INTRODUCTION

Welcome to the MPA Program at the Rockefeller College, University at Albany. This manual is designed to help you learn about the requirements for successful completion of the MPA Program. It provides general information about the structure of the program and specific information about course and internship requirements. It is consistent with, but does not substitute for, the University’s rules and requirements for master’s study contained in the Graduate Bulletin (www.albany.edu/grad).

As a Master’s student, you are personally responsible for knowing and acting upon the information contained in both the Graduate Bulletin and this MPA Manual. In particular, the rules and regulations in the Graduate Bulletin and this manual at the time of your initial matriculation in the master’s program form a mutual agreement between you and the University about degree requirements. For this reason, it is wise to save a copy of the MPA Manual that was in force at the time of your initial matriculation in the program.

Review this manual regularly to make sure you understand and follow all your program requirements. If you have any questions about the information in this manual or the Graduate Bulletin, contact your academic advisor or the MPA program director, Dr. Robert Purtell, at (518) 442-5276.
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MPA PROGRAM OVERVIEW

ORIENTATION

All new students are required to attend orientation. Orientation sessions are held at the beginning of each semester and give students a chance to become familiar with the program and to meet fellow incoming students. New students are also given advisement at the orientation session.

MAIL/E-MAIL

E-mail and the student LISTSERVs are the primary means of communication for the Department. Event notices, course scheduling changes, and University announcements are all posted to the LISTSERVs, so all students are expected to sign up for the list appropriate to their degree program as soon as they arrive (instructions are in your orientation packet). Although students may sign up for programmatic listservs using any email they wish, all official University correspondence will be sent to the student’s University email account. Therefore, students should check their University email regularly.

Each student is also assigned a mail file in the first floor mailroom. This file should be checked regularly for postal mail, fliers, graded assignments, and other communications. In order to receive mail at the correct address, students should make sure that their address information is correct under Demographic Data on their MyUAlbany homepage.

MINIMUM COMPETENCIES

The ability to understand and use college math and algebra is essential for success in the MPA program. In cases where a math deficiency exists (i.e., GRE Math score under 550), a remedial course is offered. The Departmental Secretary will coordinate the offering of this class and notify students of its schedule during the first week of school.

The ability to write English well is also essential for success in the MPA program. The University offers tutoring through the Writing Center on the Uptown campus. We encourage you to take advantage of this service if you feel that you need help with writing. Contact the Writing Center at (518) 442-4061 or http://www.albany.edu/writing/home.htm. For international students who need extra support with English communication skills, the University’s Intensive English Language Program offers several ESL courses aimed at international students who are currently enrolled in the University. Oral Communication, Academic Writing, and International Teaching Assistant courses are designed to give students the skills and practice they need to succeed in university level course work.
COURSE REQUIREMENTS

The course requirements for the MPA program consist of two parts: core courses and specialization courses. The core consists of six semester-length courses and two Professional Applications Modules. Core courses are required of all students. In some cases, however, where students have appropriate educational background, they may petition to waive or transfer in credits to substitute for a core course (see second section of this Manual for a list of core courses). Procedures for waiving a course and transferring in credit are specified below.

Students take at least five specialization courses, which should be chosen based on long-term professional interests. Depending on the specialization, students can choose to take two, three, or five courses within a specialization. Students should choose specializations based on their career goals and should work closely with an advisor to determine which specializations best match their professional interests and to identify the specific courses they will take within a specialization. Where appropriate, a student working closely with his or her advisor may design a unique specialization. Detailed information about specializations appears in the second section of this manual.

CAREER EXPERIENCE AND INTERNSHIP PROGRAM

The career experience requirement may be satisfied by the following relevant experiences in the public or nonprofit sector: 1) concurrent full-time employment, 2) two years prior full-time employment or 3) two semesters of service (or the equivalent) in an approved, supervised internship. The manner in which the career experience has been satisfied must be noted on the Completed Degree Program sheet and approved by the Director of Internships and Career Services, your faculty advisor, and the Department Chair. A copy of the Completed Degree Program sheet is included in the Appendix and can also be downloaded from the Department of Public Administration and Policy website.

Most students are eligible to participate in the Internship Program as early as their second semester, though international students must wait until their second year due to visa restrictions. Prior to taking an internship, students are encouraged to attend an Internship Information Session and an individual advisement appointment with the Director of Internships and Career Services, ((518) 442-5253), all of which are offered at the beginning of each fall and spring semester. The Office of Career and Alumni Programs handles coordination of assignments and placements in outside internships. Further information and updates may be obtained from the Office of Career and Alumni Programs in Milne 103.

CAPSTONE EXPERIENCES

The core capstone experience for the MPA program includes successful completion of two integrative modules – Professional Applications I (two credits) and Professional Applications II (two credits) – and PAD 509 (one credit). Professional Applications I, normally taken early in the core curriculum, emphasizes the development of professional skills, the ability to work in teams, and an awareness of tradeoffs in modern administration. Professional Applications II, normally taken during the second semester of study, continues the focus on skill development introduced in Professional Applications I and synthesizes material presented throughout the entire core curriculum. PAD 509 is a career capstone experience related to the
program’s internship requirement that is required of all MPA students entering in Fall 2007 or later. Combined, these three modules require students to draw on a range of professional aptitudes and skills to address significant, multifaceted managerial or policy problems. The core capstone experience is designed to help students appreciate how the different elements of the core curriculum contribute to effective management.

**MPA PROGRAM ADMINISTRATIVE PROCESSES**

**ADVISEMENT**

Upon acceptance into the MPA program, every student is assigned an advisor. The advisor helps the student decide what course specializations best fit his or her professional interests. Advisors are also expected to monitor the student’s progress and to ensure that the student complies with all procedural requirements on a timely basis. At a minimum, these duties include advising the student, providing the student with an Advisor Verification Number (AVN) to permit registration each semester, and assisting the student in the completion of the Tentative Degree Program Planning sheet (to specify fulfillment of course requirements), the Completed Degree Program sheet, and other academic documents, as appropriate.

Students may request a new advisor for any reason. Such a change is recommended if an assigned advisor is not associated with at least one of the student’s desired specialization areas. Generally, a faculty member who is knowledgeable about the student’s specialization area is in a better position to advise than one who is not. To change advisors, the student should secure the agreement of another faculty member to serve as the new advisor and then notify the Department Secretary of the change using a signed Change of Advisor form. This form is included in the appendix to this manual.

