & Management Kim/Mergel/Van Slyke
PAI 713 Governance and Global Civil Society Bruno-VanVijfeijken
PAI 715 Globalization and Development Courses (in DC) IR Faculty
PAI 716 Economic Dimensions of Global Power Brown
PAI 717 International Security Kfir
PAI 719 Fundamentals of Post-Conflict Reconstruction deNevers
PAI 721* Introduction to Statistics Kioko/Lopoo/Wolf
PAI 723* Economics for Public Decisions Hamersma/Popp/Wilcoxen
PAI 730 Digital Government Mergel
PAI 730 Managing Interpersonal, Group, and Systemic Conflict Gerard
PAI 730 Climate Change: Science, Perception and Policy Wilcoxen
PAI 730 Social Policy: Financing the Poor Christen
PAI 730 Central Challenges to National Security Law & Policy Banks/Steinberg
PAI 730 US Intelligence Community: Governance & Practice, 1947-present Murrett
PAI 730 Food Security (condensed format over Thanksgiving Break in Rome) Bertini
PAI 731 Financial Management in State & Local Governments Rubenstein
PAI 734* Public Budgeting Kiko
PAI 748 Nonprofit Management Ashley
PAI 762 Challenges of International Management and Leadership Christen
PAI 775 Energy, Environment & Resources Policy Lambright
PAI 781 Social Welfare Policy Ridzi
PAI 783 Changing American Health Care System Quinn
PAI 890 Independent Study PA Faculty
PAI 895† Executive Education Seminar: Managerial Leadership Broadnax/Kim
PAI 897† Fundamentals of Policy Analysis (EMPA students only) McPeak
PAI 996† Master’s Project Course (EMPA students only) Hou
WINTER – 2013

PAI 730  Tax Policy and Politics (in Washington, DC)  Burman
PAI 730  Business & Government in the Global Economy  Abonyi
PAI 730  Homeland Security: State/Local Preparedness and Response  Griffin
PAI 742  Public Administration and Law  Crane
PAI 763  Managing NGO’s in Transitional & Developing Countries  Lux
PAI 764  UN Organizations: Managing for Change (in New York, NY)

SPRING – 2013

PAI 600  International Macroeconomics and Finance  Brown
PAI 601  Fundamentals of Conflict Studies  Merchant
PAI 670  Internship/Experience Credit (proposal required)  Rubenstein
PAI 690  Independent Study (proposal required)  PA Faculty
PAI 700  Crisis Management  Dayton
PAI 700  Federal Budget, Health Care, & Social Security Reform (Fall&Sp)  Palmer/Dennison
PAI 704  Quantitative Skills in IR  Ashley
PAI 705  Research Design for IR Practitioners  Steele
PAI 712*  Public Organizations & Management  Kim
PAI 718  U.S. National Security & Foreign Policy  de Nevers
PAI 720  Principles of Economics  Brown
PAI 722*  Quantitative Analysis  Breutschneider/Greene/Hamersma/Lopoo
PAI 727  Responding to Proliferation  de Nevers
PAI 730  Health and Development  Peters
PAI 730  Social Media in the Public Sector  Mergel
PAI 730  Collaborative and Participatory Governance  Nabatchi
PAI 730  Demography, Aging, and Public Policy  Wolf
PAI 730  Development Finance  Christen
PAI 730  Forecasting/Policy Anal &Mgmt  Breutschneider
PAI 735  State and Local Government Finance  Yinger
PAI 744  Metropolitan Government & Politics  Lewis/Sciscioli
PAI 746  Ethics and Public Policy  Radcliffe
PAI 747  Human Resources Management in the Public Sector  Merchant
PAI 749  Financial Management of Nonprofit Organizations  Kiko
PAI 751  JD/MPA Seminar: Regulatory Law & Policy  True-Frost
PAI 755*  Public Administration and Democracy  Nabatchi
PAI 757  Economics of Development  McPeak
PAI 758  Public Finance: A Comparative Perspective  Hou
PAI 759  Girls’ Education in the Developing World  Bertini
PAI 762  Challenges of International Management and Leadership  Christen
PAI 765  Humanitarian Action: Challenges, Responses, Results  Hyder
PAI 767  Fund Development for Nonprofit Organizations  Ashley
PAI 772  Science, Technology & Public Policy  Lambright
PAI 776  Economics of Science and Technology Policy  Popp
PAI 777  Economics of Environmental Policy  Wilcoxen
PAI 782  Health Services Management  Dennison
PAI 784  Education Policy  Bifulco
PAI 785  Policy Implementation  Van Slyke
PAI 786  Urban Policy  Yinger
PAI 890  Independent Study (proposal required)  PA Faculty
PAI 895†  Executive Education Seminar: Managerial Leadership  Broadnax/Gerard
COURSE DESCRIPTIONS

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

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

*denotes courses that satisfy MPA core requirements   †denotes courses that satisfy EMPA core requirements

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<th>COURSE #</th>
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| PAI 600* | Public Affairs Colloquium  
This course has three distinct objectives: (1) to orient incoming students to the MPA program, the Maxwell School and Syracuse University; (2) to give students a sense of the scope and nature of skills and attributes required of public administrators; and (3) to provide students with practice in the art of policy analysis and teamwork through presentations and interactive workshops. The colloquium draws on Maxwell faculty, alumni, and other scholars and practitioners.  
OPEN TO MPA STUDENTS ONLY | Summer |
| PAI 670 | Internship/Experience Credit  
*(see Internship Program for more details)* | Any |
| PAI 690 | Independent Study  
*(see Independent Study section for more details)* | Any |
| PAI 600 | International Macroeconomics and Finance  
Monetary, fiscal, and regulatory consequences of mushrooming international financial markets including equities, bonds and other securities, commodity and options contracts, and bank deposits and loans.  
PAI 716 or ECN 602 prerequisite and permission of instructor required. | Spring |
PAI 600 Culture & Politics of Afghanistan and Pakistan Fall
This course is an introduction to Afghanistan and Pakistan, their histories, cultures, and current politics. It has a strong anthropological leaning. Students will gain an understanding of the factors leading to the current dilemmas in Pakistan and Afghanistan, and the need to understand the histories of these two places. In particular, students will explore the rural and urban social structures, marriage patterns, and gender relationships in the various ethnic groups in both countries, as well as the effects of migration, on both societies in different ways, and the role of Russia, India, China, Iran and the U.S. in both places.

PAI 601 Fundamentals of Conflict Studies Fall/Spring
The goals of this class are to provide students with a broad overview of the interdisciplinary field of conflict analysis and resolution, to introduce them to faculty and the work they are doing in this field, and to help them to develop a framework for diagnosing and responding to conflicts within their own area of interest. Over the course of the semester we will explore the diverse range of (sometimes contradictory) theories of social conflict found across the social science disciplines. Of particular interest throughout the course will be uncovering how our theories about the nature of social conflicts result in our making particular choices about which conflict resolution activities make sense under which conditions. Relying on a number of guest speakers, documentaries, and group projects, we will consider how conflict manifests across multiple levels of analysis (from inter-group to international) as well as within specific topical areas (ethnic/racial, environmental, foreign policy etc.). This course satisfies a core requirement for the PARCC Certificate of Advanced Studies in Applied Conflict Resolution.

