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WELCOME

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

The Maxwell School is the first school to provide graduate education in public administration in the United States. We are very excited to welcome you as our 91ST class. 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 opportunities and challenges that lie ahead.

This Master’s Handbook and Course Guide describes MPA program requirements, specialized programs-of-study, and public administration course offerings. 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. We invite you to speak with us as you plan your academic schedule and begin your studies.

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

[Signature]

David Van Slyke
Associate Dean and Chair
MISSION STATEMENT

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

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

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

### Summer 2015
- **MPA Colloquium**: June 29 - July 3
- **Public Budgeting**: July 6 - July 24
- **Public Administration & Democracy**: July 27 - August 14

### Fall 2015
- **First Day of Classes**: August 31
- **Labor Day (University Closed)**: September 7
- **Spring Semester Registration**: November 11
- **Thanksgiving Break (No Classes)**: November 22 - 29
- **Last Day of Classes**: December 11
- **Reading Days**: Dec. 12, 13, 15 (am) & 17 (am)
- **Final Exams**: Dec. 14, 15 (pm), 16, 17 (pm), & 18
- **Last Day of the Semester**: December 17

### Winter Intercession 2016
- **Classes (Tentative, Dates May Vary)**: January 2 - 15

### Spring 2015
- **Martin Luther King Jr. Day (University Closed)**: January 18
- **First Day of Classes**: January 19
- **Spring Break (No Classes)**: March 13 - 20
- **Washington, DC Student Networking Trip**: March 14 & 15
- **New York City Student Networking Trip**: March 17 - 18
- **Registration for Summer Classes**: March 23
- **Last Day of Classes**: May 3
- **Reading Days**: May 4, 7 & 8
- **Final Exams**: May 5, 6, 9, 10, & 11
- **Last Day of the Semester**: May 12
- **University Commencement Weekend**: May 14 & 15

### Summer 2016
- **Executive Leadership Week 1**: May 16 - May 20
- **MPA Workshop**: May 23 - June 17
- **Executive Leadership Weeks 2 & 3**: June 20 - July 30
- **MPA Convocation**: July 1
In a society facing increasingly complex problems, there is a great need for innovative, skilled public managers and policy analysts. The primary purpose of the Maxwell School’s Master of Public Administration (MPA) is educating future leaders to fulfill these public service career roles.

Since inception in 1924, the program and its faculty have greatly influenced public administration’s growth and development. 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. The degree program prepares individuals for careers as managers and policy analysts in government agencies and organizations closely associated with the public sector.

Today, more than 8,500 Maxwell School alumni staff federal, state, and local governments, nonprofit agencies and foundations, private firms, and university faculties world-wide.

The MPA program enhances knowledge and skills essential to public service careers. To us, public service is the use of one’s abilities to contribute to the broad public good across levels of government and throughout nonprofit and for-profit organizations, nationally and internationally.

This comprehensive view of public service education appreciates the need for three areas of mastery: formulating, implementing and evaluating policy; leading and managing organizations with diverse stakeholders; and applying rigorous, evidence-based analysis to decision making.

The MPA curriculum ensures that all graduates: (1) gain experience in applying qualitative and quantitative methods to public policy issues; (2) achieve substantial competency in organization design and analysis, and in management and administration techniques; and (3) understand the political, economic and social context of public administration.

**MPA Degree Requirements**

The MPA degree requires 40 credits of approved graduate coursework, including 25 credits of required coursework. The remaining 15 credits consist of specialized courses. At least 34 credits must carry a PAI prefix and a cumulative grade point average of 3.0 must be maintained.

**MPA Core Requirements**

All MPA candidates are expected to fulfill ALL core requirements by either completing the designated core courses or by passing a waiver examination in economics and/or statistics. These courses confer mastery in the following areas of Public Administration:

- Citizenship & Public Affairs
- Public & Nonprofit Organizations
- Quantitative Policy Analysis
- Applied Public Management Principles
- Applied Economics for Decision Making
- Leadership
- Policy Formulation & Programmatic Design
MPA Core Coursework (25 Credits)

- PAI 600  Public Affairs Colloquium
- PAI 712  Public Organizations & Management
- PAI 721  Introduction to Statistics
- PAI 722  Quantitative Analysis
- PAI 723  Economics for Public Decisions
- PAI 734  Public Budgeting
- PAI 755  Public Administration & Democracy
- PAI 752  MPA Workshop
- PAI 753  Executive Leadership

Waiver Exam for Economics or Statistics Core Courses

Students with pre-existing knowledge comparable to that covered in PAI 721 *Introduction to Statistics* and PAI 723 *Economics for Public Decisions* are encouraged to sit for the waiver examinations in statistics and economics.

Students who pass these exams waive the core requirements, allowing the pursuit of an additional approved elective within the PAIA department or other Maxwell School or Syracuse University course offerings.

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

Specialized Coursework (15 Credits)

The remaining 15 credits consist of additional specialized coursework in the following areas. Note that 9 of the additional 15 credits must carry a PAI departmental prefix, subsequently represented as PAI NNN.

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

Expected Courseload

Full-time graduate students at Syracuse University are registered for at least nine credits in each fall and spring semesters and at least six credits for the summer semester. Registering for fewer credits may affect financial aid, visa status, or graduate award eligibility.
Given the nature of the program, it is recommended that students seek to complete the degree following the typical MPA schedule below.

### Time Required to Complete the MPA Program

The MPA program is designed to be completed in 12 months of full time study with required coursework in both summer terms. Most students will complete the program on this schedule. That said, full-time students may choose to study for longer and their time to completion depends on the per-semester credit load.

MPA students should note that the standard 12-month program restricts them to Department of Public Administration & International Affairs’ course offerings during the summer sessions.
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (EMPA)

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

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

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

EMPA Degree Requirements

The EMPA degree requires 30 credits of approved graduate coursework, including nine credits of required coursework. The remaining 21 credits consist of additional specialized coursework. At least 18 of the credits must be PAIA department courses (PAI prefix). Students must achieve a cumulative grade point average of at least 3.0.

EMPA Core Requirements

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

EMPA Core Coursework

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

EMPA Specialized Coursework

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

Interdisciplinary Program of Study

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

**Managing Fiscal Resources**

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

**Context of Public Administration**

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

**Managing Organizations**

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

EMP A Policy Analysis Focus

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

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

**Independent Research**

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

**EMPA Normal Courseload**

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

**Time Required to Complete the EMPA Program**

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

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

Specific questions about program of study frameworks should be directed towards the faculty member designated as that program’s advisor. Students should seek advice from both faculty and departmental staff members to ensure an optimal course blend.

“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.”

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

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

THE BENEFITS OF A BLENDED PROGRAM

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

The additional six credits of elective coursework can be selected from other PAIA departmental courses or from other departments within the Maxwell School or the broader Syracuse University community. It is important to note that students in the MPA program can only count six credits of non-PAIA departmental coursework towards their MPA degree.
The Environmental Policy & Administration program of study allows students to develop understanding of the economic, administrative, political and legal challenges confronting public managers addressing contemporary environmental policy challenges. Environmental policy and administration coursework provides knowledge of environmental policy and institutions involved at all levels of government, current trends, needs, and administrative problems.

Among the areas of recent and current research of Maxwell School faculty in environmental policy are issues involving: global climate change, energy, water, biodiversity, trans-boundary environmental management, public lands policy, public participation, role of media, environmental risk, technology, and environmental policy.

PROGRAM OF STUDY FACULTY

   Peter Wilcoxen, Advisor
   Paul Hirsch
   W. Henry Lambright
   John McPeak
   David Popp

ENVIRONMENTAL POLICY & ADMINISTRATION COURSE OFFERINGS

The PAIA department recommends that students pursuing this program of study complete at least one environmental law course.