**TENTATIVE DEGREE PROGRAM PLANNING SHEET**

A Tentative Degree Program Planning sheet is a planning document to be completed by the student and the advisor concerning how the MPA requirements will be met. It must be signed by the student, the advisor, the Director of Internships and Career Services, and the Department Chair and becomes part of the permanent student record. (Students should work with their advisor to obtain signatures.) *A Tentative Degree Program Planning sheet should be approved prior to beginning work in a specialization.* A copy of the Tentative Degree Program Planning sheet is included in the appendix of this manual and can also be downloaded from the Department of Public Administration and Policy website.

**COMPLETED DEGREE PROGRAM SHEET**

The Completed Degree Program sheet is a final document outlining how the student has met the requirements of the MPA degree. It should be completed by the student and the advisor by the end of the fifth week of the student’s last semester in the MPA program. The Completed Degree Program sheet is used by the Office of Graduate Studies to review the student’s credentials for degree clearance. A copy of the Completed Degree Program sheet is included in the appendix of this manual and can also be found online.
PROCEDURE FOR WAIVING REQUIRED COURSES

Students may waive any course if they have completed equivalent academic coursework in another setting. Waiving an introductory course allows you to move directly to more advanced courses without repeating material you already know. You will still be required to complete 11 full-semester courses plus the two Professional Application Modules for the MPA program. (If you have completed work at the graduate level at another institution, see the policy for transferring credits.)

If the student wishes permission to waive a core course, substitute an alternative course for a required course, or vary from the standard program in some other way, he or she must file a petition to the faculty explaining the reasons for the request. File this petition using a course waiver form, which is included in the appendix to this manual.

The procedure is as follows:

1. The student first consults with his/her advisor about the advisability of waiving a course.
2. The student then meets with an instructor who normally teaches the course and gives the instructor relevant materials from the course that support the waiver request, such as the syllabus or textbook from the course.
3. If the course instructor agrees it is appropriate for the student to waive the course, the student then submits a course waiver form, signed by the student’s advisor, by the instructor of the relevant course, and by the Department Chair.
4. When filling out the Completed Degree Program sheet, the student should list the course, and write “waived” instead of a grade.

TRANSFER OF CREDIT

A Transfer of Credit form is used to request transfer of graduate credit from another institution. The transferred course may be used as an elective or as an approved substitution for a required/optional course in the MPA program. Students must receive a grade of B or better in order to transfer credit. In submitting a transfer of credit request to your advisor, include the description of the course to be transferred in, a detailed syllabus, and any papers and exams you have from the course. Before registering at another institution, the Transfer of Credit form must be submitted to and approved by a student’s advisor. Normally a transfer graduate course of 3 or 4 semester credits would equate to a 4-credit course in the MPA program. For courses taken at other universities prior to entering the MPA program, the number of credits that may be transferred is limited by the University requirement that at least 24 credits toward the degree must be taken at the University at Albany. The statute of limitations (see section below) applies to transfer courses and will begin with the original date of the course for which credits are transferred.

An MPA student who has already completed one master’s degree program at the University at Albany may apply for admission with Advanced Standing. The award of advanced standing may allow the student to apply up to 30 percent of the credits required for the MPA by using
appropriate courses from the first completed master's degree program. Please see the Policy of Advanced Standing and Resident Study for a Second Master's Degree in the University’s Graduate Bulletin.

STATUTE OF LIMITATIONS

The MPA program must be completed within six years of the time you are admitted into the program. A student may apply to the Department for an extension of the statute of limitations. Such an extension will require submission of a plan for completion and will require approval of the student’s advisor.

GRADUATION REQUIREMENTS

ACADEMIC STANDING

In order to graduate, students must have an overall grade-point average of at least 3.00. To apply a course toward your requirements, you must receive a C or better for the term grade. See the section of the Graduate Bulletin on Academic Standards for a full discussion of this requirement. The Departmental Committee on Academic Standing and Retention reviews students’ academic progress, and works with students who are in academic difficulty.

DEGREE CLEARANCE

To graduate, a Graduate Degree Application must be filed online via MyUAlbany. The deadline for online degree application is posted on MyUAlbany at the beginning of each semester. A fully completed and signed Completed Degree Program sheet must also be on file with the office of the Assistant to the Chair at that time.
ACADEMIC PROGRAM

CORE COURSES

The MPA Program is designed to appeal to students who are interested in careers in public and nonprofit service. Because students come to the program at various stages of their professional careers and with a variety of academic backgrounds, we require all students to take a set of core courses. These courses cover knowledge and skills that are important for professionals who work in or interact closely with the public and nonprofit sectors.

PAD 500: Institutional Foundations of Public Administration (4 credits)
This course focuses on tensions and tradeoffs between important values in public administration and the institutional foundations of the public service in political, bureaucratic, and legal settings. Major topics include dimensions of the public sector, characteristics of institutional settings, history of the field, environmental context, and functions, roles, behaviors, and structures.

Suggested concurrent registration with RPAD 504: Data, Models, and Decisions I

PAD 501: Public and Nonprofit Financial Management (4 credits)
This course teaches students how to use financial information to make decisions in governmental and not-for-profit organizations. It first focuses on operating budgets, tools for short-term decision-making, financial control processes, capital-budgeting decisions, and the analysis of long-term financial options. It then focuses on the recording and reporting of financial information and using reports to analyze the financial position of governments and nonprofit organizations.

Suggested concurrent registration with RPAD 504: Data, Models, and Decisions I

PAD 503: Principles of Public Economics (4 credits)
This course examines the application of market mechanisms such as prices, profits, and information in allocating resources in major domestic policy areas. Topics include the economics of markets and firms; basic management and cost accounting; and the effects of alternative payment systems on agency behavior, output, and services.

Prerequisites: RPAD 501: Public and Nonprofit Financial Management, suggested concurrent registration with RPAD 505: Data, Models, and Decisions II

PAD 504: Data, Models, and Decisions I (4 credits)
An introduction to computer-based tools for planning, policy analysis, and decision-making, that covers topics such as administrative and policy models in spreadsheets, dynamic models in difference equations and spreadsheets, making decisions with multiple criteria, resource allocation, probability and decision trees, databases and information management, and telecommunications in local networks and the Internet.

Prerequisites: Familiarity with word processing and college algebra. (Students scoring 550 or below on the math section of the GRE should complete a math refresher course.)
PAD 505: Data, Models, and Decisions II (4 credits)
A case-based approach to methods of data collection, statistical modeling, and analysis particularly appropriate to problems in public management and policy. Topics include case studies of data modeling and decisions in the public sector, data collection, exploratory data analysis, population and sampling distributions, confidence intervals, hypothesis testing, correlation, and regression.