PAI 700 The Federal Budget, Health Care, and Social Security Reform Fall & Spring
Most people who seriously consider U.S. fiscal policy believe that the long-term picture for the federal budget remains highly problematic, and that substantial further alterations in current tax and spending policies will be necessary to prevent U.S. national debt from growing to unsustainable levels. Numerous factors comprise this picture, but central among them is the projected rapid growth in spending for the three largest entitlement programs (Social Security, Medicare and Medicaid) due to population aging and the inexorable rise in per capita health care costs. This course begins with a broad introduction to the U.S. federal budget and related Congressional decision-making processes and the major challenges both pose for federal policymakers over the next decade, especially due to the stark ideological differences between Republicans and Democrats. It next explores the issues involved in restraining heath care cost growth in general and in Medicare and Medicaid in particular, and then turns to consideration of Social Security reform before finally returning to the broad picture and prospects for our fiscal future.

The course is most appropriate for domestic students interested in budgetary and related policy issues at the national level. Familiarity with the American political and institutional environment and basic economics is essential. Enrollment is limited to 15. Note that the course extends over the both semesters of next academic year and entails only a 1.5 credit workload during each. (There will be eight regular class meetings--after the introductory session on August 27--from Sept. 24 thru Nov. 19 and four more from Jan. 14 thru Feb. 4, after which students will work at a leisurely pace on group projects and present their results in three final class meetings from April 8 thru April 22.)
PAI 700 Perspectives on Terrorism  
The attacks on New York and Washington on September 11, 2001 began an international campaign to combat the phenomena of transnational terrorism. The campaign against trans-national terrorism has changed the way nation-states and international and regional organizations interact and combat the new threat. The aim of the course is to provide the students with an introduction of how states, IGOs, and regional organizations function within the challenge that the ‘new’ brand of terrorism poses to the world.

PAI 700 Crisis Management  
This course examines leadership, cooperation, and conflict in times of crisis. An emphasis is placed on understanding the key dynamics that influence the way that decision makers perceive and respond to crises and the kinds of processes that facilitate constructive crisis management. Real life case illustrations, exercises, and simulations are used to give participants an interactive experience and a realistic understanding of the limitations and opportunities that arise in high-pressure crisis management situations. The course familiarizes students with contrasting points of view on crisis management from across disciplinary boundaries; in particular, international relations, public administration, and public communication. Students write a case study on a crisis of their choosing that follows a pre-set research methodology developed at the Maxwell School.

PAI 704 Quantitative Skills in International Relations  
The diverse sources and methods used to collect data upon which decisions are made. Course aimed to help train IR professionals in tools needed to better develop and implement programs and policies.

PRE-REQUISITE: Successful completion of web-based math exams in algebra and geometry, or attendance in the math review session(s) held prior to the start of the fall term is required for registration in this course.

PAI 705 Research Design for IR Practitioners  
The course will provide an overview of how social science research is conducted and how it can be used in policy-making in international affairs. It is based on the assumption that good policy-making and program design should be evidence-based, and that those designing, implementing, and evaluating these policies should have a grounding in how social scientific research is conducted, and what separates good research from bad research, to ensure that students can be intelligent consumers of research on international affairs.

PAI 707 Culture in World Affairs  
A systematic survey of the ways in which local, organizational, and transnational issues in world affairs are affected by culture.

PAI 710 International Actors & Issues  
Introduction to critical actors and issues in the international arena, including how social science theories help explain developments and inform policy choices. Required introductory course for all MAIR students.
PAI 712* Public Organizations and Management  
This course focuses on developing managers and leaders of public and nonprofit organizations. Such people must mobilize resources to achieve important public purposes, and to do so effectively, they must anticipate and manage change strategically, as opposed to reactively. It is therefore important to understand the integrative, interdependent nature of organizations, their environments and stakeholders, and the manner and variation in which management tools, such as performance measurement, strategic planning, collaboration, dispute resolution, and citizen involvement, can be used to direct and lead complex organizations and programs effectively. Managers make decisions in increasingly networked environments that are characterized by uncertainty, resource constraints, impediments to coordination, cooperation, and information exchange, and a myriad of other challenges. Nevertheless, effective managers cannot let these challenges become permanent barriers. Students will be exposed to the literature on management and public organizations, as well as strategies and tools for managing public and nonprofit organizations in networked environments. Theory, research, case studies, and simulations are used to bridge, expand, and deepen your ability to manage and lead organizations by anticipating, evaluating, and managing both the opportunities and barriers that you and your organization are bound to face.

PAI 713 Governance and Global Civil Society  
Survey of perspectives and literatures on global civil society organizations and transnational NGOs. Begins the process of integrating these literatures through critical analysis.

PAI 715 Globalization and Development Courses (in DC)  
These courses will meet in Washington, DC at the Greenberg House, evenings, throughout the fall semester. Past courses have included: Strengthening Inter-agency Negotiations; Global Trade and Developing Markets; NGO Leadership; and Global Development Policy. Offerings will vary from year to year. These courses are targeted toward joint MPA/MA in International Relations students who will be in residence for two years and participating in a Fall internship in Washington, DC. Traditional PA graduate students may not be able to take advantage of a fall semester away from campus if core courses are required in that term.

PAI 716 Economic Dimensions of Global Power  
Explores the ways in which growing economic interdependence shifts in the locus of global wealth; and ongoing technological change affect the ability of state and non-state actors to exert influence.

PAI 717 International Security  
This course will familiarize students with some of the major theoretical approaches to the study of international security, and some of the central issues shaping current debates about security and the use of force. War and conflict have been central to international politics. The study of security investigates causes of war, strategies for avoiding conflict, and the impact of new technologies, actors, and ideas on calculations about the use of force. The goal is to give students a solid grounding in current research and theoretical approaches to the study of international security, and to encourage them to think about how this knowledge applies to ongoing security problems.
PAI 718  U.S. National Security and Foreign Policy  Spring
This course will explore U.S. national security and foreign policy. We will examine U.S. policy during the cold war to establish a framework for understanding the policy challenges the U.S. faces today; current policy issues; and foreign and security policy decision-making. The course will use a combination of readings, case studies, exercises, and guest speakers to explore issues ranging from the U.S. national security structure, diplomacy and the use of force, U.S. relations with allies and potential adversaries, and the role of human rights and morality in U.S. policy.

PAI 719  Fundamentals of Post-Conflict Reconstruction  Fall
(satisfies a core requirement for the Certificate of Advanced Study in Post-Conflict Reconstruction)
The goal of this class is to familiarize students with the broad literature on post conflict reconstruction, the various dimensions and goals of post-conflict work, the types of actors that conduct it, the trade-offs and dilemmas they face, and the lessons learned from its application across various settings. The course will devote considerable attention to the applied side of post-conflict reconstruction; that is, the techniques and tools used by international intermediaries (states, IOs and NGOs) as well as local stakeholders to transition societies from violence to sustainable peace. It will also address many of the key issues that frame the debate in post-conflict reconstruction work: the tension between externally and internally generated recovery efforts; the possibilities and weaknesses of formal peace and reconciliation commissions; the challenges of civilian-military cooperation in post-conflict zones; the trade-offs between stability and liberty; and the quest for viable exit strategies for international actors.

PAI 720  Principles of Economics  Spring
Broad-based background in both micro- and macro-economics for MAIR students whose career aspirations do not require substantial training in these economics specialties.

PRE-REQUISITE: Successful completion of web-based math exams in algebra and geometry, or attendance in the math review session(s) held prior to the start of the fall term is required for registration in this course.

PAI 721*  Introduction to Statistics  Fall
Students are introduced to a variety of tools and techniques for analyzing data. Basic topics in descriptive statistics, probability theory and statistical inference are covered. Specific topics include: descriptive analysis of data; analysis of comparisons and associations; probability theory; sampling; point and interval estimation; and hypothesis testing. Lectures and assignments will be supported by the use of a statistical computer package.