Foundation Courses

   PAI 775  Energy, Environment and Resources Policy
   PAI 777  Economics of Environmental Policy

Environmental Law Courses

   PAI 742  Public Administration and Law
   FOR 687/LAW 716  Environmental Law and Policy
   FOR 689/LAW 865  Natural Resources Law and Policy

Elective Courses

   PAI 730  Smart Grid: Security, Privacy & Economics
   PAI 730  Climate Change: Science, Perception & Policy
   PAI 751  Regulatory Law and Policy
   PAI 772  Science, Technology and Public Policy

Electives with a strong natural sciences (such as water resources and waste management) or 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.
GRADUATE CERTIFICATES AND JOINT DEGREES

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

EMPLOYMENT

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

**Not-for-Profit**
- International Research & Relations Specialist, US Green Building Council
- Project Manager, World Resources Institute
- Policy Analyst, Society of American Foresters

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

**Public-Sector Consulting**
- Research Assistant, Cascade Holistic Economic Consultants
- Consultant, Booz Allen Hamilton
- Consultant, Science Applications International Corporation
The International Development & Administration program of study exposes students to administrative and policy issues in developing countries. It is of interest to students seeking positions with agencies that require a global perspective to address international challenges.

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

Faculty associated with this program focus on a wide range of international development issues, including health and childbirth policies in developing countries; humanitarian aid organizations; access to education; environmental issues associated with pastoral communities; international and security issues; building institutions which promote economic development, especially improving welfare of the poor; decentralization and intergovernmental fiscal relations in developing countries, and post-conflict reconstruction.

**PROGRAM OF STUDY FACULTY**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>John McPeak, Advisor</td>
<td></td>
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<tr>
<td>George Abonyi</td>
<td>Catherine Bertini</td>
</tr>
<tr>
<td>Tosca Bruno-Van Vijfeijken</td>
<td>Robert Christen</td>
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<tr>
<td>Renée de Nevers</td>
<td>Steve Lux</td>
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<tr>
<td>Rebecca Peters</td>
<td>Sabina Schnell</td>
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<tr>
<td>Cora True-Frost</td>
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**INTERNATIONAL DEVELOPMENT & ADMINISTRATION COURSE OFFERINGS**

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

**Foundational Courses**

- PAI 756 International Development Policy & Administration
- PAI 757 Economics of Development
- PAI 764 UN Organizations: Managing for Change
- PAI 765 Humanitarian Action: Challenges, Responses & Results

**Elective Courses**

- ANT 665 Culture & AIDS
- GEO 606 Development & Sustainability
- PAI 601 Fundamentals of Conflict Studies
- PSC 700 Political Economy of Development
- PSC 752 International Law & Organizations
- PAI 700 Crisis Management
- PAI 700 Food Security
- PAI 707 Culture in World Affairs
PAI 713 Governance & Global Civil Society
PAI 719 Fundamentals of Post-Conflict Reconstruction
PAI 730 Business & Government in the Global Economy
PAI 759 Girls Education in the Developing World
PAI 763 NGO Management in Developing & Transitional Countries
PAI 778 Social Policy: Financing the Poor
LAW 728 International Law
LAW 778 International Human Rights

GRADUATE CERTIFICATES AND JOINT DEGREES

The Maxwell School’s Master of Public Administration/Master of Arts in International Relations (MPA/MAIR) degree allows students interested in global public sector management to academically integrate two paths of study. For more information on this degree, please consult the Master of Arts in International Relations handbook, published in July 2015.

EMPLOYMENT

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

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

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

International Public Sector
  Education Specialist, World Bank
  Program Manager, USAID, Office of Transition Initiatives
  Research Fellow, Inter-American Development Bank
  Research Associate, Center for Strategic and International Studies
INTERNATIONAL & NATIONAL SECURITY POLICY

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

The International & National Security Policy framework of study offers an entry point to gain insight into and contribute to the developments of innovative approaches to international and national security within national governments, international institutions, and the private sector.

Coursework provides students with the opportunity to gain a foundation in U.S. national security law, policy and strategy, the challenges of international security and mechanisms for response, as well as civil-military relations. The core of the curriculum provides a foundation in national security law, policy and strategic practice; foreign policy and international security challenges, and civil-military relations.

To better understand these issues, students 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 approaches develop leadership and management skills, capabilities, and insights relevant to confronting pressing security demands.

PROGRAM OF STUDY FACULTY

William C. Banks, Advisor
Reneé de Nevers Rafael Fernández de Castro
Robert B. Murrett Sean O’Keefe
Keli Perrin William Snyder

INTERNATIONAL & NATIONAL SECURITY POLICY COURSE OFFERINGS

Foundation Courses

- PAI 739 US Defense Strategy
- LAW 700 National Security Law

Elective Course Options

- PAI 601 Fundamentals of Conflict Studies
- PAI 700 Crisis Management
- PAI 719 Fundamentals of Post-Conflict Reconstruction
- PAI 727 Responding to Proliferation
- PAI 738 US Intelligence Community: Governance & Practice
- PAI 730 Homeland Security: State & Local Preparedness and Response
- PAI 730 Central Challenges in National Security Law & Policy
- PAI 730 Latin America’s Crisis of Citizen Security
- LAW 728 International Law
- LAW 790 Counterterrorism & the Law
GRADUATE CERTIFICATE OPTION

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

EMPLOYMENT

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

U.S. Federal Government

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

State & Local Government

- Analyst, Onondaga County Department of Emergency Management

Public-Sector Consulting

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

“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.”

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

By emphasizing broad-based analytical and managerial skills, the Public & Nonprofit Management program provides general training in public sector and non-profit management and prepares students for careers at all levels of government and in nonprofit organizations.

Students will obtain 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.

Faculty teaching the Public & Nonprofit Management area represent a wide range of interests, reflecting the breadth of this program of study. Their research and consulting activities focus upon 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.

**PROGRAM OF STUDY FACULTY**

- Shena Ashley
- Robert Christen
- Catherine Gerard
- Jesse Lecy
- Ines Mergel
- Tina Nabatchi
- Sabina Schnell
- David Van Slyke

**PUBLIC & NONPROFIT MANAGEMENT COURSE OFFERINGS**

**Foundation Courses**

- PAI 747 Human Resources Management
- PAI 748 Seminar on Nonprofit Management
- PAI 749 Financial Management of Nonprofit Organizations
- PAI 730 Digital Government

**Elective Courses**

- PAI 601 Fundamentals of Conflict Studies
- PAI 713 Governance & Global Civil Society
- PAI 730 Managing Individual, Group, & Systemic Conflict
- PAI 730 Collaborative & Participatory Governance
- PAI 731 Financial Management in State & Local Governments
- PAI 742 Public Administration & Law
PAI 746  Ethics & Public Policy
PAI 751  JD/MPA Seminar: Regulatory Law & Policy
PAI 764  UN Organizations: Managing for Change
PAI 785  Policy Implementation
PSC 788  Political Leadership

EMPLOYMENT

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

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

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

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

**Not-For-Profit Administration**
- Public Policy Coordinator, Vermont Alliance of Nonprofit Organizations
- Assistant Director, Women’s City Club of New York
- Vice President for Financial Development, Boys and Girls Club
SOCIAL POLICY

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

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

*Aging policy* involves social, economic and health problems within the older population, including income security, access to health care, and public policy needs of an aging society.

*Families and Children* policy includes lone parents, welfare, work and child health and well-being.

*Social welfare policy* particularly involves evaluation and alleviation of poverty, material deprivation and discrimination in American society.

*Education Policy* involves the finance and delivery of education services in the American education system (particularly elementary and secondary education). Education policy at Maxwell emphasizes education reforms such as school choice, accountability, teacher recruitment and retention, and the design of equitable school finance systems.

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

PROGRAM OF STUDY FACULTY

- Douglas Wolf, Advisor
- Thomas Dennison, Advisor – Health Services Management and Policy
- Robert Bifulco
- Vernon Greene
- Len Lopoo
- Amy Schwartz
- Leonard Burman
- Sarah Hamersma
- John L. Palmer
- John Yinger

SOCIAL POLICY COURSE OFFERINGS

Foundation Courses

- PAI 784  
  Education Policy
Required Foundation Courses for the HSMP Certificate
- PAI 783 Changing US Health Care System
- PAI 782 Health Services Management

Elective Courses
- PAI 700 The Federal Budget, Health Care, & Social Security Reform
- PAI 778 Social Policy: Financing the Poor
- PAI 730 Tax Policy & Politics
- PAI 748 Seminar on Nonprofit Management
- PAI 749 Financial Management of Nonprofit Organizations
- PAI 786 Urban Policy
- LAW 720 Family Law
- LAW 763 Disability Law

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

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

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

Not-For-Profits & Private Organizations
- Mathematica Policy Research
- Urban Institute
- Lutheran Social Services of Illinois

This course extends over both Fall and Spring semesters with a 1.5 credit hour workload per term.
State & Local Government Financial Analysis & Management provides students with an understanding of the fundamental fiscal issues confronting administrators and policy-makers. It also provides basic technical knowledge and skills required of entry-level professionals in budget and finance offices, legislative agencies, and other organizations associated with state-local finance functions. This program of study framework introduces students with key institutions involved in state-local finance, critical fiscal policy issues facing state and local governments, application of analytical techniques to fiscal issues, and fiscal data sources.