Prerequisites: RPAD 504: Data, Models, and Decisions I

PAD 506: Foundations of Public Management (4 credits)
An introduction to the theory and practice of public management. Topics include individual, group level, and organizational issues such as creating productive work environments, working within human resource systems, developing a learning organization, facilitating innovation, and managing across organizational boundaries. Cases and exercises focus on practical applications of concepts covered.

Prerequisites: RPAD 500: Institutional Foundations of Public Administration

PAD 507: Professional Applications I (2 credits)
This module is normally taken during the first fall that a student is matriculated in the MPA program. It emphasizes the early development of professional skills, the ability to work in teams, career planning, and an awareness of tradeoffs in modern administration.

Registration available only to degree seeking students in Public Administration and Policy

PAD 508: Professional Applications II (2 credits)
This module is normally taken in the semester immediately after PAD 507. It continues the focus on skill development introduced in Professional Applications I and synthesizes material presented throughout the core curriculum. Using a variety of experiential exercises, it requires students to address significant, multifaceted managerial or policy problems.

Prerequisites: Professional Applications I. Registration available only to degree seeking students in Public Administration and Policy.

PAD 509: Career Capstone Experience (1 credit)
This capstone project helps students connect their professional career experience and the academic components of the MPA program. A written paper connects a set of chosen readings, issues, and themes from the student’s coursework to their internship and professional experience. This course is usually taken while the student is doing an internship or is involved in some other career experience.
Expected Core Course Offerings by Semester:

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<tr>
<th>Course Number</th>
<th>Fall semester</th>
<th>Spring semester</th>
<th>Summer Session*</th>
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<td>PAD 500</td>
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XX denotes two sections offered in the semester  
X denotes one section offered in the semester

* Course offerings subject to change. Students should check each year to see which summer courses are offered.

SPECIALIZATIONS

In addition to their core courses, students choose one or two specializations. When deciding which areas of specialization best fit with your career goals, you should speak with your advisor and with other faculty members who are associated with particular specializations in which you may be interested. You may fulfill the specialization requirement in two ways.

- **Option A:** Five courses within a single specialization. This option will provide you with deep knowledge of a particular topic, discipline, or subject area.

- **Option B:** Two courses in one specialization and three courses in a second specialization. This option will provide you with greater breadth, allowing you to develop two areas of expertise instead of just one. The specializations listed in the following pages may be paired in any way that is approved by your advisor.

If you cannot find a specialization that fits your interests, it is also possible to construct a unique specialization in cooperation with your advisor.

_Some specializations have required courses that may only be offered every other year._

In order to take specialization courses that will not be offered during your second year in the program, you may delay parts of the core. For this reason, it is essential to consult with an advisor during the first week or two in the program. You and your advisor should cooperatively create a strategy for completing both the core and your desired specializations in a timely fashion.
Specializations in
POLICY ANALYSIS & INFORMATION SYSTEMS

These specializations provide students with basic skills in analyzing and reporting about policy and management questions including issues of how to manage information resources in the public and nonprofit sectors. Courses deal with techniques and their applications to public policy and management issues. Topics covered by these courses include research methodology, statistics, decision methods, systems analysis, evaluation, bargaining and negotiation, operations research, cost-benefit analysis, and information resource management in government and nonprofit organizations. In addition, students specializing in this area may design course sequences in specialized policy areas such as health, environmental management, or social services.

FACULTY ADVISORS

David Andersen
Deborah Andersen
Sharon Dawes
Kathleen Deloughery
James Fossett
Gerald Marschke
Erika Martin

Terry Maxwell
R. Karl Rethemeyer
George Richardson
John Rohrbaugh
Thomas Stewart
Stephen Weinberg

**Decision Making and Management Science (select two or three courses from the following)**

- PAD 611 Decision Making in Government & Administration
- PAD 620 Normative Decision Making
- PAD 624 Simulating Dynamic Systems
- PAD 634 Judgment and Decision Making Behavior
- PAD 637 Social & Organizational Networks

**Information Strategy and Management (select two or three courses from the following)**

- PAD 550 Foundations of Government Information Strategy and Management (required)

*Plus one or two additional courses selected from:*

- PAD 611 Decision Making in Government & Administration
- PAD 650 Building a Case for IT Investments in the Public Sector
- INF 523 Fundamentals of Information Technology
- IST 560 Information and Public Policy
- IST 615 Advanced Seminar in Information Policy and Management
- GOG 596 Geographic Information Systems
- GOG 597 ARC/INFO Practicum
- ITM 522 Managing Information Technology
- ITM 611 Analysis and Design of Information-Decision Systems
- ACC 681 Accounting Information Systems
- ACC 682 Analysis and Design of Accounting Databases
**Policy Analytical Methods**

*Choose one from the following two courses:*
- PUB 514  Economics for Public Affairs II
- PAD 626  Evaluation of Public Sector Programs

*Choose 1 or 2 from the following list of courses:*
- PAD 611  Decision Making in Government and Administration
- PAD 620  Normative Decision Making
- PAD 624  Simulating Dynamic Systems
- PAD 634  Judgment and Decision Making Behavior
- PAD 637  Social and Organizational Networks
- PAD 643  Governmental Finances
- PAD 645  Psychological Economics and Policy
- PAD 705  Research Methods II
- PAD 724  Simulation for Policy Analysis
- PAD 748  Quantitative Analysis in Public Finance
- CRJ 688  Research Design in Criminal Justice II
- CRJ 690  Statistical Techniques in Criminal Justice Research III
- ECO 520  Quantitative Methods I
- ECO 521  Quantitative Methods II
- POS 518  Regression Analysis
- SOC 522  Intermediate Statistics for Sociologists
- SOC 535  Qualitative Research Techniques
- SOC 609  Multivariate Analysis
- SOC 626  Survey Design and Analysis

**Statistics (requires advisor approval of courses)**
- POS/PAD 518  Regression Analysis
- PAD 705  Research Methods II
- PAD 748  Quantitative Analysis in Public Finance
- CRJ 687  Statistical Techniques in Criminal Justice Research II
- ECO 520  Quantitative Methods I
- ECO 521  Quantitative Methods II
- SOC 609  Multivariate Analysis