PRE-REQUISITE: Successful completion of web based math exams in algebra and geometry, or attendance in the math review session(s) held prior to the start of the fall term is required for registration in this course.
PAI 722*  
Quantitative Analysis  
The course is designed to provide conceptual and methodological tools for managers, evaluators and analysts charged with formally evaluating program implementation and performance. The goal is to equip students with the skills required to develop and conduct program evaluation research projects, and to be an intelligent consumer of program evaluation research conducted by others.

PRE-REQUISITE: PAI 721: Introduction to Statistics or its equivalent. Knowledge of basic economics concepts is assumed.

PAI 723*  
Economics for Public Decisions  
This course deals with the application of microeconomic analysis to public policy problems. Course is designed for students with a limited background in economics. The principal goal of the course is to teach students how to use basic economic reasoning to help untangle complex policy problems. Lectures and problem sets on microeconomic tools are combined with discussions and written assignments that apply these tools to public policy. The topics covered include supply and demand, household and firm behavior, market equilibrium, pollution and congestion, and cost-benefit analysis.

PRE-REQUISITE: Successful completion of web based math exams in algebra and geometry, or attendance in the math review session(s) held prior to the start of the fall term is required for registration in this course.

PAI 727  
Responding to Proliferation  
Dangers caused by the proliferation of weapons of mass destruction and strategies to address this threat. National and international efforts ranging from diplomacy to arms control to counter-proliferation strategies.

PAI 730  
Digital Government  
This course provides an overview of the contemporary practices for managing the information assets of public sector organizations. The course highlights the challenges of managing the information assets of government organizations in a networked economy, practical applications for building the information capabilities of organizations, and understanding the information infrastructure. The special foci of this course are current topics, such as Web 2.0 applications in public sector organizations. Students will examine through active learning exercises how management, technology and organizational components work together to create information systems in order to understand the behavioral aspects of IT usage in government. The course is mainly focused on IT management aspects and makes therefore no assumptions about the student’s prior experience with computer hardware, software, and telecommunications.

PAI 730  
Central Challenges to National Security Law & Policy  
Using a series of case study modules that jump off the front page, the course examines critically the hardest U.S. national security law and policy challenges of the decades ahead. The case studies range from decisions to intervene and what laws apply if we do intervene in humanitarian crises, insurrections, or civil wars, and what laws should govern when we are involved; dealing with the Arab Spring; dealing with Iran and North Korea related to nuclear weapons; anticipating and controlling new technologies in warfare and surveillance; managing civil/military relations in protecting the homeland; countering the cyber threats to our infrastructure and cyber-attacks waged by nation states, such as China and Russia; managing public health as a national security issue; resource depletion and global warming as a national security issue.
PAI 730 Managing Individual / Group / Systemic Conflict
This course will introduce the “suite of skills” embedded in the collaborative manager’s capacity to pre-empt, prevent and manage conflict at the individual, group and system levels in a manner consistent with least cost, highest involvement, and greatest satisfaction with results. Deep understanding of the spectrum of options for addressing conflict will be achieved, focusing on acquiring the voluntary dispute resolution skills of interest-based negotiation and problem solving; mediation of disputes; facilitation of group development and performance; high engagement meeting design and implementation; and dispute systems design to introduce more opportunities for the systematic use of these voluntary dispute resolution processes within organizations and systems. The course will offer the theoretical foundation for the “evolution of voluntary resolution” and will focus on handing off the skills to class participants through highly interactive practicums. Successful accomplishment of this course will be a necessary requirement for consideration as a PARCC “intern” when facilitation opportunities arise within the local client community.

PAI 730 US Intelligence Community: Governance & Practice, 1947-present
Fall
The range of activities by all elements of the Intelligence Community from postwar origins through the Cold War; intelligence operations, governance and assessment, reform and growth since 2001. This course will examine the evolution of the U.S. Intelligence Community (I.C.) since its inception in 1947 through the present day. Key phases and specific events will be explored, including I.C. efforts throughout the Cold War, The Cuban Missile Crisis, The Vietnam Conflict, the Church Committee, the Balkans Conflicts, pre and post-9/11 operations, the 911 and WMD Commissions and the subsequent legislative overhaul mandated by the Congress in 2004. The course will also review governance and oversight of the I.C., including roles of the Executive, Legislative and Judicial branches of government. In addition to understanding the development of the I.C., students will study the functional elements of intelligence tradecraft (human intelligence, signals intelligence, imagery analysis, etc.), and engagement with international counterparts. The class will participate in case studies, in which the students will evaluate, provide briefings and recommend decisions in realistic scenarios, both in terms of analysis and intelligence-driven decision-making on policy and operational matters.

PAI 730 Climate Change: Science, Perception and Policy
Fall
Climate change will be one of the most pressing problems of the twenty-first century. This course introduces students to the challenges posed by climate change through a unique multi-disciplinary exploration of the scientific, economic, policy, communicative, and even philosophical dimensions of the issue. The course will cover topics such as the current state of scientific knowledge about climate change, the role of the media in shaping public opinion on the issue, competing discourses of climate change, risk and uncertainty in decision-making, costs and benefits of different types of policies, the Kyoto protocol and other policy initiatives, actions being taken to address the issue, and the ethical dimensions of the choices facing humanity. Faculty from SU and ESF in law, economics/public administration, earth science, and environmental studies co-teach the course and bring to students a unique dialog that crosses traditional disciplinary boundaries. Moreover, emphasis is placed on drawing out the general lessons obtained from a multi-disciplinary approach to climate change: many of the insights are applicable to other complex, highly technical environmental problems. This course is intended to bring together students from a diverse range of backgrounds and does not have specific prerequisites.
PAI 730 Social Policy: Financing the Poor
Financial services enable families to achieve their most important goals: educating their children, gaining access to health care, investing in income generating activities, providing for old age, and smoothing consumption over time. In addition, a wide variety of social, post-conflict, emergency and disaster relief, and income support programs target the poor in income transfers. Understanding the role of informal finance and the design of financial interventions in the lives of the general population can help policy makers increase the impact of programs and policies in the fields of environment, health, social services, small business promotion, and education. This course familiarizes students with programs that offer credit, savings, insurance, and money transfer services to poor families in emerging markets and the impact these have on their lives. The tools to meet social policy objectives like conditional cash transfers to encourage health and educational goals, individual asset (savings) accounts that are provided by governments at birth, payments for environmental services, food for work, the conversion of welfare grants into economic activities, and the use of mobile phone based financial service to get financial resources into the hands of families hit by natural disaster will be analyzed. The majority of cases will be drawn from emerging economies.

PAI 730 Food Security
This course examines the status of people’s access to food security around the world, what is being done to extend it, and what more is necessary. The class will meet with policy makers and implementers, visit the agencies to learn more about their processes, and have group projects to design specific food security improvement programs. After taking this course, the students will be able to define concepts related to food security and identify trends, analyze national and international policies and local programs that support food security, and understand the structure and function of institutions created to end hunger and improve security.

*Offered over a condensed period the week of Thanksgiving Break in Rome, Italy. Class will meet in Rome, Italy for five full days from November 25-29, 2013. In addition, the class will meet in Syracuse, NY on Friday, November 15th and Friday, December 6th from 2-6pm. Students will be expected to come prepared to class and participate in discussions of material, complete required projects, submit a policy memo, and take a final exam.

There is a course fee associated with registration for this class – to fund costs associated with running this course in Rome, Italy.