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

**PROGRAM OF STUDY FACULTY**

- Robert Bifulco
- Yilin Hou
- Jesse Lecy
- John Yinger

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

**Foundation Courses**

- PAI 731 Financial Management in State & Local Governments
- PAI 735 State & Local Government Finance

**Elective Courses**

- PAI 730 The Federal Budget, Health Care, & Social Security Reform
- PAI 730 Digital Government
- PAI 730 Tax Policy & Politics
- PAI 730 Business & Government in a Global Economy
- PAI 742 Public Administration & Law
- PAI 744 Metropolitan Government & Politics
- PAI 746 Ethics & Public Policy
- PAI 751 JD/MPA Seminar: Regulatory Law & Policy
- ECN 621 Econometrics I
- ECN 622 Econometrics II

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

Students completing this program of study staff budgeting and finance positions in state and local governments. Others are drawn to federal agencies responsible for state and local finance, public interest groups and professional organizations connected with state and local government, and private sector organizations involved in state and local finance, including the following positions.

Federal Government

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

State & Local Government

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

Private sector

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

"The State and Local Government Finance concentration provided me with the hard skills employers are looking for. ... 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."

~ MPA Alumnus
TECHNOLOGY & INFORMATION MANAGEMENT

The Technology & Information Management program of study framework developed out of a realization that areas of public concern include significant aspects of technical or information systems.

Since the public service sector is undergoing fundamental change due to the revolutionary developments in technology, knowledge of the technical dimensions of public management benefits the contemporary public manager. It is likely that the future of public management will require a deeper understanding of how technology and information systems affect public policy. These technical requirements of public management will remain a driving force even as policy priorities shift on an annual basis.

Coursework in this program of study framework enhances the traditional skills of public managers and prepare students to work closely with technical experts on problems affecting both management efficacy and technical limitations.

PROGRAM OF STUDY FACULTY

Ines Mergel, Advisor
W. Henry Lambright

TECHNOLOGY & INFORMATION MANAGEMENT COURSE OFFERINGS

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

Foundation Courses

PAI 741 Social Media in the Public Sector
PAI 772 Science, Technology & Public Policy

Elective Courses

GEO 683 Geographic Information Systems
LAW 814 Technology Transactions Law
LAW 832 Cyber Security Law & Policy
IST 618 Survey of Telecommunication & Information Policy
IST 634 Security on Networked Environments
IST 653 Telecommunications & Network Management I
IST 679 E-Commerce Technologies

EMPLOYMENT

Students pursuing this program of study framework will work in agencies primarily concerned with technical and information issues, such as state energy offices, NASA, consulting firms, or environmental agencies.
Many will assume jobs in positions requiring technical knowledge, such as technology transfer agents, decision support staff, or technical policy analysts. This grounding in technology and information policy is useful at all levels of government and in high demand in the private and not-for-profit sectors.

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

**State & Local Government**
- New York State Senate Fellows Program
- New York State Energy Research and Development Authority

**Private Sector**
- Project Performance Corporation
- Booz, Allen, Hamilton
- PriceWaterhouseCoopers
- Kanzai Electric Company
- Private Systems Assurance Director, Hong Kong & Shanghai Banking Corporation

“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.”

~ MPA Alumnus
EXPERIENTIAL LEARNING AT THE MAXWELL SCHOOL

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

EXPERIENCE CREDIT COURSE OPTION - PAI 670

Internships and other professional development experiences enable students to gain valuable experience in governmental and nonprofit agencies, while providing these agencies the services of graduate students with high potential for future achievement. These experiences also allow for greater synergistic application of classroom learning and service to in a contemporary context, integrating academics with professional experience.

Internships are strongly recommended for students lacking experience or moving in new professional directions. Although most students earn their internship credit in the Syracuse area while enrolled in regular courses at Maxwell, internships may be arranged outside of the Syracuse area. Anyone interested in internships is advised to consult with the Global Programs Coordinator or the Center for Career Development for more information.

Students may earn up to three graduate credits for internships and apply these credits toward their degree requirements. This experiential learning will appear on a transcript as PAI 670 - Experience Credit. Students may also engage in community internships simply to build their resume as a not for credit option.

NOTE: MPA/MAIR & JD/MPA STUDENTS CANNOT COUNT INTERNSHIP CREDIT TOWARD THE MPA DEGREE

The following parameters must be met if a student is engaging in the internship for credit. Additionally, all internships require a supervisor’s evaluation and a written summary report by the student.

Internship Academic Requirements

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

In order to obtain the internship credit, students will prepare a ten-page paper directly linking their public administration coursework with the internship experience. This linkage should cover the relationship between their job tasks and work environment to the core areas of public administration, detailed on page 6.

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.
Service Time Requirements

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

Internship Registration

Internships for credit are registered under the course PAI 670 - Experience Credit. Registration for PAI 670 requires the registration form “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

A student may earn course credit by enrolling in PAI 690 Independent Study. Enrollment in an independent study is reserved for students who want to do work in an area where no formal course is available, or in an area where they have already completed one or more formal courses and wish to continue work.

Students enrolling in PAI 690 Independent Study are required to describe their study plan on the appropriate registration form and obtain signatures of the faculty member who agrees to supervise the work and the department chair.

Approval by the supervising faculty member and the department chair must be obtained prior to registration for the semester in which the independent study will be carried out.

MPA CAPSTONE WORKSHOP - PAI 752

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

The PAIA department finds that a multi-layered interactive approach to advising is 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 University.

The department provides ample access to meet with faculty during the summer and throughout the year, but it is to the student’s advantage to further conversations with faculty on shared interests in regard to academic advising, professional development, and career advancement.

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

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 MPA/MAIR students. The department also maintains a record of all prior course syllabi for students to review in the PAIA Office.

MPA Students

Academic advising for MPA students begins during the summer session, when the PAIA department sponsors informational lunches where faculty highlight different program of study and certificate of advanced study options available to students. These meeting will be held in advance of the fall registration, which begins on August 3.

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

EMPA Students

EMPA students receive academic advising from Margaret Lane, the Assistant Director of Executive Education. Before starting the program, EMPA students are asked to identify courses of interest and participate in early registration.
JOINT & CONCURRENT DEGREE PROGRAMS
JD/MPA JOINT DEGREE PROGRAM

The connection between law, public policy, and management is clear. This is particularly true in the many areas where laws and regulations are revised on a daily basis.

To meet this challenge, the Department of Public Administration & International Affairs and the Syracuse University College of Law offer a joint Juris Doctor/Master of Public Administration (JD/MPA) program authorized by Syracuse University and the New York State Board of Regents.

The joint JD/MPA program prepares students to address these challenges at all levels of government, as well as in the traditional legal services field.

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

JD/MPA – CORE COURSE REQUIREMENTS (25 Credits)

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

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<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>
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<tr>
<td>PAI 734</td>
<td>Public Budgeting</td>
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<tr>
<td>PAI 712</td>
<td>Public Organizations and Management</td>
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<tr>
<td>PAI 721</td>
<td>Introduction to Statistics</td>
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<tr>
<td>PAI 722</td>
<td>Quantitative Analysis</td>
</tr>
<tr>
<td>PAI 723</td>
<td>Managerial Economics for Public Administrators</td>
</tr>
<tr>
<td>PAI 751</td>
<td>JD/MPA Seminar: Regulatory Law and Policy⁴</td>
</tr>
</tbody>
</table>

Students must also enroll in two PAI electives for a total of six additional credits of coursework. This is in addition to 72 credits of coursework at the College of Law.