**Systems Modeling and Simulation (select two or three courses from the following)**
- PAD 615  Strategic Planning and Management
- PAD 624  Simulating Dynamic Systems
- PAD 724  Simulation for Policy Analysis and Design
- PAD 824  Advanced Topics in System Dynamics
Honors Specialization in Decision and Policy Sciences (a five course specialization)
(1) PAD 611 Decision Making in Government And Administration
(2) PAD 624 Simulating Dynamic Systems
(3) One course in advanced multivariate techniques appropriate to the student’s interest and with the approval of advisor (e.g., PAD/POS 518, PAD 705, PSY 510/511, SOC 609/622, ECO 520/521, CRJ 687/690)
(4) & (5). Two additional electives chosen from:

**Judgment and Decision Making Track**
- PAD 620 Normative Decision Making
- PAD 626 Evaluation of Public Sector Programs
- PAD 634 Judgment and Decision Making Behavior

or

**Modeling and Simulation Track**
- PAD 724 Simulation for Policy Analysis and Design
- PAD 824 Advanced Topics in System Dynamics
Specializations in
POLITICS, POLICY, & INSTITUTIONS

These specializations are intended to help students understand the place and role of public and nonprofit institutions as they affect the policies and administration of the political systems of the United States and other countries. The wide range of possible specializations provides opportunities for a student to focus on specific policy sectors, particular institutional settings, and both domestic and international settings.

FACULTY ADVISORS

Brian Early  R. Karl Rethemeyer
Jim Fossett  Ellen Rubin
Holly Jarman  Judith Saidel
Alethia Jones  Holly Sims
David McCaffrey  Patricia Strach
Robert Nakamura

Comparative Administration
PAD 663  Comparative Policy Systems
PAD 664  Approaches to Development
PAD 668  Readings in Comparative Administration
POS 552  Comparative Communist and Post Communist Politics
POS 563  Chinese Politics
POS 564  Russian Politics
POS 570  Field Seminar in International Political Systems
POS 572  Trade, Aid, and Finance
AAS 623  Seminar on Africa in World Politics

Local Government
PAD 683  Managing Local Government (required)
PAD 684  Urban Policy Analysis (required)
PAD 641  Basic Governmental Accounting
PAD 643  Government Finances
PAD 647  Municipal Debt Finance
PAD 648  State and Local Fiscal Systems
PUB 523  Urban Community Development
PLN/PUB 540  Urban Policy in the US
PLN/PUB 560  Local Economic Development Strategies & Techniques

Nonprofits and Public Policy
PUB 612  Nonprofits and Public Policy or
PAD 613  Issues in Not-For-Profit Management (required)
PAD 606  Social Capital and Public Policy
PAD 675R  Topics in Public Policy Advocacy
PUB 506  Implementation & Impact
PUB 522  Politics and Policy
PUB 523  Urban Community Development
PUB 528  United States Housing Policy
**Policy Process and Institutions**

Choose one from the following two courses:
PUB 522  Politics and Policy
PUB 506  Implementation and Impact

Choose 1 or 2 from the following list of courses:
PAD/POS 605  Politics of Migration and Membership
PAD 626  Evaluation of Public Sector Programs
PAD 643  Government Finances
PAD 663  Comparative Policy Systems
PAD 677  NYS Public Policy Process
PAD 690  Regulatory Administration
PAD 702  Politics and Administration
POS 513  Field Seminar in Public Policy
POS 520  American Federalism & Intergovernmental Relations
POS 531  The Legislative Process
POS 532  The Chief Executive
POS 572  Trade, Aid, and Finance
PUB/POS 509  Citizen Participation & Public Policy
PUB 525Q  Feminist Thought
PUB 529  Law and Policy
PUB/POS 604  Inequality and Public Policy
COM 625  Mass Media Effects in Political Communication
HIS 630  Readings in Public Policy
PHI 505  Philosophical and Ethical Issues in Public Policy

**Self-Designed Specialization**

Students may work with an advisor knowledgeable about a substantive area to design a two-course specialization for that area.
Specializations in
PUBLIC ECONOMICS & FINANCE

These specializations provide students with a theoretical and practical understanding of the central concepts in public economics and finance. Students planning a career in budgeting, financial management, or taxation may choose to select all their courses from this group. Students planning a career in a particular institutional environment or programmatic area should consider taking additional courses in Politics, Policy, and Institutions. Students desiring skills in policy analysis or public management might combine courses in economics and finance with those in Policy Analysis and Information Systems or Public Management.

FACULTY ADVISORS

Kathleen Deloughery          Robert Purtell
James Fossett               Jeffrey Straussman
Gerald Marschke             Stephen Weinberg

Public Economics and Finance (a five-course specialization). After completing the PAD 503 and PAD 501 core sequence, you may enroll in specialized public economics and managerial finance courses. Take five of the courses listed below with the approval of a faculty advisor in finance, including either PAD 643 or PAD 648.

Financial Management. Take any two to five of the courses listed below with the approval of a faculty advisor in finance. All students electing to take a five-course specialization must take either PAD 643 or PAD 648.

- PAD 532 Performance Measurement and Contracting in Government (PAD 503 and 505 or their equivalents are prerequisites)
- PAD 631 Cost Management for Government and Nonprofit Organizations
- PAD 640 Nonprofit Financial Management
- PAD 641 Basic Governmental Accounting
- PAD 642 Public Budgeting
- PAD 644 Health Care Finance
- PAD 647 Municipal Debt Finance

Public Economics. Take any two to five of the courses listed below with the approval of a faculty advisor in finance. All students electing to take a five-course specialization must take either PAD 643 or PAD 648.

- PAD 643 Governmental Finances
- PAD 648 State and Local Fiscal Systems
- PUB 514 Economics for Public Affairs II
- APS/PUB 631 Economics of Education
- PAD 532 Performance Measurement and Contracting in Government (PAD 503 and 505 or their equivalents are prerequisites)
- PAD 645 Psychological Economics and Policy
**Econometrics.** Take any two to five of the courses listed below. Because some courses overlap, select courses with the advice of a faculty member in finance.

ECO 520  Quantitative Methods I  
ECO 521  Quantitative Methods II  
CRJ 687  Statistical Techniques in Criminal Justice Research I  
CRJ 690  Statistical Techniques in Criminal Justice Research II  
SOC 609  Multivariate Analysis

**Financial Market Regulation (a five-course specialization)**  
Required courses:  
PAD 535  Fundamental of Securities Law  
PAD 536  Regulation of Securities Markets  
PAD 647  Municipal Debt Finance  
PAD 650  Building a Case for IT Investments in the Public Sector

Choose one from:  
PAD 600  Fundamentals of Administrative Law  
PAD 690  Regulatory Administration

**Self-Designed Specialization**  
Students may work with an advisor knowledgeable about a substantive area that is related to these courses to design a two-course specialization.
Specializations in
PUBLIC MANAGEMENT

These specializations are designed to provide current and future managers with both a theoretical and practical understanding of the knowledge and skills needed to be an effective manager in public and nonprofit organizations. Specializations, consisting of two, three, or five courses, should be designed in consultation with the student’s advisor. Examples of specialization areas are listed below.