PAI 730 Business and Government in the Global Economy: The Asian Experience
This course examines the interface between business and government in Asian development in the context of a changing international economy. Globalization through the impact on the organization and location of the production of goods and services is changing the nature of international business and competition, with important implications for the relationship between business and government. This is presenting both opportunities and challenges to government policy aimed at accelerating the development of Asian economies. The course blends problem-oriented case studies with lectures, background readings, and role-playing; and will be valuable for students with an interest in business-government relations; in economic development, particularly in Asia; and in the on-going challenges of globalization for developing economies.
Justice Oliver Wendell Holmes said, “Taxes are what we pay for civilized society.” The price of civilized society depends not only on the amount of revenue raised, but on the way it is done. How progressive should the tax system be? Should the tax system reward good behavior and punish bad? Should it provide subsidies to achieve social objectives, such as decent childcare, affordable housing, or access to health care? How should married couples and families be taxed? Should death be a taxable event? Should we tax the amount people earn or the amount people spend? How much complexity can people tolerate in furtherance of social or other tax policy objectives? How should the tax burden be distributed among generations? The objectives of this course are: (1) to understand how the tax system got the way it is today; (2) to understand the major tax policy issues that drive the current political debate; and, (3) to understand the implications of alternative tax policy choices for the future.

*This class will be offered in Washington, DC over winter break.

There is a course fee associated with registration for this class – to fund costs associated with offering the course in Washington, DC.

**PAI 730 Tax Policy and Politics, (How we should pay for a civilized society?) Winter**

This course will provide students with a thorough, broad-based understanding of the multiple challenges faced by the federal government in protecting the nation from a variety of threats, both human and natural. Upon completion of the course, students will understand the complexities of the current security environment and the most important policy and operational questions facing federal, state and local government. Class discussions, case studies and a simulation will provide an opportunity for students to become directly engaged in the implementation of various policy options.

**PPA 730 Homeland Security: State and Local Government Preparedness and Response Winter**

This course is designed to provide students with an understanding of state and local governments, the public safety functions that they provide, and the critical leadership competencies and collaborative relationships necessary for their successful management. Class lectures will address applicable theories and concepts, which students will then explore in current events and periodicals. The following areas will be addressed: (1) Roles of state and local governments in the US federal system; (2) Political and social aspects of preparedness and response functions; (3) Structures of state and local governments and management implications; and (4) Public safety services and functions provided by federal, state and local governments.

**PAI 730 Health and Development Spring**

This class investigates the relationship between economic change and health status at global, regional, and national levels. After explication of the major social scientific theories of health development in terms of epidemiological patterns and historical philosophies of intervention, the course considers a set of case studies from politically and economically disparate contexts. Taking a contextualized, population-level perspective across these cases of health development intervention, the course argues that health policy, economic policy, and political action are inextricable from one another – that improving global health requires the redress of global political and economic inequalities, and vice versa.

**PAI 730 Homeland Security: Federal Policy and Implementation Challenges Spring**

This course will provide students with a thorough, broad-based understanding of the multiple challenges faced by the federal government in protecting the nation from a variety of threats, both human and natural. Upon completion of the course, students will understand the complexities of the current security environment and the most important policy and operational questions facing federal, state and local government. Class discussions, case studies and a simulation will provide an opportunity for students to become directly engaged in the implementation of various policy options.
Goverance and execution of National strategy by the Department of Defense, the Joint Staff and Combatant Commanders; national command and control of military forces; case studies of joint and combined operations overseas. This course will examine the Defense Strategy of the U.S. and its allies, and its implementation by military forces from 2001 to the present. Students will study national-level strategic guidance from the National Command Authority, and understand how national security is carried out by the Secretary of Defense, the Joint Chiefs of Staff, the Combatant Commanders and subordinate units. International security dynamics and military posture related to terrorism and proliferation of nuclear and other weapons of mass effect will also be examined. Students will participate in specific case studies of planning and execution of combat and humanitarian assistance operations with allied forces in Afghanistan, Iraq, Africa, Haiti, the Far East, Colombia, and on the high seas.

PAI 730  Collaborative and Participatory Governance
This course explores the theory and practice of collaborative and participatory governance in public administration and policy making. Students will learn about: 1) the major concepts, theories, and debates regarding collaboration and participation; 2) examples of collaboration and participation in various policy domains and at all levels of government around the world; and 3) the analytical tools and practical skills needed to engage in collaborative and participatory governance. At the end of the course, students should be better equipped to understand where, when, why and how to use collaborative and participatory governance strategies in the practical world of public administration and policy.

PAI 730  Social Media in the Public Sector
This course provides an overview of current practices for managing the information assets produced by government and its stakeholders using social media applications. The course highlights the challenges and drivers of managing social media applications in government and non-profit organizations in the network economy, the differences to political communication and campaigning, risk mitigation, and understanding of the necessary information infrastructure. Students will examine through active learning exercises how management, technology and organizational components work together to create an interactive information infrastructure. Guest speakers will present the most innovative social media applications in class. The course is focused on strategic, managerial and operative aspects of the innovative social media usage in government and makes therefore no assumptions about the students' prior experience with computer hardware, software, and telecommunications.
PAI 730  Demography, Aging, and Public Policy

This course focuses on demographic concepts and analytic tools, and on issues associated with both population aging and individual aging. We will review the main demographic forces associated with population aging at the national, state, and local level, and look at selected consequences of population change. At the individual level, the main focus is on problems of “dependency” in late life.

The principal domains in which public policy intervenes in order to improve late-life wellbeing are income support (e.g., Social Security), (acute) health care (e.g., Medicare), and (chronic) long-term care (e.g., Medicaid). We will focus on long-term care, partly because the policy issues remain unsettled, and also because this topic raises challenging questions about the relative roles of the family and the state, the scope for public and for private actions, and about intergenerational equity and justice.

Examples of the sorts of policy issues we might address include:
- Should local governments take steps to try to attract retirees to in-migrate?
- Should we adopt a program of universally-covered long-term care insurance?
- Should public funds (e.g., Medicaid) be used to pay family members to care for their elderly members?
- Do public long-term care programs “crowd out” private or familial support?
- Have public programs (e.g., Medicare) contributed to increases in life expectancy?

Course readings and materials are mainly drawn from recent demographic, sociological, epidemiological, public-policy and clinical research literatures.

PAI 730  Development Finance

Financial services enable families to achieve their most important goals: educating their children, gaining access to health care, investing in income generating activities, providing for old age, and smoothing consumption over time. This course will focus on how to build the policy and institutional infrastructure for delivering financial services that serve the poor.

This course familiarizes students with programs that offer credit, savings, insurance, and money transfer services to poor families in emerging markets and the impact these have on their lives. Topics include microcredit, microfinance, and the emerging consensus around building inclusive financial systems that was recently endorsed by the G20. We will cover the design of high value products for poor households, building sustainable institutions, and creating an inclusive financial ecosystem. We will look closely at the role of government, non-profits, and international organizations in promoting access to finance as part of an overall effort to promote economic progress. The majority of cases will be drawn from emerging economies.

PAI 730  Forecasting for Policy Analysis and Public Management

All policy and management decisions require some type of forecast. A decision to do something in the future assumes a prediction of how that action will work out. This course covers technical approaches to forecasting including time series methods, organizational processes for managing the forecasting process, and political influences on forecasting. Emphasis is on the role of forecasts as information used in policy analysis and managerial decision-making, along with the process of evaluating forecasts and forecasting processes.