Due to university regulations, there are specific guidelines for acceptable courses allowed toward the 25 PAI credits required as the MPA portion of the joint JD/MPA degree. Student may NOT use the following types of credit to meet the MPA degree requirements:

- Credit for College of Law work;
- Credit for coursework completed outside the PAIA Department;
- Credit for internships; or
- Credit for independent study.

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⁴ 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.**
PROGRAM SEQUENCE

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

“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.”

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

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

More information on the Master of Arts in International Relations (MAIR) can be found in the 2015-16 MAIR handbook, to be published in July 2015.

MASTER OF ARTS IN INTERNATIONAL RELATIONS

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

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

PROGRAM SEQUENCE

The MPA/MAIR degree requires students to complete core requirements for both individual degrees as part of 58 credits of total graduate coursework.

Most students spend three semesters on Syracuse University’s main campus and at least one semester conducting overseas research or professional development opportunities in their chosen field of focus.

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

MPA/MAIR - MPA Core Requirements

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

MPA/IR - IR Core Requirements.

- PAI 705  Research Design
- PAI 710  International Actors and Issues

Four career track courses (12 credits)
One professional practicum/internship in the selected career track area
One Signature Course from the following selections:
GEO 606  Development & Sustainability
HST 645  History of International Relations
PAI 707  Culture and World Affairs
PAI 716  Economic Dimensions of Global Power
PSC 783  Comparative Foreign Policy

Demonstrated language proficiency.

MPA/MAIR - Shared Core Requirement
PAI 712  Public Organizations & Management OR
PAI 762  Challenges of International Management and Leadership
PAI 721  Introduction to Statistics
PAI 723  Economics for Public Decisions

MPA/MAIR – Elective Coursework
Four additional electives, of which three (3) must carry PAI prefixes.
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION & EXECUTIVE MASTER OF INTERNATIONAL RELATIONS (EMPA/EMIR) JOINT DEGREE PROGRAM

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

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

Students must meet requirements of both programs in order to be considered for the joint EMPA/EMIR degree.

CONCURRENT DEGREE PROGRAMS

MPA students may complete the MPA/EMPA and a second graduate degree on a concurrent basis. While just about any combination of areas of study is possible; some recent examples of concurrent degrees completed include graduate study in public administration combined with economics, information science and technology, political science, geography, social work and management.

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

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

CAS can be divided into three different classifications
- Concurrent CAS for Matriculated Graduate Students
- Stand Alone or Concurrent CAS
- Mid-Career and Executive CAS

CONCURRENT CAS OPTIONS FOR MATRICULATED GRADUATE STUDENTS ONLY

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

**CAS IN CIVIL SOCIETY ORGANIZATIONS**

Administered by the Moynihan Institute of Global Affairs, the CAS in Civil Society Organizations prepares professionals for the non-governmental organization field or for research focusing on the roles of non-state actors in global civil society.

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

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

**CAS IN ENVIRONMENTAL DECISION MAKING (SUNY – ESF)**

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

**CAS IN POST-CONFLICT RECONSTRUCTION**

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

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

For the CAS, participating students complete 12 credits (two required courses, one elective course, and one capstone experience consisting of a course, project, or internship). Classes are offered in almost all Maxwell departments as well as the College of Law, Newhouse School of Communications, and Whitman School of Management.

Additional information is available at insct.syr.edu or visit INSCT at 300 Dineen Hall.

**CAS IN PUBLIC MANAGEMENT & POLICY**

The CAS in Public Management and Policy is offered as an alternative to the MPA degree. This CAS is intended for graduate students within Syracuse University’s College of Engineering and the School of Information Studies (i-School). It is designed to prepare students in technical programs for the political environment, decision-making process, and managerial structure of public and non-profit organizations.

The CAS provides a concentration in public management and policy organized around courses in public and non-profit management and thematic electives in public policy.

**CAS IN SCHOOL DISTRICT BUSINESS LEADERSHIP**

The School District Business Leadership (SDBL) Program provides a comprehensive program in school business management provided jointly by the School of Education’s Department of Teaching and Leadership and the PAIA Department.

The CAS leads to New York State certification as a School District Business Leader. In order to receive this certification, students must have completed 60 graduate credits and have been awarded a master’s degree. For more information please contact Michelle Mondo at mrmondo@syr.edu or visit the SDBL program website at soe.syr.edu/academic/teaching_and_leadership/graduate/CAS/school_district_business_leadership/default.aspx.

**CAS IN SECURITY STUDIES**

Administered by the Institute for National Security and Counterterrorism (INSCT), a joint Maxwell School and Syracuse University College of Law initiative, this CAS is available to all graduate students. It is a 12-credit (six required, six elective), interdisciplinary, law and policy studies program for students preparing for careers in national security, homeland security, and counterterrorism. Security studies coursework and research covers US national security pre- and post-9/11, national and international security threats, responses to terrorism, and challenges of homeland security preparedness and response. CAS recipients collaborate with students and faculty from a range of disciplines, including public administration, international relations, political science, law, history, and communications.

Additional information is available at insct.syr.edu or visit INSCT at 300 Dineen Hall.
STAND ALONE & CONCURRENT CAS

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

CAS IN CONFLICT RESOLUTION

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

To earn the CAS, students complete Fundamentals of Conflict Studies (PAI 601/SOS 601) and nine additional credits of selected coursework. Students pursuing the CAS may choose a general program of study or concentrate on a specific area of interest, such as advocacy and activism; collaborative governance; environmental collaboration and conflict; or international and intra-state conflict. For more information, contact PARCC in 400 Eggers Hall or by phone at 315.443.2367.

CAS IN HEALTH SERVICES MANAGEMENT AND POLICY – HSMP

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

The CAS provides a multi-disciplinary perspective on the issues facing the health care system. Students enrolled in the certificate program complete courses designed to bring medical, business, legal and social work professionals together to discuss tradeoffs, conflicts and complementary forces in managing the health care system in the changing environment. For further information, visit: www.maxwell.syr.edu/exed/certificates/health_services/overview/

MIDCAREER/EXECUTIVE CAS OPTIONS

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

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

CAS IN PUBLIC ADMINISTRATION

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

CAS IN LEADERSHIP OF INTERNATIONAL AND NON-GOVERNMENT ORGANIZATIONS

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

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

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

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

This CAS is co-administered by the L.C. Smith College of Engineering and Computer Science and Maxwell’s Executive Education department, with the latter administering the application process. For more information contact Dr. Chris Johnson at cejohns@syr.edu or Margaret Lane (Maxwell School) at melane02@syr.edu.

CAS IN E-GOVERNMENT MANAGEMENT AND LEADERSHIP

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

The CAS is organized under two thematic areas, 1) leadership and management of information and communication technology applications found in public organization E-government systems, and 2) technical design aspects of E-government.

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

Through careful advisement, students will select two additional courses offered in either the School of Information Studies (iSchool) or Maxwell School based on their prior education and experience as well as professional needs.
**ACADEMIC OFFERINGS FOR 2015-2016**

The following table identifies PAIA coursework designed for MPA and EMPA students that is scheduled to be offered during the 2015-16 academic year.

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

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

### SUMMER 2015 (Session II)

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
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<tr>
<td>PAI 734</td>
<td>Public Budgeting*</td>
<td>Bifulco &amp; Hou</td>
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<td>PAI 755</td>
<td>Public Administration &amp; Democracy*</td>
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### FALL 2015

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<td>PAI 600</td>
<td>International Macroeconomics &amp; Finance</td>
<td>Brown</td>
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<td>PAI 601</td>
<td>Fundamentals of Conflict Studies</td>
<td>Gerard</td>
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<td>PAI 670</td>
<td>Experience Credit (proposal required)</td>
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<td>PAI 690</td>
<td>Independent Study (proposal required)</td>
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<td>PAI 700</td>
<td>Food Security</td>
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<td>Political Economy of Development</td>
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<td>Peters</td>
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<td>de Nevers &amp; Geourgiev</td>
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<td>PAI 712</td>
<td>Public Organizations &amp; Management*</td>
<td>Armstrong</td>
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<td>Lecy &amp; Mergel</td>
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<tr>
<td>PAI 713</td>
<td>Governance &amp; Global Civil Society</td>
<td>Bruno-VanVijfeijken</td>
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<td>PAI 716</td>
<td>Economic Dimensions of Global Power</td>
<td>Brown</td>
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<td>PAI 719</td>
<td>Fundamentals of Post-Conflict Reconstruction</td>
<td>de Nevers</td>
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<tr>
<td>PAI 721</td>
<td>Introduction to Statistics*</td>
<td>Lopoo &amp; Wolf</td>
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<tr>
<td>PAI 723</td>
<td>Economics for Public Decisions*</td>
<td>Hamersma, McPeak &amp; Wilcoxen</td>
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<td>PAI 730</td>
<td>Central Challenges to National Security Law &amp; Policy</td>
<td>Banks &amp; O’Keefe</td>
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<td>Climate Change: Science, Perception and Public Policy</td>
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<td>PAI 730</td>
<td>Contemporary U.S. - Mexico Relations</td>
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<td>Crime, Drugs and Violence in Latin America</td>
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\(^{4}\) Course takes place in Rome, Italy over the Thanksgiving Holiday
### Fall 2015 (cont.)