FACULTY ADVISORS

Mitchel Abolafia  Theresa Pardo
David Andersen  R. Karl Rethemeyer
Sharon Dawes  John Rohrbaugh
Sue Faerman  Ellen Rubin
Sydney Cresswell  Judith Saidel
David McCaffrey  Jeffrey Straussman
Erzsébet Fazekas

Public Management (a five-course specialization)

Take two or three courses from:
PAD 600  Fundamentals of Administrative Law
PAD 610  Organizational Theory and Behavior
PAD 615  Strategic Planning and Management
PAD 618  Public Personnel Management
PAD 636  Cultural Analysis of Organizations

AND

Take two or three courses from:
PAD 550  Foundations of Government Information Strategy and Management
PAD 600  Fundamentals of Administrative Law
PAD 613  Issues in Not-For-Profit Management
PAD 615  Strategic Planning and Management
PAD 626  Evaluation of Public Sector Programs
PAD 631  Cost Management for Government and Nonprofit Organizations
PAD 650  Building a Case for IT Investment in the Public Sector

Human Resources Management
PAD 618  Public Personnel Management (required)
PAD 600  Fundamentals of Administrative Law
PAD 610  Organizational Theory and Behavior
PAD 626  Evaluation of Public Sector Programs
PAD 651  Labor Relations in the Public Sector
MGT 514  Human Resource Management
PSY 751  Work Motivation
PSY 752  Personnel Psychology
SOC 642  Sociology of Work
**Information Management**

PAD 550  Foundations of Government Information Strategy and Management *(required)*

*Plus one or two additional courses selected from:*

PAD 615  Strategic Planning and Management  
PAD 650  Building a Case for IT Investments in the Public Sector  
INF 523  Fundamentals of Information Technology  
INF 560  Information and Public Policy  
IST 614  Administration of Information Agencies  
IST 615  Advanced Seminar in Information Policy and Management  
COM 659  Technology and Contemporary Organizational Life  
ITM 522  Managing Information Technology  
ITM 611  Analysis and Design of Information-Decision Systems

**Local Government Management**

PAD 683  Program Seminar on Managing Local Government *(required)*  
PAD 684  Urban Policy Analysis *(required)*  
PAD 600  Fundamentals of Administrative Law  
PAD 615  Strategic Planning and Management  
PAD 618  Public Personnel Administration  
PAD 631  Cost Mgmt for Govt & Non-profit Orgs  
PAD 641  Basic Governmental Accounting  
PAD 647  Municipal Debt Finance  
PAD 651  Labor Relations in the Public Sector

**Management in Criminal Justice Organizations**

CRJ 540  Theoretical Foundations of Criminal Justice *(required)*

*Plus one or two additional courses selected from:*

CRJ 642  Issues in Policing  
CRJ 643  Community Supervision and Treatment of Convicted Persons  
CRJ 645  Prison Environment  
CRJ 646  Sentencing  
CRJ 651  Policing in America  
CRJ 652  Prosecution and Adjudication  
CRJ 761  Prison Reform

**Managing Organizations**

PAD 600  Fundamentals of Administrative Law  
PAD 610  Organizational Theory and Behavior  
PAD 611  Decision Making in Government & Administration  
PAD 613  Issues in Not-For-Profit Management  
PAD 615  Strategic Planning and Management  
PAD 626  Evaluation of Public Sector Programs  
PAD 633  Organizational Analysis and Development  
PAD 636  Cultural Analysis of Organizations  
PAD 637  Social and Organizational Networks

**Nonprofit Management**

PAD 613  Issues in Not-For-Profit Management *(required)*  
PAD 640  Financial Management for Nonprofits  
PAD 631  Cost Mgmt for Govt & Non-profit Orgs
PAD 521  Fundraising and Development for Nonprofits
PAD 675R Public Policy Advocacy
PUB 612 Nonprofits and Public Policy
PAD 615 Strategic Planning and Management
PAD 606 Social Capital and Public Policy
PAD 600 Fundamentals of Administrative Law
HPM 641 Organization and Management in Health Institutions

**Organizational Analysis, Development, and Change**

PAD 610 Organizational Theory and Behavior
PAD 615 Strategic Planning and Management
PAD 624 Simulating Dynamic Systems
PAD 633 Organizational Analysis and Development
PAD 636 Cultural Analysis of Organizations
MGT 650 Leadership and Managerial Skills*
MGT 661 Change Management*

*PAD 506 and an upper level management elective required for registration

**Homeland Security**

POS 554 Political Violence (**required**)

For a two-course specialization: Choose one Theory and Practice course.
For a three-course specialization: Choose one Theory and Practice and one Methods course.
For a five-course specialization: Choose at least one Theory and Practice and one Methods course; the remaining courses may be taken in either area.

**Theory and Practice**

PAD 558 Intelligence & US National Security Policymaking
PAD 610 Organizational Theory and Behavior
POS 550 Field Seminar in Comparative Political Systems
POS 566 Ethnic Conflict
POS 567 Contentious Politics: Theory and Research
POS 570 Field Seminar in International Political Systems
POS 576 Globalization, International Cooperation, and Violent Global Movements
POS 582 Security Alternatives in the Nuclear Age
CRJ 648 Terrorism, Public Security

**Methods**

PAD/PUB 550 Foundations of Government Information Strategy and Management
PAD 557 Intelligence Analysis for Homeland Security
PAD 605 Strategic Planning and Management
PAD 624 Simulating Dynamic Systems
PAD 634 Judgment and Decision-Making Behavior
PAD 636 Cultural Analysis of Organizations
PAD 637 Social and Organizational Networks
PAD 705 Research Methods II
PAD 724 Simulation for Policy Analysis and Design
PAD 734 Seminar on Judgment and Decision Making
PAD 777 Advanced Topics in Social Network Analysis
POS 517 Empirical Data Analysis
POS/PAD 518 Regression Analysis
**Self-Designed Specialization**

Students may work with an advisor knowledgeable about a substantive area that is related to these courses to design a two-course specialization.
Specializations in
SUBSTANTIVE PUBLIC POLICY AREAS

Substantive Policy concentrations draw upon the University Public Policy faculty, which is comprised of faculty from the departments and Colleges across campus. These faculty share an interest in the policy process and define a distinctive strength in policy studies at the University at Albany. Members of the Policy Faculty share many over-lapping interests, creating a network of shared policy interests. Several key faculty advisors have been associated with each policy cluster to help you locate other faculty who may be able to advise you within your policy interests. Members of the University Policy Faculty are listed below.