PRE-REQUISITE: PAI 721: Introduction to Statistics or its equivalent. Knowledge of basic economics concepts is assumed. The computer will be utilized, but no prior programming experience is necessary.
PAI 731  Financial Management in State and Local Governments  Fall
Introductory, practical course for persons whose formal training in government finance, accounting, or financial analysis is limited to PPA 734 Public Budgeting. Focus is on basic financial and managerial accounting and reporting, including short and long-term financial decision-making, capital budgeting and the market for tax-exempt debt, public employee pensions, accounting principles for state and local governments and financial condition analysis.

PRE-REQUISITE: PAI 734 Public Budgeting. Not open to students who have completed PAI 749 Financial Management in Nonprofit Organizations.

PAI 734*  Public Budgeting  Summer/ Fall
Fundamental concepts and practices of budgeting, financial management, and tax analysis are introduced. The budget process, budget preparation, cost analysis, and budget reform are covered in detail. An overview is provided of basic financial management functions, such as cash management, debt management, and government accounting. Students are provided the fundamentals of tax evaluation for the property tax, sales taxes, and personal income tax.

PAI 735  State and Local Government Finance  Spring
Analyzes the expenditures and revenues of state and local governments plus fiscal aspects of intergovernmental relations. Course explores the determinants of state and urban economic development and local governments’ fiscal behavior and develops criteria for selecting among policy alternatives. The assignments, and many of the class sessions, give students the opportunity to apply analytical techniques to actual problems in state and local public finance.


PAI 742  Public Administration and Law  Winter
This is a case study driven course. The objective of this class is to present the big picture of public law and public administration by examining who the major players are in the legal system, how the public and private law systems and processes diverge and come together, and how the public law system, its institutions and processes incorporate public administration. Specific sections include constitutional politics, the transformation of policy proposals into regulatory programs, constitutional limits on government action and others.

This course is not open to JD/MPA students.

PAI 744  Metropolitan Government and Politics  Spring
This is a survey of issues involving metropolitan areas in the U.S. Course sessions center on financial, economic development, education, human services, operational, intergovernmental, neighborhood, personnel, management and governance issues that significantly influence metropolitan areas. Major course assignments involve an individual assignment on financial trend analysis (no accounting or finance experience required) and a team assignment at course end that synthesizes course work into a hypothetical strategic campaign strategy for a local government chief executive. Case studies, presentations by local government officials, and class discussions of readings are involved.
Ethics and Public Policy

In a democracy, those who make and implement public policy are charged with serving the interests and protecting the rights of everyone. They are obligated to act responsibly in using the powers and resources entrusted to them, to address fairly the competing demands and needs of their constituents. But, in the government’s distribution of benefits and burdens, public officials are constantly pressured by powerful individuals and institutions for special consideration, often at the expense of other citizens. Moreover, the issues confronting public decision-makers are frequently complex, involving conflicting values and strongly held preferences, incomplete and possibly unreliable information, and consequences that no one can foresee. Effectively serving the common good, then, requires that public officials exercise sound moral judgment in performing their duties—that their actions be defensible ethically as well as legally. It requires an appreciation of ethical principles and an understanding of their application in the tangled domain of public affairs. This course is designed to enhance students’ ability to think ethically about the means and ends of public policy. Accordingly, we will examine normative concepts and principles that typically enter into moral reasoning and use these tools in analyzing actual cases. In our case discussions, we will seek to get clear about moral issues facing the decision makers and explore how these issues might be resolved in ethically responsible ways.

Human Resources Management for the Public Sector

This course is designed to introduce a number of traditional and contemporary issues in human resources management. We will examine the essential features of human resource management systems and the environments in which those systems operate. We will explore how the actions of and options available to public managers are shaped and constrained by political considerations. Theories and mechanisms for creating and sustaining high performance public agencies will be analyzed, and applied to critical issues confronting public managers.

Nonprofit Management and Governance

This course is designed to enhance student’s understanding of the theoretical and practical aspects of leading and managing nonprofit organizations in both paid and voluntary roles. Topics we will explore include: altruism, trust, social capital, the costs and benefits of the tax-free status of nonprofits, the commercialization of the sector, nonprofit accountability, board governance, the interdependence of government and nonprofit organizations in the modern state and the role of nonprofit interest groups and think tanks in shaping public policy. Additionally, students will gain practical skills in strategic planning, risk management, human resource development, outcome measurement, financial health and board development.

Students should NOT enroll in this course and PAI 763: Managing NGO’s in Transitional and Developing Countries due to substantial content overlap.

Financial Management of Nonprofit Organizations

Introductory, practical course for persons aiming for general management careers in nonprofit organizations and who have little or no previous training or experience in accounting and finance. Topics include: financial decision-making techniques; capital budgeting and debt financing; endowment management; financial accounting and reporting principles for not-for-profits; and analysis of financial statements.

PRE-REQUISITE: PAI 734 Public Budgeting. Not open to students who have completed PAI 731 Financial Management in State and Local Governments.
PAI 751  JD/MPA Seminar: Regulatory Law and Policy
An advanced exploration of regulatory decision-making, focusing on the justifications and methods for implementing regulation; how policy, politics and law impact on regulatory decisions; case studies of regulatory programs, their successes and failures.

PRE-REQUISITE: PAI 742 Public Administration and Law for non-JD/MPA students, LAW 702 Administrative Law for JD students.

This course is required for JD/MPA students, and must be taken in the 3rd year. JD/MPA STUDENTS MUST REGISTER FOR THIS COURSE AS A PAI COURSE.

PAI 752*  MPA Workshop
All MPA students participate in an intensive, four-week, full-time workshop that addresses current topics in public management. Project assignments covering a broad array of topics are done in teams of 5-8 students. Students have an opportunity to express choice of topics prior to the start of the workshops, but the department will make final assignments. The objective of each workshop is application in the "real world" of the subject matter and techniques acquired in previous MPA course work in research, analysis and report preparation. The course will be offered in May immediately following the spring semester, and is an intensive, required, capstone course to the MPA degree. Students should note that a **full-time commitment is required and outside work requirements are NOT recommended**.

PRE-REQUISITE: Completion of the majority of MPA course work, or permission of Workshop faculty. Available to MPA students only. **Due to the team nature of this course, students are not allowed to drop this course once teams are assembled.**

PAI 753*  Executive Leadership Seminar
Executive Leadership is about YOU. It is your time to reflect on and process your year at Maxwell. It is about cultivating your own leadership style (and followership style when appropriate). It is about transitioning from student to professional. Topics covered include: Interest-based negotiation as leadership, work and conflict self-assessment, negotiation in groups, managerial mediation as leadership, working with the media, ethical leadership, persuasion and advocacy as leadership, collaborative problem solving as leadership, negotiating in networks, entrepreneurship and creativity as leadership, and leadership styles and assessments.

The course will be offered in June immediately following the MPA Workshop, and is an intensive, required, course to the MPA degree. Students should note that a **full-time commitment is required and outside work requirements are NOT recommended**.

PRE-REQUISITE: Available to MPA students only. Completion of the majority of MPA coursework, or permission of Department.
PAI 755*  **Public Administration and Democracy**
This course emphasizes signature Maxwell School values and perspectives: public service, governance, and citizenship. It will explore the critical role of politics and the political environment in effective public management. It will acquaint the student with other significant issues as well: the constitutional foundation of American government; the evolving international order and the vital need for international awareness and understanding; and the role of bureaucratic expertise and power in contemporary government. Readings, discussions and exercises in the seminar are designed to illuminate the tensions inherent in modern government and to examine the role -- real or potential -- for public organizations and managers in addressing and solving public problems.