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<td>PAI 734</td>
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<td>PAI 739</td>
<td>U.S. Intelligence Community: Governance &amp; Practice</td>
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<td>PAI 897</td>
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### SPRING 2015

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<tr>
<td>PAI 601</td>
<td>Fundamentals of Conflict Studies</td>
<td>M. Elman</td>
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<td>PAI 670</td>
<td>Experience Credit (proposal required)</td>
<td>Rubenstein</td>
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<td>PAI 690</td>
<td>Independent Study (proposal required)</td>
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<td>PAI 700</td>
<td>Crisis Management</td>
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<td>PAI 707</td>
<td>Culture in World Affairs</td>
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<td>PAI 712</td>
<td>Public Organizations &amp; Management*</td>
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<td>Economic Dimensions of Global Power</td>
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<td>Quantitative Analysis*</td>
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<td>PAI 727</td>
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<td>PAI 730</td>
<td>Business &amp; Government in the Global Economy*</td>
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<td>PAI 730</td>
<td>Collaborative and Participatory Governance</td>
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<td>Homeland Security: State &amp; Local Prep. &amp; Response*</td>
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<td>Managing Interpersonal, Group &amp; Systemic Conflict</td>
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<td>Smart Grid: Security, Privacy and Economics</td>
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<td>State &amp; Local Government Finance</td>
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<td>Metropolitan Government &amp; Politics</td>
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<td>PAI 739</td>
<td>US Defense Strategy, Military Posture &amp; Combat Ops</td>
<td>Murrett</td>
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5 This course extends over both Fall and Spring semesters with a 1.5 credit hour workload per term.

6 Offered during the Winter Intersession 2016

7 Offered during the Winter Intersession 2016

8 Offered during the Winter Intersession 2016 in Washington, DC
PAI 742  Public Administration & Law⁹  Snyder
PAI 746  Ethics and Public Policy  Radcliffe
PAI 747  HR Management  PA Faculty
PAI 748  Non-Profit Management  Lecy
PAI 749  Financial Management of Nonprofit Organizations  Christen
PAI 751  JD/MPA Seminar: Regulatory Law & Policy  True-Frost
PAI 755  Public Administration & Democracy*  Nabatchi
PAI 757  Economics of Development  McPeak
PAI 759  Girls’ Education in the Developing World  Bertini
PAI 763  Managing NGO’s in Transitional & Developing Countries  Lux
PAI 764  UN Organizations: Managing for Change¹⁰  Bertini
PAI 765  Humanitarian Action: Challenges, Responses, Results  Bertini
PAI 767  Fund Development for Nonprofit Organizations  Holtz
PAI 772  Science, Technology & Public Policy  Lambright
PAI 777  Economics of Environmental Policy  Popp
PAI 778  Development Finance  Christen
PAI 782  Health Services Management  Dennison
PAI 785  Policy Implementation  Van Slyke
PAI 786  Urban Policy  Yinger
PAI 895  Executive Education Seminar: Managerial Leadership#  Gerard
PAI 897  Fundamentals of Policy Analysis#  Popp
PAI 996  Master’s Project Course#  Hou

SUMMER 2016 (Session I)
PAI 752  MPA Workshop*  PA Faculty
PAI 753  Executive Leadership Seminar*  Murrett & O’Keefe

Course Descriptions

The following is designed to give short-hand descriptions on courses offered by the Department of Public Administration and International Affairs. Courses marked with an “**” indicate a core requirement for the MPA degree. Courses marked with a “#” indicate a core requirement for the EMPA degree and are only open to EMPA students.

PAI 600*  Public Affairs Colloquium

Drawing on Maxwell faculty, alumni, and other scholar-practitioners, the Public Affairs Colloquium 1) orients incoming students to the MPA program, the Maxwell School and Syracuse University; 2) gives students a sense of the scope and nature of skills and attributes required of public

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⁹ Offered during the Winter Intersession 2016
¹⁰ Offered during the Winter Intersession 2016 in New York, NY
administrators; and 3) provides practice in the art of policy analysis and teamwork through presentations and interactive workshops.

PAI 600    Culture & Politics of Pakistan and Afghanistan

This course is an introduction to Afghanistan and Pakistan, their histories, cultures, and current politics. Students will understand 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 600    International Macroeconomics and Finance

The course will attempt to simulate, as much as possible, an experience on the trading floor at a prototypical, global investment bank. It will introduce students to the balance of short-term economic gain with longer term evaluation of macro-economic and political fundamentals. Additionally, it will provide an introduction to international market financial instruments and the assessment of correctly pricing sovereign debt instruments.

PAI 601    Fundamentals of Conflict Studies

The course provides a broad overview of the field of conflict analysis and resolution and develops a framework for diagnosing and responding to social conflicts of any scale. It explores the diverse range of social conflict theory, uncovers how theory affects selection of conflict resolution activities, and considers how conflict manifests across multiple levels of analysis as well as within specific topical areas. Students will analyze a conflict of interest and develop a proposal for action. This course satisfies a core requirement for the PARCC Certificate of Advanced Studies in Applied Conflict Resolution.

PAI 670    Internship/Experience Credit

For more information, see the Internship/Experience credit reference under experiential learning at the Maxwell School.

PAI 690/890    Independent Study

For more information, see the Independent Study reference under experiential learning at the Maxwell School.

PAI 700    Food Security\(^{11}\)

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

\(^{11}\) Offered during the Winter Intersession 2016 in New York, NY
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.

**PAI 700 Political Economy of Development**
This course examines why some economics grow faster, create more affluent, equal, and less corrupt societies. It also explores why some countries are undemocratic, have unstable politics, or are prone to civil violent. It seeks to explain the differences in politics and economics that characterize the world we live in.

**PAI 700 International Law & Organizations**
Global governance, from formal organizations to soft law, establishes the “rule of the game” in international affairs. This course surveys the varying character and density of these rules across issues. Topics covered include war, intervention, human rights, trade, development, self-determination, migration, and environment.

**PAI 700 Comparative Political Economy**
The course surveys major topics in comparative political economy of advanced industrial societies. Although this mainly focuses on the interrelationship between politics and economy within nations, it also pays attention to topics beyond this narrow understanding of political economy. Topics covered, including determinants of economic performance, redistribution and inequality, globalization, theories of democracy, political institutions, and the role of social norms as factors affecting politics and economy.

**PAI 700 Latin American Politics**
This seminar introduces students to many of the central concepts and puzzles relevant to understanding politics in Latin America. It is structured thematically, examining politics among a different subset of countries each week. Important themes includes political and economic development, democratization, institutional design and performance, social movement, economics policies and reforms, gender, ethnicity and indigenous politics, and socioeconomic inequality. It also draws on a wide variety of theoretical approaches to politics, including cultural, structural, institutional, and rationalist explanations for political outcomes.

**PAI 700 Crisis Management**
This course examines leadership, cooperation, and conflict in times of crisis, with emphasis on understanding the key dynamics that influence decision maker perception and response to crisis, as well as the facilitation of constructive crisis management. It will familiarize students with comparative interdisciplinary crisis management approaches.

**PAI 707 Culture in World Affairs**
This course explores the cultural and social elements of topics of concern to international relations specialists such as (1) the movement of people, goods, ideas and practices across national
boundaries; (2) global media and communication; (3) natural resource use and environmental protection; and (4) political violence and military action, international development and humanitarian interventions, among others.