Richard Alba, Sociology
David Andersen, Public Administration and Policy
Victor Asal, Political Science
Scott Barclay, Political Science
Aaron Benavot, Educational Administration and Policy Studies
Carl Bon Tempo, History
Ray Bromley, Geography and Planning
Gene Bunnell, Geography and Planning
David Carpenter, Environmental Health Sciences
José Cruz, Political Science
Sharon Dawes, Public Administration and Policy
Nancy Denton, Sociology
Helen Desfosses, Public Administration and Policy
Virginia Eubanks, Women’s Studies
Erzsebet Fazekas, Public Administration and Policy
James Fossett, Public Administration and Policy
Sally Friedman, Political Science
Thomas Gais, Nelson A. Rockefeller Institute of Government
John Gunnell, Political Science
Jan Hagen, Social Welfare
Richard Hamm, History
Edward Hannan, Public Health
Apthia Jones, Political Science, Public Administration and Policy
Rey Koslowski, Political Science
Jason Lane, Educational Administration and Policy Studies
Hamilton Lankford, Educational Administration and Policy Studies
Catherine Lawson, Geography and Planning
Daniel Levy, Educational Administration and Policy Studies
David Lewis, Geography and Planning
Frank Mauro, Public Administration and Policy
Gerald Marschke, Economics, Public Administration and Policy
David McCaffrey, Public Administration and Policy
Paul Miesing, Management
Robert Nakamura, Political Science
Richard Nathan, Political Science
Elizabeth Popp Berman, Sociology
R. Karl Rethemeyer, Public Administration and Policy
George Richardson, Public Administration and Policy
John Rohrbaugh, Public Administration and Policy
William Roth, Social Welfare
Judith Saidel, Public Administration and Policy
Corianne Scally, Geography and Planning
Kathryn Schiller, Educational Administration and Policy Studies
Holly Sims, Public Administration and Policy
These specializations provide students with analytic and quantitative skills to frame policy issues, deal with their institutional and political contexts, and bring about effective action directed at the formulation, approval, implementation and evaluation of policy. Students must select or design an individualized policy concentration and must complete **at least three** graduate courses (minimum of 9 credits) in a substantive policy area such as crime, education, environment, health, global affairs, or urban policy. In addition to the established fields, students may design their own field of study in consultation with their academic advisor. Typically, students would combine substantive policy content with additional coursework in Policy Analytic Methods or Policy Process (see the first two specializations in this Cluster). Other students may choose to combine their substantive policy coursework with a concentration from another cluster, such as Public Management or Public Economics. Appendix A, an advising guide for students interested in Substantive Policy Areas, lays out specific pathways which students may choose to fulfill their elective requirements.

**Policy Analytical Methods**

*Key faculty advisors:*

David Andersen
Gerald Marschke
George Richardson
John Rohrbaugh

*Choose one from the following two courses:*

- PUB 514 Economics for Public Affairs II
- PAD 626 Evaluation of Public Sector Programs

*Choose 1 or 2 from the following list of courses:*

- PAD 611 Decision Making in Government and Administration
- PAD 620 Normative Decision Making
- PAD 624 Simulating Dynamic Systems
- PAD 634 Judgment and Decision Making Behavior
- PAD 637 Social and Organizational Networks
- PAD 643 Governmental Finances
- PAD 645 Psychological Economics and Policy
- PAD 705 Research Methods II
- PAD 724 Simulation for Policy Analysis
- PAD 748 Quantitative Analysis in Public Finance
- CRJ 688 Research Design in Criminal Justice II
- CRJ 690 Statistical Techniques in Criminal Justice Research III
- ECO 520 Quantitative Methods I
- ECO 521 Quantitative Methods II
- POS 518 Regression Analysis
SOC 522 Intermediate Statistics for Sociologists
SOC 535 Qualitative Research Techniques
SOC 609 Multivariate Analysis
SOC 626 Survey Design and Analysis

Policy Process and Institutions

Key faculty advisors:
Alethia Jones
Holly Jarman
Robert Nakamura
Holly Sims
Patricia Strach

Choose one from the following two courses:
PUB 522 Politics and Policy
PUB 506 Implementation and Impact

Choose 1 or 2 from the following list of courses:
PAD/POS 605 Politics of Migration and Membership
PAD 626 Evaluation of Public Sector Programs
PAD 643 Government Finances
PAD 663 Comparative Policy Systems
PAD 677 NYS Public Policy Process
PAD 690 Regulatory Administration
PAD 702 Politics and Administration
POS 513 Field Seminar in Public Policy
POS 520 American Federalism & Intergovernmental Relations
POS 531 The Legislative Process
POS 532 The Chief Executive
POS 572 Trade, Aid, and Finance
PUB/POS 509 Citizen Participation & Public Policy
PUB 525Q Feminist Thought
PUB 529 Law and Policy
PUB/POS 604 Inequality and Public Policy
COM 625 Mass Media Effects in Political Communication
HIS 630 Readings in Public Policy
PHI 505 Philosophical and Ethical Issues in Public Policy

Crime & Justice Policy

Key faculty advisors:
Robert Worden

CRJ 636 Juvenile Justice
CRJ 641 Issues in Policing
CRJ 645 Prison Environments
CRJ 646 Sentencing
CRJ 647 Innovations in Policing
CRJ 649 Gender, Administration & Policy
CRJ 652 Prosecution & Adjudication
CRJ 659 Drugs, Crime & Public Policy
CRJ 662 Community Intervention & Criminal Justice
CRJ 667     Prison Reform
SOC 601     Social Deviance

**Education Policy**

*Key faculty advisors:*

*Hamilton Lankford*
*Daniel Levy*
*Alan Wagner*

PUB/EAPS 631  Economics of Education
EAPS 500     U.S. Educational Governance, Policy and Administration
EAPS 604     Macro-sociology of Education and Administration
EAPS 608     Politics of Education
EAPS 658     Politics of Higher Education
EAPS 666     Comparative Education Policy
EAPS 670     Analysis for Educational Policy and Leadership
EAPS 674     Educational Administration and Federal and State Government
EAPS 750     Higher Education Finance
EAPS 751     Higher Education and the Law
EAPS 766     Research Methods in Comparative Education Policy Studies
EAPS 771     Educational Policy and Law
PAD 648     State and Local Fiscal Systems