PAI 757  **Economics of Development**
This course (cross-listed in the economics dept.) will familiarize the student with a variety of alternative theories on what causes (or hinders) economic development. Different strategies and outcomes from a variety of settings will be presented and discussed. The goal of the course is to develop the student’s understanding of international, national, sectoral, local, and household level issues related to economic development and the language used by economists to discuss these issues. Special attention will be given to the following questions: Are there differences between economic growth and economic development? What are the environmental implications of economic development?; and How are industrial/urban needs balanced against agricultural/rural needs in development?


PAI 758  **Public Finance: A Comparative Perspective**
This course covers the financial systems, revenue and expenditure of major advanced economies and some representative transitional / developing economies. Students will benefit from an acquaintance of theory and practice in developed countries. The course project or paper will include an analysis of public finance from a comparative perspective, and will involve making policy recommendations.

PAI 759  **Girls’ Education in a Developing World**
Education of girls is one of the most effective means of enhancing the quality of life of all people in the world. Yet in many countries, girls’ participation in school lags significantly behind that of boys. This seminar type course will explore the benefits of girls’ education, will discuss many of the obstacles to higher numbers of girls in school, and will review the current state of play in various countries. The major student work project of the semester will be to write a business plan for how one specific country could take measures to significantly raise the numbers of girls in school.

PAI 762  **Challenges of International Management and Leadership**
Preparation for careers leading and managing organizations in a global environment. Students will think strategically about organizations and gain skills and competencies that effective leaders of all types of organizations need. Required management core for MAIR students.
PAI 763 Managing NGO’s in Transitional and Developing Countries
The later stages of the 20th century experienced a remarkable rise in the number and types of non-government organizations (NGOs) active in the developing world. The purpose of this course is to provide the students with some insight into the variety of roles that these organizations play in civil society while laying out some of the knowledge and skills required to operate NGOs effectively. Using mini-lectures, case studies, and a simulated project development exercise, the course will cover a broad range of topics including the origins of NGOs, how they are defined, their influences and how they are influenced, NGO boards, governance mechanisms, organizational structures, how NGOs develop a sense of mission and develop programs and projects in support of that mission, and how NGOs generate financial resources and sustain their projects and the organization.

Students should NOT enroll in both this course and PAI 748: Nonprofit Management and Governance due to significant course content overlap.

PAI 764 UN Organizations: Managing for Change
This course analyzes the processes for change in UN organizations. It begins with brief summaries of types of UN organizations, including their purposes, funding systems and governance structures. Half of the course will focus on the process of change in UN organizations funded by assessed contributions, highlighting the UN secretariat. The other half of the course will highlight the World Food Program as an example of the process of change in a voluntarily funded agency. Students will be graded on class participation, memos, a final paper, and occasional unannounced in class assignments.

There is a course fee associated with registration for this class – to fund costs associated with running this class in New York city.

PAI 765 Humanitarian Action: Challenges, Responses, Results
This course examines major humanitarian challenges worldwide since 1992 including disasters caused by nature and by man, including conflicts and economic stress. It also reviews key challenges for women, children, refugees, and displaced people, and the actions of governments, UN agencies, NGOs, militaries, donors, the press, and others. Classes are a combination of lecture, discussion, student presentations, and videos. Students are graded on their class participation, memos, group and individual presentations.

There is a course fee associated with registration for this class – to fund a mandatory field trip to the UN.

PAI 767 Fund Development for Nonprofit Organizations
This course covers essential and emerging topics in nonprofit fund development. The primary focus of the course is skill development. Students will learn practical skills essential to professional fund development including: prospect research, relationship building, narrative development, reporting, and donor management. Students will demonstrate these skills through preparation of a fund development portfolio. Class meetings will focus on discussions of topical issues and cutting edge practices.
PAI 772  Science, Technology and Public Policy  Spring
Discusses the interplay of science, technology and public policy. This course explores the relations of scientists and policymakers (knowledge and power). Technology is viewed as a resource that is both a tool of policy and a factor shaping policy. Moreover, various interests promote, oppose, and seek to control technology to "leverage" the future. Focus is on the United States, but attention is given also to other nations and their science and technology policies. A special concern is science, technology and environmental policy.

PAI 775  Energy, Environment and Resources Policy  Fall
This course analyzes the relation of government to policymaking in the domain of energy, environment, and resources. Attention is given to politics and administration of energy/environment/resources policy in the US at all levels of government. Comparative and international aspects of the problem are also examined. Particular emphasis is given to environmental policy and the processes by which policy is formulated, implemented and modified.

PAI 776  Economics of Science, Technology & Public Policy  Spring
Interaction of technological change and policy. Introduction to the economic analysis of knowledge as a public good. Diffusion of knowledge and the role knowledge transfer plays in the industrialized world and in the economic growth of developing nations.


PAI 777  Economics of Environmental Policy  Spring
In this course, we will apply the principles of economics to environmental problems. The main question in any economics course is how best to allocate scarce resources. This holds true for environmental economics as well. However, environmental resources differ from many other goods that economists study in that there is usually no market for them. Thus, government policies are needed to maintain and improve environmental quality. We will begin by examining how economic incentives lead to environmental problems, and discussing various options for dealing with these problems. Because economic analysis requires information on both cost and benefits, we next discuss methods for valuing the benefits of environmental amenities. The course concludes with a section that relates the lessons of environmental economics to the macro-economy, with a focus on the effects of environmental policy and economic growth.

PAI 781  Social Welfare Policy  
This course examines the social safety net in the United States. After briefly surveying how social welfare policy is delivered, we’ll consider some fundamental conceptual questions: What is the appropriate role of the state? What are the drivers of economic inequality (and what can or should be done about rising economic inequality)? How do we measure poverty? What is the best way to alleviate it? Then we will examine specific aspects of social welfare policy, including health policy—especially health reform (the affordable care act), Medicare and Medicaid (including long-term care); Social Security; welfare reform; employment; housing and homelessness; education; and policies affecting children and people with disabilities. We’ll track the political debate surrounding the 2012 presidential election campaign and what that means for current and future social welfare policy in the US. We’ll also compare US policy with that in other rich countries.  

PAI 782  Health Services Management  
This course is designed to identify the approaches and tools required for successful management of health care organizations in a changing environment and coping with the patchwork quilt of non-profit, public and for-profit enterprise in the health care delivery system. Using a case study format, the course starts with a discussion of ethical issues that affect individuals involved in health services management. The discussion then extends into organizational ethics. The course explores the governance function where an organization’s overall direction should come from, moves into the strategic and business planning that implements the direction and finally examines how managers implement (or try to implement) these plans.  

PRE-REQUISITE: PAI 783 The Changing US Health Care System, or permission of instructor. This course satisfies a core requirement for the HSMP Certificate.  

PAI 783  The Changing US Health Care System  
The objective of this course is to examine the health care system in America and to explore the change it is undergoing. The evolution of the organizations (hospitals, nursing homes, home care agencies, etc.) and the people (physicians, nurses, social workers, etc.) making up the system will be examined. How these organizations and people and their relationships are changing in response to an environment of development of integrated delivery systems and restructuring of the financing systems as we know them will be explored. Public policy implications of these changes on the public health system and the social services system will be examined.  

This course satisfies a core requirement for the HSMP Certificate.  