It primarily uses in-depth ethnographic analyses to examine these issues in specific sociopolitical and historical contexts. Ethnographic work that examines state agents and the organs of global governance and direct intervention are also considered.

The course provides a foundation for professional analysis and action at the “micro-level” of international relations, focusing not on the “what,” but on the “who” of the contemporary enterprise. Most importantly, students in this course will develop a robust sensitivity to the cultural and social causes and consequences of decision-making in the world arena.

**PAI 712* Public Organizations and Management**

This course develops managers and leaders of public and nonprofit organizations. These leaders must effectively mobilize resources to achieve public purposes, as well as anticipate and manage change strategically. 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 are exposed to 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**

This course surveys perspectives and literatures on global civil society organizations and transnational non-governmental organizations (NGOs) and begins to integrate this literature through critical analysis.

**PAI 716 Economic Dimensions of Global Power**

This course explores how growing economic interdependence shifts the locus of global wealth, as well as how technological change affects the ability of state and non-state actors to exert influence.
PAI 719  Fundamentals of Post-Conflict Reconstruction

This course familiarizes students with the broad literature on post-conflict reconstruction, the dimensions and goals of post-conflict work, the actors that conduct it, the trade-offs and dilemmas they face, and the lessons learned from its application across various settings.

It will devote considerable attention to applied post-conflict reconstruction, including the techniques and tools used by international intermediaries (states, IOs and NGOs) and 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, such as: 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 721*  Introduction to Statistics

Students are introduced to a variety of tools and techniques for analyzing data, including basic topics in descriptive statistics, probability theory and statistical inference. Specific topics include 1) the descriptive analysis of data; 2) analysis of comparisons and associations; 3) probability theory; 4) sampling; 5) point and interval estimation; and 6) hypothesis testing. Lectures and assignments will be supported by the use of a statistical computer package.

PAI 722*  Quantitative Analysis

The course provides conceptual and methodological tools for managers, evaluators and analysts charged with formally evaluating program implementation and performance. It equips students with the skills required to develop and conduct program evaluation projects and to be an intelligent consumer of program evaluation research conducted by others.

PAI 723*  Economics for Public Decisions

This course applies microeconomic analysis to public policy problems and is designed for students with a limited background in economics. Upon completion, students will be able to use basic economic reasoning to 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.

12 PRE-REQUISITE: Successful completion of web based math exams in algebra and geometry, or ALEKS preparatory course is required for registration in this course.

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

14 PRE-REQUISITE: Successful completion of web based math exams in algebra and geometry, or ALEKS preparatory course is required for registration in this course.
PAI 727        Responding to Proliferation

The course explores the dangers caused by the proliferation of weapons of mass destruction and strategies to address this threat. It considers factors shaping state and non-state interest in nuclear weapons, and a range of national and international policy options to prevent or reverse proliferation, ranging from diplomacy to arms control to counter-proliferation strategies.

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; economic development, particularly in Asia; and the on-going challenges of globalization for developing economies.

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 and its aftermath; dealing with Iran and North Korea and their nuclear ambitions; 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; and more.

PAI 730        Climate Change: Science, Perception, and Public Policy

Climate disruption will be one of the most pressing issues of the twenty-first century. This course introduces students to the challenges posed by climate disruption through a unique multi-disciplinary exploration of the issue. The course will cover topics such as the current state of scientific knowledge about climate disruption, competing perspectives on climate, risk and uncertainty in decision-making, costs and benefits of different types of policies, international negotiations under the United National Framework Convention on Climate disruption, the Kyoto protocol and other policy initiatives, actions being taken to address the issue, and the ethical dimensions of the choices facing humanity.

15 There is a course fee associated with registration for this class to fund costs associated with access to the case studies.
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) major concepts, theories, and debates regarding collaboration and participation; 2) examples of collaboration and participation in various policy domains, at all levels of government, and 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 will be equipped to understand where, when, why and how to use collaborative and participatory governance strategies.

PAI 730  Contemporary U.S.-Mexico Relations

Few countries matter as much to one another as the United States and Mexico, and yet understand one another so little. Beyond trade integration, and the headline-grabbing challenges of migration and organized crime, each country is pivotal to the other’s capacity to protect public health, provide environmental protection, promote growth and create jobs, and enhance global economic competitiveness. The purpose of this course is to help students understand Mexico better, in part through familiarity with the history of U.S.-Mexico relations; to illuminate the international and domestic drivers of this peculiar bilateral relationship, and to consider current challenges and opportunities, and how these are apt to shape the future relationship.

PAI 730  Crime, Drugs and Violence in Latin America

Over the past 30 years, Latin America has experienced remarkable progress in poverty and inequality reduction, and in economic growth and financial stability. Despite this, the region has also paradoxically experienced rapidly increasing levels of violence and crime. The result is that citizen insecurity is now the primary obstacle for Latin American development. The purpose of this course is to allow students to begin to understand what explains the state of insecurity in Latin America, as well as its economic and social costs. Based on best practices, we will explore possible public policy solutions to this growing crisis.

PAI 730  Data-Driven Management in Public Organizations

As public organizations experience increasing pressures to utilize performance management systems and nonprofits are expected to demonstrate impact, data is becoming more important and valuable to organizations. This is a practical skill-based class about building data-driven performance management systems - collecting data through free tools, processing data using open-source platforms, and generating dynamic web graphics and reports. You will leave the class with a solid foundation in data programming and experience with tools that can be used to build a performance management system. We will also cover the basics of creating compelling graphics and maps. The class is useful for students that want to implement a data-driven management system in an organization, or students that would like to develop advanced analysis skills. It is not a statistics class, and you are not required to have previous experience with programming.
PAI 730  The Federal Budget, Health Care, and Social Security Reform

The long-term outlook for the federal budget remains highly problematic and substantial further alterations in current tax and spending policies will be necessary to prevent unsustainable growth in U.S. national debt. Numerous factors are involved, 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 health care cost inflation. 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. It next explores the issues involved in restraining health 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 social policy issues at the national level. Familiarity with the American political and institutional environment and basic economics is essential. Target enrollment is 15. The course is for the usual three credits, but extends over both semesters of next academic year with a 1.5 credit workload during each. (After the introductory session on Sept. 1 there will be eight regular weekly class meetings from mid-September thru mid-November and another four from mid-January thru mid-February).

PAI 730  Homeland Security: State and Local Government Preparedness and Response

This course provides 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  Managing Individual, Group, & Systemic Conflict

This course will introduce a “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.

Students will obtain understanding of the spectrum of options for addressing conflict, focusing on acquiring 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 offers a theoretical foundation for the “evolution of voluntary resolution” and will focus on handing off the skills to class participants through highly interactive practicums.
PAI 730  Smart Grid: Security, Privacy and Economics

Rapid deployment of advanced communication and networked computer control is revolutionizing the electric power system. The “Smart Grid” as it is often referred to, is allowing greater decentralization, potentially greater energy efficiency, and lower environmental impacts. However, it requires a high degree of connectivity between devices controlled by different parties. The data being exchanged will be highly personal and granular, potentially compromising individual privacy and safety. If not done correctly, decentralized control will dramatically increase the range and severity of cyber security vulnerabilities. This interdisciplinary, team-taught course covers the fundamental engineering, economic, and legal principles underlying the grid. It focuses on building the skills needed to design and test the protocols, policies, and specifications for enabling technologies that will guarantee the security and integrity of the grid while preserving personal privacy and providing maximum market flexibility with minimal need for new regulation. Students who complete the course will be able to integrate four perspectives—technology, security, economics, and law—allowing them to lead the development of the next generation electric grid.

PAI 730  Tax Policy and Politics: How should we pay for a civilized society?16

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 to understand: 1) the principles of tax policy, 2) how the tax system got the way it is today, 3) the major tax policy issues that drive the current political debate, and 4) the implications of alternative tax policy choices for the future. Note that the course primarily focuses on US federal, state, and local tax policy.

PAI 731  Financial Management in State and Local Governments17

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.