**Environmental Policy and Resource Management**

*Key faculty advisors:*

*George Richardson*
*Holly Sims*

PAD/PUB 665  Biodiversity, Conservation and Public Policy
PAD/PUB 666  International Environmental Policy
PAD 690     Regulatory Administration
PAD 624     Simulating Dynamic Systems
PLN 530     Environmental Planning
PLN 531     Environmental Impact Assessment
PLN 532     Parks, Preservation and Heritage Planning
PLN 535     Environmental Restoration and Brownfields Redevelopment
PLN 536     Landscape Planning
EPI 501     Principles and Methods of Epidemiology
EHT 515     Environmental Physiology
EHT 590     Introduction to Environmental Health
EHT 670     Contemporary Issues in Environmental Health Policy
EHT 730     Hazardous Material Management
AHIS 630    Readings in Public Policy: US Environmental History

**Global Affairs**

*Key faculty advisors:*

*Victor Asal*
*Ray Bromley*
*Malcolm Russell-Einhorn*
*Holly Jarman*
PAD 605  Politics of Migration and Membership
PAD 663  Comparative Policy Systems
PAD 664  Approaches to Development
PAD 666  International Environmental Policy
PLN 510  Globalization and International Planning Practice
POS 561  Nationalism and Nation-Building
POS 554  Political Violence, Insurgency, and Terrorism
POS 571  International Political Economy
POS 572  Trade, Aid and Finance
POS 575  Energy Policy, Domestic and International
POS 577  Information Technology, Globalization and Governance
POS 582  Global Security
POS 584  American Foreign Policy Formulation and Implementation
PUB 531  Planning for Jobs, Housing and Community Services in Third World Cities

**Health Policy**
*Key faculty advisors:*
James Fossett
Erika Martin
Stephen Weinberg

PAD 644  Health Care Finance *(required)*
PAD 643  Governmental Finances
HPM 500  Health Care Organization, Delivery and Financing
HPM 501  Health Policy, Analysis and Management
HPM 612  Applications in Health Policy Analysis and Evaluation
HPM 625  Social and Behavioral Aspects of Public Health
HPM 627  Public Health Education: Targeting Social, Organizational, & Behavioral Factors to Promote Health*
HPM 650  Strategy and Leadership Applications in Health Management
HPM 652  Quantitative Methods in Health Policy, Management and Behavior
HPM 669  Topics in Health Policy and Management
PHI 506  Philosophical and Ethical Issues in Public Health
PHI 505  Philosophical and Ethical Issues in Public Policy
SSW 781  Poverty, Health and Health Policy

* HPM 625 required for registration

**History and Policy**
*Key faculty advisors:*
Richard Hamm
Carl Bon Tempo
Kendra Smith-Howard

HIS 515  Topics in Economic History
HIS 621  Readings in Local and Regional History
HIS 622  Seminar in Local and Regional History
HIS 630  Readings in Public Policy
HIS 631  Seminar in Public Policy
PLN 501  Planning History and Philosophy
PLN 543  Transportation History and Policy
**Information Policy**

*Key faculty advisors:*

David Andersen  
Sharon Dawes  
Theresa Pardo  
Terrence Maxwell  
Jennifer Stromer-Galley

- PAD 550 Foundations of Information Strategy and Management  
- PAD 650 Building a Case for IT Investments in the Public Sector  
- INF 523 Fundamentals of Information Technology  
- INF 704 Proseminar in Information Policy  
- POS 543 Science, Technology and Public Policy  
- IST 560 Information and Public Policy  
- IST 615 Advanced Seminar in Information Policy and Management  
- COM 625 Mass Media Effects in Information Policy and Management

**Urban Planning and Policy**

*Key faculty advisors:*

Ray Bromley  
Gene Bunnell  
David Lewis  
Corianne Scally

- PUB 540 Urban Policy in the U.S.  
- POS 528 U.S. Housing Policy  
- PAD 605 Politics of Migration and Membership  
- PAD 606 Social Capital and Public Policy  
- PAD 683 Program Seminar in Managing Local Government  
- PAD 684 Seminar in Urban Policy Analysis  
- PLN 501 Planning History and Philosophy  
- PLN 502 Urban and Metropolitan Structure and Functions  
- PLN 505 Comprehensive Planning Process  
- PLN 506 Planning Law  
- PLN 523 Urban Community Development  
- PLN 529 Planning for Jobs, Housing and Community Services in Third World Cities  
- PLN 532 Parks, Preservation and Heritage Planning  
- PLN 544 Transportation Planning  
- PLN 545 Transportation Corridor Planning and Management  
- PLN 549 Bicycle and Pedestrian Transportation Planning  
- PLN 560 Local Economic Development Strategies and Techniques  
- PLN 573 Metropolitan Governance and Planning  
- PLN 574 Site Planning  
- PLN 575 Urban Design  
- PLN 602 Regional Theories and Techniques

**Social Welfare Policy**

*Key faculty advisors:*

Jan Hagen  
William Roth
PUB 604  Inequality and Public Policy
SSW 600  Social Welfare Policy and Services
SSW 705S  Women and Social Policy
SSW 732R  Poverty, Health and Policy
SSW 780  Child Welfare
SSW 782  International Social Welfare Policy
SSW 785  Mental Health Policy
SOC 560  Families
SOC 665  Special Topics in Demography (see topics)

**Women and Policy**

*Key faculty advisors:*

*Virginia Eubanks*

*Alethia Jones*

*Judith Saidel*

PUB/WSS 525Q  Feminist Thought and Public Policy
PUB 604  Inequality and Public Policy
PAD 675R  Topics in Public Policy Advocacy
HPM 610  Topics in Women’s Health
HPM 669  Topics in Health Policy & Mgt: Community-Based Public Health
WSS 515  Global Politics of Women’s Bodies
WSS 540  Black Women in U.S. History
WSS 551  Gender and Class in Latin American Development
WSS 565  Feminist Theory
WSS/SOC 560  Families
WSS 640  Gender Inequality
WSS 644  Global Gender Issues
COMBINED DEGREES, GRADUATE CERTIFICATES, AND DUAL DEGREES

Combined Degrees at the University at Albany

BA or BS in Economics/Master of Public Administration
BA in Political Science/Master of Public Administration
BA in Public Policy/Master of Public Administration
BA in Sociology/Master of Public Administration
BA in History/Master of Public Administration

Graduate Certificates

The graduate certificates in Public Sector Management, Nonprofit Management and Leadership, and Women & Public Policy are designed to develop student capabilities and expand student interests. Each can be taken by itself, or as exploratory study leading to the MPA, or as an add-on to the MPA degree.