PAI 784  Education Policy  
The last several decades have witnessed dramatic changes in school finance systems, and far-reaching proposals to reform the structure, accountability systems, and operation of public schools. The purpose of this course is to provide you an overview of education finance and policies to reform American schools. While it is impossible in one semester to provide an in-depth analysis of such a broad topic, we will cover many of the major reforms which have received attention, such as education vouchers, charter schools, site-based management, school accountability systems, merit pay and comprehensive urban school reforms. These education topics will be examined using the tools and theories from micro-economics, policy analysis and program evaluation.
PAI 785  Policy Implementation
Issues of implementation of domestic and international programs and policies; explores various roles that elected officials, public managers, NGOs, and contractors play in program implementation and how these actions affect the larger policy-making process; develop skills to improve implementation efforts.

PAI 786  Urban Policy
Policy makers in many urban areas confront an interrelated set of problems associated with racial segregation; concentrated poverty; inefficient patterns of development; lack of affordable housing; and intergroup disparities in services and opportunities. This course will examine the causes and consequences of these problems, and different policies that have been adopted or proposed to address them. Class sessions include lectures and discussions, with many opportunities for students to develop and present their own view on these complex topics.


PAI 890  Independent Study
(see Independent Study section for more details)

PAI 895†  Executive Education Seminar: Managerial Leadership
Objectives are to establish an understanding of the schools of leadership thinking, especially current trends, to practice requisite skills, and to plan for additional learning and development through assessment and action planning. Course readings focus on leadership theory and practice and their application in the changing organizational environment.

Open to EMPA Students ONLY.

PAI 897†  Fundamentals of Policy Analysis
This course considers the rationale for and limits to public sector policies and how those policies can be analyzed prior to their implementation with a portion of the course devoted to cost-benefit analysis. Although the principles of economics are relied upon heavily in the course, no prior training in the subject is assumed.

Open to EMPA Students ONLY.
PAI 996† Master's Project Course

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

Open to EMPA Students ONLY. Summer Session section restricted to DCP Students enrolled in Joint MBA/EMPA program.
SHENA R. ASHLEY, Ph.D. (Georgia State), Assistant Professor of Public Administration & International Affairs.
Fields: Non-profit and philanthropic studies; evaluation and performance measurement; community economic development.

WILLIAM BANKS, J.D. (Denver), Laura J. and L. Douglas Meredith Professor for Teaching Excellence; Board of Advisors Distinguished Professor of Law and Public Administration, SU College of Law; Director, Institute for National Security and Counterterrorism (INSC). Fields: National security law and counter terrorism, constitutional law; administrative law; public law processes.

CATHERINE A. BERTINI, B.A. (Albany), Professor of Practice in Public Administration & International Affairs. Former Under-Secretary General for Management, United Nations and Executive Director, World Food Programme. Fields: Managing international organizations; humanitarian action; girls and education; food security.

ROBERT BIFULCO, Ph.D. (Syracuse), Associate Professor of Public Administration & International Affairs. Fields: State and local government finance; public budgeting; education policy.

GUTHRIE S. BIRKHEAD, Ph.D. (Princeton), Emeritus Professor of Political Science and Public Administration; Former Dean, Maxwell School of Citizenship and Public Affairs. Fields: Ethics, metropolitan studies; comparative administration; intergovernmental relations.

EDWIN BOCK, A.B. (Dartmouth), Advanced Studies, London School of Economics and Political Science, University of London; Emeritus Professor of Political Science and Public Administration. Fields: National planning and defense; government, mass media and the arts; executive politics.

STUART BRETSCHNEIDER, Ph.D. (Ohio State), Professor of Public Administration & International Affairs. Fields: Quantitative methods; information management; computer application and strategic planning.

WALTER BROADNAX, Ph.D. (Syracuse), Distinguished Professor of Public Administration & International Affairs. Fields: Leadership and management in public organizations.

STUART BROWN, Ph.D. (Columbia), Professor of Practice, Public Administration & International Affairs. Fields: International economics, macroeconomics, emerging markets, political economy.

ROBERT CHRISTEN, M.S. (Ohio University), Professor of Practice in Public Administration & International Affairs. President of the Boulder Institute of Microfinance. Former Director of Financial Services for the Poor, Bill & Melinda Gates Foundation and Senior Advisor, Consultative Group to Assist the Poor (CGAP) at the World Bank. Fields: Microfinance, agricultural economics and development finance.
RENEE DE NEVERS, Ph.D. (Columbia), Associate Professor of Public Administration & International Affairs.
Fields: International security policy.

THOMAS H. DENNISON, Ph.D. (Pennsylvania State), Professor of Practice in Public Administration & International Affairs, Program Advisor, Health Services Management and Policy (HSMP) Certificate Program, Co-Director, MPH program.
Fields: Health care administration; finance and policy.

VERNON L. GREENE, Ph.D. (Indiana University), Professor of Public Administration & International Affairs; Chair, Social Sciences Program.
Fields: Health policy; program evaluation; quantitative methods; aging and social policy.

SARAH E. HAMERSMA, Ph.D. (University of Wisconsin), Assistant Professor of Public Administration & International Affairs.
Fields: Public Economics, Labor Economics, Applied Microeconomics

YILIN HOU, Ph.D. (Syracuse), Professor of Public Administration & International Affairs.
Fields: Fiscal/budgetary institutions; state and local taxation; intellectual development of public budgeting; intergovernmental fiscal relations.

SHARON N. KIOKO, Ph.D. (Indiana), Assistant Professor of Public Administration & International Affairs.
Fields: Public financial management and analysis, public budgeting, non-profit finance, research methods.

SOONHEE KIM, Ph.D. (Albany), Professor of Public Administration & International Affairs.
Fields: Public personnel administration; organizational theory; leadership development.

W. HENRY LAMBRIGHT, Ph.D. (Columbia), Professor of Political Science, and Public Administration & International Affairs.
Fields: Science and public policy; environmental and resource policy; bureaucratic politics.

LEONARD M. LOPOO, Ph.D. (University of Chicago), Associate Professor of Public Administration & International Affairs.
Fields: Poverty; economic demography; child and family policy; economic inequality and mobility.

JOHN G. MCPEAK, Ph.D. (University of Wisconsin), Associate Professor of Public Administration & International Affairs, Vice Chair, Department of Public Administration & International Affairs.
Fields: Development economics; natural resource economics; African agricultural development.

INES A. MERGEL D.B.A. (University of St. Gallen), Assistant Professor of Public Administration & International Affairs.
Fields: Information technology and networked governance; network analysis theory; sharing information and innovation across organizations.

CHRISTINA S. MERCHANT, M.S. (American University), Professor of Practice in Public Administration & International Affairs, Labor Management Consultant.
Fields: Mediation; facilitation of area and national labor disputes in both public and private sectors. (On leave Academic Year 13-14).
ROBERT B. MURRETT, M.S.S.I, (National Defense Intelligence College), MA (Georgetown), MA (Kent State), Professor of Practice in Public Administration & International Affairs, and SU College of Arts and Sciences; Deputy Director, Institute for National Security and Counterterrorism. Fields: Strategic planning, defense intelligence governance, military operations, international relations, and leadership in personnel.

TINA NABATCHI, Ph.D. (Indiana), Associate Professor of Public Administration & International Affairs. Fields: Deliberative democracy; alternative dispute resolution in the federal government.

ROSEMARY O’LEARY, Ph.D. (Syracuse), Emeritus Professor of Public Administration & International Affairs; Fields: Public management; law and public policy; collaborative public management; dispute resolution.

JOHN L. PALMER, Ph.D. (Stanford), University Professor, Syracuse University; Professor of Economics, & Public Administration & International Affairs; Former Dean, Maxwell School of Citizenship and Public Affairs. Fields: Public management and public policy; social welfare policy.