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16 This class is offered in Washington, DC during the Winter Intersession. There will be a course fee associated with the class, designed to off-set the costs of this location.
17 PAI 734, Public Budgeting is a pre-requisite for this course. Not open to students who have completed PAI 749.
PAI 734*  Public Budgeting

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

Analyzes the expenditures and revenues of state and local governments plus fiscal aspects of intergovernmental relations. This 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 738  US Intelligence Community: Governance & Practice, 1947-present

This course will examine the evolution of the U.S. Intelligence Community (I.C.) since its inception in 1947 through the present day, 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 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.


This course will examine the Defense Strategy of the U.S. and its allies, and its implementation by civilian leadership and 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 741 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 in a 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 practices 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 742 Public Administration and Law**

This course presents a holistic picture of public law and public administration by examining the major players in the legal system, how the public and private law systems and processes converge and diverge, and how the public law system, its institutions and processes incorporate public administration. Specific foci include constitutional politics, the transformation of policy proposals into regulatory programs, and constitutional limits on government action.

**PAI 744 Metropolitan Government and Politics**

This course surveys issues involving U.S. metropolitan areas, centering on financial issues, economic development, education, human services, operational, intergovernmental, neighborhood, personnel, management and governance issues that significantly influence metropolitan areas through case studies, presentations by local government officials, and class discussions of readings. The course requires students to conduct a financial trend analysis (no accounting or finance experience is required) and develop a simulated strategic campaign strategy for a local government chief executive.

**PAI 746 Ethics and Public Policy**

In a democracy, public policy makers are charged with serving the interests and protecting the rights of everyone. These staff must responsibly use the powers and resources entrusted to them, to fairly address competing constituent demands and needs.

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, 

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19 This course is not open to JD/MPA students.
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.

**PAI 747 Human Resources Management for the Public Sector**

This course introduces a number of traditional and contemporary issues in human resources management by examining the essential features of human resource management systems and the environments in which those systems operate. It will explore the actions and options available to public managers and how these 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.

**PAI 748 Nonprofit Management and Governance**

This course enhances student understanding of the theoretical and practical aspects of leading and managing nonprofit organizations in both paid and voluntary roles. Topics to be explored 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.

**PAI 749 Financial Management of Nonprofit Organizations**

Introductory, practical course for persons aiming for general management careers in nonprofit organizations, but who have little previous training 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.

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20 Students should not enroll in this course and PAI 763 due to substantial content overlap.
PAI 751  JD/MPA Seminar: Regulatory Law and Policy\textsuperscript{21}

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. Course includes case studies of regulatory programs, their successes and failures.

PAI 752*  MPA Workshop\textsuperscript{22}

The MPA workshop provides an opportunity for students to apply public administration concepts to contemporary challenges, demonstrate mastery of research and analytical skills, and demonstrate mastery in advocating for desired policy outcomes. This four-week, full-time consulting workshop addresses current topics in public management.

PAI 753*  Executive Leadership Seminar\textsuperscript{23}

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 for two sessions totaling three weeks in May/June sandwiching 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.

PAI 755*  Public Administration and Democracy

This course emphasizes signature Maxwell School values and perspectives: public service, governance, and citizenship. Students will grapple with fundamental questions about the relationships and tensions between public administration and democracy. By the end of the course, students will: (1) understand and be sensitive to the social and political context of public administration, (2) be conscious of the principles that ground good public administration practice, and (3) be aware of the ethical and normative issues that public administrators face as they seek to make effective decisions. Readings, discussions and exercises in the seminar are designed to

\textsuperscript{21} PRE-REQUISITE: PAI 742 Public Administration and Law for non-JD/MPA students, LAW 702 Administrative Law for JD students. JD/MPA STUDENTS MUST REGISTER FOR THIS COURSE AS A PAI COURSE and should take the course in their final semester.

\textsuperscript{22} 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.

\textsuperscript{23} Available to MPA students only. Completion of the majority of MPA coursework, or permission of Department.
illuminate the tensions inherent in modern government and to examine the roles for public organizations and managers in addressing and solving public problems.

**PAI 756 International Development Policy & Administration**

This course will familiarize students with major players, policies and issues in international development cooperation and foreign aid. It includes an overview of development theories, development ethics, development finance, types of development/aid organizations (multi-laterals, bi-laterals, NGOs, etc.), aid modalities, challenges of aid effectiveness, and selected topics such as good governance or fragile states. The goal is to enable students to understand the roles and comparative advantages of major development actors and instruments, as well as critically assess current development debates, policies and reform efforts.

**PAI 757 Economics of Development**

This course 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, sectorial, 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? How are industrial/urban needs balanced against agricultural/rural needs in development?

**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**

Focusing on 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.

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24 PRE-REQUISITE: PAI 723 Economics for Public Decisions, or PAI 897 Fundamentals of Policy Analysis or an equivalent
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.

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 in-class assignments.

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.

PAI 767 Fund Development for Nonprofit Organizations

This course covers essential and emerging topics in nonprofit fund 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.

25 Students should NOT enroll in both this course and PAI 748: Nonprofit Management and Governance due to significant course content overlap.
26 There is a course fee associated with registration for this class – to fund costs associated with running this class in New York City.
27 There is a course fee associated with registration for this class – to fund a mandatory field trip to the UN.
PAI 772  **Science, Technology and Public Policy**

This course explores the relations of scientists and policymakers (knowledge and power) and discusses the interplay of science, technology and public policy. 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. While the focus is on the United States, attention is given to international science and technology policies with special concern on science, technology and environmental policy.

PAI 775  **Energy, Environment and Resources Policy**

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

PAI 777  **Economics of Environmental Policy**

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 778  **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. 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. Therefore, this course focuses in two aspects mainly:

In the first half of the course, students will familiarize 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.

In the second half, this course will focus on how to build the policy and institutional infrastructure for delivering financial services that serve the poor. 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.

**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.

**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.

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

**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
This course focuses on issues of implementation of domestic and international programs and policies. It further 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. Students will 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 895#   Executive Education Seminar: Managerial Leadership
This course builds an understanding of current leadership thinking, provides practice in requisite skills and gives students the opportunity to plan for additional learning and development through assessment and action planning. Course readings focus on leadership theory and practice and their application in changing organizational environments.

PAI 897#   Fundamentals of Policy Analysis
This course considers the rationale and limits associated with public sector policies and how to analyze policies prior to implementation, including through cost-benefit analysis.

PAI 996# Master’s Project Course

This course organizes student project teams around a public policy issue, where students will apply knowledge acquired through study to a policy and organizational issue of professional relevance. Projects typically provide an internationally comparative perspective to developing a policy recommendation. In addition to the project focus, the course also emphasizes team management within highly diverse work force settings. Sessions on project management and group dynamics support the teams over the semester to complete their project.

32 The summer session of the Master’s Project Courses is restricted to students in the Defense Comptrollership Program, enrolled in the joint MBA/EMPA program.
Talented faculty are the core of the department. PAIA faculty conduct influential research and shape the policy debate at the local, national and international levels while leaving a lasting impact in the classroom. Students are encouraged to fully develop their relationships with faculty throughout their tenure at Syracuse. The Department provides ample opportunity to meet with faculty throughout the year, but it is advantageous to each student to further engage faculty around shared interests, particularly as it relates to academic advising, professional development and career advancement.