- Students beginning with one of the certificates who decide to continue on for an MPA may count toward the masters all the certificate courses they have taken that fit their proposed course of master’s study.

- Students in the MPA program or graduates of the program may decide to extend their coursework to obtain one of these certificates by taking at least three additional courses not counted toward their masters.

- Graduates of our MPA program should also be aware of the opportunity to further their studies by pursuing the Certificate for Advanced Study in Planning and Policy Analysis.

Dual Degrees

Juris Doctor/Master of Public Administration offered in conjunction with the Albany Law School. Students must complete their first year of study at the Albany Law School.

Master of Social Work/Master of Public Administration

Master of History/Master of Public Administration
Appendix A
Advising Guide for Students interested in a Substantive Policy Area

Professionals in the public policy field tend to specialize in one topical issue area. Some professionals combine content knowledge with statistical skills useful for policy evaluation, others pursue an interest in political institutions to facilitate assembling coalitions and securing passage of public policy. The specializations in this cluster provide students with analytic and quantitative skills to frame policy issues, deal with their institutional and political contexts, and bring about effective action directed at the formulation, approval, implementation and evaluation of policy.

Students specializing in a substantive Public Policy area have a number of choices with respect to their specialization sequence. In addition to the established fields below, students may design other fields of study from appropriate graduate offerings in any department, college, or school of the University. The following list illustrates possible combinations:

1) A three-course specialization
   Choose three courses in one policy area (eg. Health) from this Cluster.
   The remaining two courses selected from one of the other Specialization Clusters, such as Public Management or Public Economics

2) A five-course specialization
   Choose five courses in one topic area (eg. Health)

3) A five-course specialization (3+2)
   Choose three courses in one topic area (eg. Health) and two courses in a related policy competency, either Policy Analytical Methods or Policy Process and Institutions (both listed at the end of this cluster area).

4) A five-course specialization (3+2)
   Choose three courses in one policy area and two courses in another policy area (eg. Health Policy and Environmental Policy)

5) A five-course specialization (3+1+1)
   Choose three courses in one topic area, one Policy Analytical Methods course, and one Policy Process and Institutions Course.
FORMS

Tentative Degree Program Planning Sheet
Completed Degree Program Sheet
Permission to Change Academic Advisor
Permission to Waive a Core Course
Department of Public Administration and Policy  
Tentative Degree Program Planning Sheet

Name: __________________________ Degree Program: Master of Public Administration

Address: __________________________
Home Phone: ______________________ Office Phone: ________________________

Complete this planning document with your advisor before you have accumulated 28 credits toward the MPA degree.

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A. Courses

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<th>Credits</th>
<th>Intended Semester of Enrollment</th>
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<td>PAD 501</td>
<td>Public and Nonprofit Fin. Mgmt.</td>
<td>4</td>
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<td>PAD 503</td>
<td>Principles of Public Economics</td>
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<td>Data, Models, &amp; Decisions I</td>
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<td>Data, Models, &amp; Decisions II</td>
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<td>PAD 508</td>
<td>Professional Applications II</td>
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Proposed Courses in Specialization 1

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Proposed Courses in Specialization 2

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B. I have received an internship waiver because my career experience has been fulfilled through at least two years of full-time employment in the public sector.

Organization(s) ________________________________________________________________

Period(s) of employment __________________________ Hours per week____________________

Title(s) ________________________________________________________________

Brief description of duties: ______________________________________________________

________________________________________________________________________

Signature of Director of Internships and Career Services: ____________________________

Or:

I have spoken to the Director of Internships and Career Services about completing the internship requirement:

Signature of Director of Internships and Career Services: ____________________________

________________________________

Required Signatures:

________________________________________________________________________

Student ____________________________ Date ____________________________

Faculty Advisor ____________________________ Date ____________________________

Approved for the faculty by:

________________________________________________________________________

Chair ____________________________ Date ____________________________
Department of Public Administration and Policy

**Completed Degree Program Sheet**

Name: _______________________________  Degree Program: Master of Public Administration

Address: __________________________________________

Home Phone: ___________________  Office Phone: ___________________

Complete this degree clearance form *by the end of the fifth week of your last semester* in the MPA program.

---

### A. Courses

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<td>PAD 509</td>
<td>Public Service Intern Seminar</td>
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|        | **Proposed Courses in Specialization 1** |       |       |            |
|        | ________________________________________ |       |       |            |
|        | ________________________________________ |       |       |            |
|        | ________________________________________ |       |       |            |
|        | ________________________________________ |       |       |            |

|        | **Proposed Courses in Specialization 2** |       |       |            |
|        | ________________________________________ |       |       |            |
|        | ________________________________________ |       |       |            |

---
C. I have received an internship waiver because my career experience has been fulfilled through at least two years of full-time employment in the public sector.

Yes ________

No ________

If no:

My career experience requirement has been fulfilled through an internship with the following organization(s):

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<th>Hours per week</th>
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Brief Description of Duties
________________________________________________________________________
________________________________________________________________________

Supervisor ______________________________________ Telephone no. __________________

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<th>Organization(s)</th>
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Brief description of duties
________________________________________________________________________
________________________________________________________________________

Supervisor ______________________________________ Telephone no. __________________

Required Signatures:

Student ___________________________ Date __________________

Supervisor (if internship) ___________________________ Date __________________

Director of Internships & Career Services ___________________________ Date __________________

Faculty Advisor ___________________________ Date __________________

Approved for the faculty by:

Chair ___________________________ Date __________________
PERMISSION TO CHANGE ACADEMIC ADVISOR

Student’s Name: ____________________________________________________

Current Advisor: ____________________________________________________

New Advisor: ________________________________________________________

New Advisor Signature: ____________________________________________

Date: __________________________________________________________________

Please return this form to the Department Secretary’s Office, Milne 101

A copy of this form should be placed in the student’s file.
COURSE WAIVER FORM

NAME: _______________________________ ADDRESS: ___________________________

DEGREE/PROGRAM: __________________________________________________________

CONCENTRATION: ___________________________________________________________

UAlbany Course to be waived: ________________________________________________

Justification for waiving: (List course(s) taken, where, with dates and grades. Attach a copy of the formal syllabus, tests, and papers, if available.)

__________________________________________________________________________

Student’s Signature Date Advisor’s Signature Date

Signature of Professor teaching waived course Date

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

Reason:

Signature of Department Chair Date