REBECCA PETERS, Ph.D. (Brown University), Assistant Professor of Public Administration & International Affairs. Fields: Sub-Saharan Africa, medical anthropology, international development, reproductive health, international organizations and global public health.

DAVID POPP, Ph.D. (Yale), Associate Professor of Public Administration & International Affairs, PhD Director, Department of Public Administration & International Affairs. Fields: Economics of natural resources and the environment; public finance.

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

LARRY D. SCHROEDER, Ph.D. (University of Wisconsin), Emeritus Professor of Public Administration & International Affairs. Fields: Public sector economics; quantitative methods; financial management in local governments and developing countries.

ABBAY STEELE, Ph.D. (Yale), Assistant Professor of Public Administration & International Affairs. Fields: Comparative politics; Latin America; civil wars; state-building and governance; displacement, refugees and ethnic cleansing; migration and development; research design. (On leave fall 2013).

DAVID VAN SLYKE, Ph.D. (Albany), Professor of Public Administration & International Affairs. Fields: Public and nonprofit management, privatization and contracting, strategic management, public-private partnerships, policy implementation, and government-business relationships.

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

DOUGLAS WOLF, Ph.D. (University of Pennsylvania), Gerald B. Cramer Professor of Aging Studies; Professor of Public Administration & International Affairs. Fields: Quantitative methods; aging and social policy; population studies.
JOHN YINGER, Ph.D. (Princeton), Trustee Professor of Public Administration & International Affairs, and Economics; Associate Director for Metropolitan Studies, Center for Policy Research.
Fields: Managerial economics; public finance; urban/housing policy; education finance.

ADJUNCT FACULTY

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

LEONARD E. BURMAN, Ph.D. (Minnesota), Director, Urban-Brookings Tax Policy Center.
Fields: Federal tax policy, health care and budget reform.

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

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

CATHERINE M. GERARD, M.A. (University of Toronto), M.P.A. (SUNY-Albany), Associate Director, Executive Education Programs; Director, Program for the Advancement of Research on Conflict and Collaboration.
Fields: Leadership; organizational development; total quality management.

RANDALL GRIFFIN, M.P.A. (Syracuse), Owner and Principle Consultant, Safety Analytics, LLC, Syracuse, NY; Readiness & Emergency Management Planner, Oswego County BOCES, Mexico, NY.
Fields: Homeland security; state and local preparedness and response.

PAUL D. HIRSCH, Ph.D. (Georgia Institute of Tech), Assistant Professor of Environmental Policy, SUNY College of Environmental Science and Forestry; Courtesy appointment with Maxwell’s Department of Public Administration and International Affairs.
Fields: Collaborative management and decision making; sustainability studies; international forest policy.

MASOOD HYDER, M.S. (University of Wales), Consultant, United Nations Office for the Coordination of Humanitarian Affairs.
Fields: Humanitarian affairs, food security, development assistance.

ISAAC KFIR, Ph.D. (London School of Economics), Visiting Assistant Professor of International Affairs and Law, Maxwell School and SU College of Law.
Fields: Post conflict reconstruction and reconciliation, transitional justice, Islamic radicalism.

MINCHIN LEWIS, M.P.A. (Syracuse), Adjunct Professor, Public Administration.
Fields: Public finance and accounting, local government and politics.

STEVEN LUX, M.P.A. (Syracuse), Director, Executive Education Programs.
Fields: International NGO management, HIV/AIDS programs and policy in developing countries.

KELI PERRIN, J.D./M.P.A. (Syracuse), Assistant Director, Institute of National Security and Counterterrorism,
Fields: Homeland security, emergency management and national security law.
DANA RADCLIFFE, Ph.D. (Syracuse), MBA (UCLA), M. Phil. (Yale), Adjunct Professor, Public Administration.
Fields: Ethics and public policy; management ethics; leadership.

FRANK M. RIDZI, Ph.D. (Syracuse), Assistant Professor of Sociology and Director of Urban and Regional Studies at Le Moyne College.
Fields: Social welfare policy, sociology of work, and student affairs.

ANN ROONEY, M.P.A. (Syracuse), Deputy County Executive for Human Services, Onondaga County, NY.
Fields: Metropolitan government and politics.

WILLIAM C. SNYDER, J.D. (Cornell), Visiting Assistant Professor of Law, Syracuse University College of Law.
Fields: Federal criminal law, computer crimes, counter-terrorism and the law, prosecuting terrorists, cyber security law and policy, federal courts and evidence, and public administration and the law.

LAURA J. STEINBERG, Ph.D. (Duke University), Dean, L. C. Smith College of Engineering and Computer Science, Professor of Engineering and Computer Science and Public Administration.
Fields: Engineering and critical infrastructure protection; urban infrastructure and sustainability; environmental and civil engineering.

CORA TRUE-FROST, J.D./M.P.A. (Syracuse), Assistant Professor, SU College of Law.
Fields: Public policy and law.
ACADEMIC STANDARDS

GRADING SYSTEM

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

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

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

To receive an incomplete, a student must complete a Request for Incomplete form, and obtain the instructor’s approval. The completed and signed Request for Incomplete is then submitted to the chairperson of the department offering the course. An incomplete is calculated as an F in the GPA until a grade is recorded for the course.

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<thead>
<tr>
<th>GRADE</th>
<th>GRADE POINTS</th>
<th>PER CREDIT</th>
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<tbody>
<tr>
<td>A</td>
<td>superior</td>
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<td>A-</td>
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STATEMENT ON PLAGIARISM

Syracuse University’s academic integrity policy and procedures are administered by the Academic Integrity Office in the Division of Academic Affairs. A detailed description of the academic integrity expectations of every community member at Syracuse University is provided in the University’s Academic Rules (available online at http://coursecatalog.syr.edu/2012/rules/). Our Department takes these expectations very seriously. The presumptive penalty for any act of academic dishonesty by a graduate student is suspension or expulsion from the university.

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

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

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

The Maxwell School alumni network covers a wide variety of domestic and international agencies and organizations, and is a significant resource for those seeking information about organizations and/or networking for a job. Nearly 3,000 Maxwell alumni now participate in the Maxwell School LinkedIn Group and are happy to speak with graduate students and alumni about their career interests and job search process. In addition, many alumni visit the school during the course of the year to speak in classes and participate in workshops and in panel discussions. These alumni are also an important part of the network and are happy to talk informally with students.

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

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

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

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

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

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

MPA and MA IR PROGRAM AND ADMISSIONS
Christine M. Omolino
Director, Admissions and Financial Aid
Department of Public Administration & International Affairs
215 Eggers Hall
Syracuse, NY 13244
(315) 443-4000 / Fax: (315) 443-9721
comolino@maxwell.syr.edu

Nell S. Bartkowiak
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Department of Public Administration & International Affairs
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EXECUTIVE MPA and IR (EMPA/EmAIR) PROGRAM AND ADMISSIONS
Margaret Lane
Assistant Director, Executive Education
219 Maxwell Hall
Syracuse, NY 13244
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MAXWELL CAREER DEVELOPMENT
Kelli Young
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202 Maxwell Hall
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(315) 443-5453
kayoun02@maxwell.syr.edu

FINANCIAL AID OFFICE
Cynthia Roach
Graduate Financial Aid Officer, Office of Financial Aid
210 Archbold North
Syracuse, NY 13244
(315) 443-1513
finaidg1@syr.edu

SU OFFICE OF OFF-CAMPUS AND COMMUTER SERVICES
This office provides students with information 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.

http://oocp.syr.edu/index.htm