**SHENA R. ASHLEY, Ph.D. (Georgia State University)**
Assistant Professor of Public Administration & International Affairs
**Fields:** Non-profit and philanthropic studies; evaluation and performance measurement, community economic development

**WILLIAM BANKS, J.D. (University of Denver)**
Laura J. and L. Douglas Meredith Professor for Teaching Excellence
Board of Advisors Distinguished Professor of Law and Public Administration, Syracuse University College of Law, Director, Institute for National Security and Counterterrorism (INSTC)
**Fields:** National security law and counter-terrorism law and policy, cybersecurity law and policy, constitutional, international, and administrative law, public law processes

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

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

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

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

**WALTER BROADNAX, Ph.D. (Syracuse University)**
Emeritus Professor of Public Administration & International Affairs
**Fields:** Leadership and management in public organizations
STUART BROWN, Ph.D. (Columbia University)
Professor of Practice, Public Administration & International Affairs
Fields: International economics, macroeconomics, emerging markets, political economy

LEONARD E. BURMAN, Ph.D. (University of Minnesota)
Fields: Federal tax policy, health care and budget reform

ROBERT CHRISTEN, M.S. (Ohio State 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

RENÉE DE NEVERS, Ph.D. (Columbia University)
Associate Professor of Public Administration & International Affairs, Vice Chair, Department of Public Administration & International Affairs
Fields: International security policy

THOMAS H. DENNISON, Ph.D. (Pennsylvania State University)
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

RAFAEL FERNÁNDEZ DE CASTRO, Ph.D. (Georgetown University)
Jay and Deb Moskowitz Endowed Chair, Public Administration & International Affairs
Fields: Foreign policy, US-Mexican Relations, Inter-American studies

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 University)
Professor of Public Administration & International Affairs
Fields: Fiscal/budgetary institutions; state and local taxation, intellectual development of public budgeting, intergovernmental fiscal relations

JESSE D. LECY, Ph.D. (Syracuse University)
Assistant Professor of Public Administration & International Affairs
Fields: Nonprofit organizations, urban policy
W. HENRY LAMBRIGHT, Ph.D. (Columbia University)
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)
Professor of Public Administration & International Affairs
Fields: Development economics, natural resource economics, African agricultural development

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

ROBERT B. MURRETT, M.S.S.I, (National Defense Intelligence College), MA (Georgetown University), MA (Kent State University)
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 University)
Associate Professor of Public Administration & International Affairs
Fields: Deliberative democracy, alternative dispute resolution in the federal government

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

SEAN O’KEEFE, MPA (Syracuse University)
University Professor, Syracuse University; Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership; Former NASA Administrator, U.S. Secretary of the Navy, and Chancellor, Louisiana State University
Fields: Public and strategic management, national security policy, Leadership

JOHN L. PALMER, Ph.D. (Stanford University)
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 University)
Professor of Public Administration & International Affairs
Fields: Economics of natural resources and the environment, public finance

SABINA SCHNELL, Ph.D (The George Washington University)
Assistant Professor of Public Administration & International Affairs
Fields: International management and governance, international development, transparency and anti-corruption, international policy diffusion, Eastern Europe

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

AMY ELLEN SCHWARTZ, Ph.D. (Columbia University)
Daniel Patrick Moynihan Professor of Public Affairs, Professor of Public Administration & International Affairs, and Economics
Fields: Urban policy, education policy, public finance

DAVID VAN SLYKE, Ph.D. (State University of New York at Albany)
Associate Dean and Chair, Public Administration and International Affairs, Louis A. Bantle Chair in Business and Government Policy, 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 University)
Associate Professor of Public Administration & International Affairs
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 University)
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. (University of California, Los Angeles)
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

NICHOLAS ARMSTRONG, Ph.D. (Syracuse University)
Senior Director Research and Policy, Syracuse University Institute for Veterans and Military Families
Fields: Security sector reform, management and leadership

TOSCA BRUNO-VAN VIJFEIJKEN, M.A. (University of Leiden)
Director, Transnational NGO Initiative, Moynihan Institute of Global Affairs; Board Member InterAction and ProLiteracy
Fields: Civil society issues, social development, evaluation, poverty reduction

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

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 University)
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 Technology)
Assistant Professor of Environmental Policy, SUNY College of Environmental Science and Forestry; Courtesy appointment with Department of Public Administration and International Affairs
Fields: Collaborative management and decision making, sustainability studies, forest policy

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

STEVEN LUX, M.P.A. (Syracuse University)
Director, Executive Education Programs
Fields: International NGO management, HIV/AIDS programs and policy in developing countries
KELI PERRIN, J.D./M.P.A. (Syracuse University)
Assistant Director, Institute of National Security and Counterterrorism
**Fields:** Homeland security, emergency management and national security law

DANA RADCLIFFE, Ph.D. (Syracuse University), MBA (University of California, Los Angeles), M. Phil. (Yale University)
Adjunct Professor, Public Administration
**Fields:** Ethics and public policy, management ethics, leadership

WILLIAM C. SNYDER, J.D. (Cornell University)
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, public administration and 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 University)
Associate Professor, SU College of Law
**Fields:** Public policy and law
ACADEMIC & PERSONAL STANDARDS

ACADEMIC INTEGRITY POLICY

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

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

This University, like all academic institutions in the United States, assumes that the written work of a student is the student’s own, and that any original idea or research contributions taken from the published works of others will be properly acknowledged.

In an academic setting, plagiarism is a serious concern. The presentation of other’s ideas, opinions and words as one’s own work violates academic integrity. At the graduate level, the presumptive penalty for an academic integrity violation is suspension by or expulsion from Syracuse University.

“When any material is taken directly from a published source, it must be appropriately cited. If a statement is used verbatim, it must be enclosed in quotation marks, as well as otherwise acknowledged.

Syracuse University, through its various colleges and departments, will readily refer students to writing and style manuals that are universally recognized as acceptable by scholars and that very adequately demonstrate how students should handle the issue of proper citation of material.

Examples of such works include the student manual distributed by the English Department of Syracuse University, A Manual for Writers by K. Turabian, and the Publication Manual of the American Psychological Association.

GRADING SYSTEM

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

Passing grades for graduate students lie within the general A, B, and C category. Since the graduate school requires a minimum 3.0 grade point average to certify a graduate degree, a grade below that threshold should be regarding as a strong indicator that coursework was below faculty expectations.
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<thead>
<tr>
<th>GRADE</th>
<th>GRADE POINTS PER CREDIT</th>
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<tr>
<td>A</td>
<td>Superior</td>
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<td>A-</td>
<td>Range</td>
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<td>B+</td>
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<td>B-</td>
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<td>I</td>
<td>Incomplete</td>
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Graduate students may be granted an Incomplete (I) only if can be demonstrated that exceptional circumstances prohibit the student from completing work in the normal time limits of the course. Generally speaking, illness or other exceptional circumstances are the basis for this consideration. Students who believe that their circumstances warrant the issuance of an incomplete should consult with the course instructor.

To receive an incomplete, a student must complete a Request for Incomplete form and obtain the instructor’s approval. The completed and signed Request for Incomplete is then submitted to the appropriate departmental chairperson. Until the work is completed, an incomplete calculates as an F (0 grade points) until the final work is submitted.

**CODE OF STUDENT CONDUCT**

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

For more details on the Syracuse University Student Code of Conduct, please visit supolicies.syr.edu/studs/std_code_conduct.htm.
SERVICES, FACILITIES, & STUDENT ACTIVITIES

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

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

MAXWELL SCHOOL CENTER FOR CAREER DEVELOPMENT

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

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

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

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

MAXWELL SCHOOL OFFICE OF ALUMNI AFFAIRS

The Maxwell School alumni network covers a wide variety of domestic and international agencies and organizations, and is a significant resource for those seeking information about organizations and/or networking for a job. Nearly 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.

JOSEPH A. STRASSER ACADEMIC VILLAGE

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

EMPA students can study or socialize in 214 Maxwell Hall. The Executive Education staff in Maxwell 219 also offers coffee, copy, and fax machines, as well as computer services for EMPA students.

COMPUTER SERVICES

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

Each Syracuse University student receives a NetID, a unique system generated ID that provides access to technology services across campus. This includes the university’s secured wireless internet through the AirOrangeX network, the SUmail email system,33 Blackboard class management software, and campus wide computer systems.

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

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

LIBRARY AND RESEARCH RESOURCES

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

SYRACUSE UNIVERSITY SUPPORT SERVICES

As graduate students at Syracuse University, you have access to the broader panoply of services provided for all Syracuse University Students.

BURSAR’S OFFICE

The Syracuse University Bursar’s Office, located at 102 Archbold Gymnasium North, is responsible for administering tuition and fee billing. For questions on any bill or payment related questions, they are reachable at bursar@syr.edu or by phone at 315-443-2444.

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

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

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

SYRACUSE UNIVERSITY COUNSELING CENTER

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

OFFICE OF FINANCIAL AID AND SCHOLARSHIP PROGRAMS

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

OFFICE OF OFF-CAMPUS AND COMMUTER STUDENT SERVICES

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

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

SYRACUSE UNIVERSITY OFFICE OF DISABILITY SERVICES

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

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

OFFICE OF THE REGISTRAR

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

SYRACUSE UNIVERSITY HEALTH SERVICES (SUHS)

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

SYRACUSE UNIVERSITY RECREATION SERVICES

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

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