

STUDENT GUIDE

**PROGRAMS
AND
RESOURCES**



WELCOME

WU Wagner

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**MPA
PUBLIC AND
NONPROFIT
POLICY AND
MANAGEMENT
PROGRAM**

FACULTY DIRECTOR

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The Public and Nonprofit Management and Policy

Program prepares students to work as policy analysts, financial analysts, and public and nonprofit administrators in diverse public, domestic and global service settings such as local, state, and federal government, nonprofit organizations and foundations, international NGOs and agencies, and private-sector firms working with public-sector organizations.

Students choose an area of specialization in which to concentrate their studies. Each specialization requires a specified set of advanced courses, along with the Capstone course. Students are then free to select other Wagner and relevant New York University graduate courses as electives to enhance their program.

Program Specializations

- Finance
- International Policy and Management
- Management for Public and Nonprofit Organizations
- Public Policy Analysis

For more information: <http://wagner.nyu.edu/npn>

SPECIALIZATION: FINANCE

Principal Faculty Advisors:

Jonathan Morduch (on sabbatical 2011-2012)
Nirupama Rao
Shanna Rose
Amy Ellen Schwartz
Daniel Smith
Leanna Stiefel

The Finance specialization provides the concepts and skills needed for careers that focus on public and nonprofit financial management and public finance. Students study the field of finance from both an internal management perspective and an external policy approach, thereby preparing to move into many types of finance positions. Public sector financial management and public finance positions are located in government, private, and nonprofit organizations. Graduates engage in various jobs including budget officers and analysts, consultants, finance directors, grants managers, program auditors, financial analysts, and bond raters.

For more information:

http://wagner.nyu.edu/pnp/spec_fin.php

SPECIALIZATION: INTERNATIONAL POLICY AND MANAGEMENT

Principal Faculty Advisors:

Salo Coslovsky
Rajeev Dehejia
John Gershman
Natasha Iskander
Jonathan Morduch (on sabbatical 2011-2012)
Sonia M. Ospina (on sabbatical 2011-2012)
Dennis C. Smith
Paul Smoke

The International Policy and Management specialization promotes an understanding of how public and nonprofit institutional structures and managerial processes vary around the world, particularly in developing countries. The specialization focuses on international development and provides a comparative interdisciplinary foundation that bridges conceptual thinking, critical analytical techniques, and concrete management skills. Students are prepared to appreciate and respond to the critical challenges of implementing complex policies and programs in varying contexts. Graduates serve a variety of international public service employers, including international development institutions, national and sub-national governments, non-governmental organizations, and urban planning and health agencies.

INTERNATIONAL PROGRAMS

Director of International Programs

Paul Smoke
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Administrator

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(212) 998-7411

For more information:

http://wagner.nyu.edu/pnp/spec_international.php

**SPECIALIZATION:
MANAGEMENT FOR PUBLIC AND
NONPROFIT ORGANIZATIONS**

Principal Faculty Advisors:

Erica Foldy (on sabbatical 2011-2012)
Paul Light
Joe Magee
Amit Nigam
Sonia M. Ospina (on sabbatical 2011-2012)

The Management specialization prepares students to lead and manage in and across sectors. The curriculum begins with the premise that the public, nonprofit, and private sectors are inextricably linked, and that managers and leaders in one sector need to appreciate the demands and constraints of the other sectors. To help students develop the appropriate breadth and depth of skills after completing the core management course, Managing Public Service Organizations, the curriculum is arranged in three Areas of Expertise: Strategy & Organizations, Human Resources & Organizational Behavior, and Performance Management & Operations. Each Area of Expertise is organized around a cluster of courses and includes one course that is required for students specializing in management.

Graduates of the Management specialization have gone on to a wide array of careers such as program management, research management, budget analysis, fundraising and development, public affairs, and advocacy.

For more information:

http://wagner.nyu.edu/pnp/spec_mgt.php

**SPECIALIZATION:
PUBLIC POLICY ANALYSIS**

Principal Faculty Advisors:

Charles M. Brecher
Maria Damon
Mitchell Moss
Katherine O'Regan
Amy Ellen Schwartz
Dennis C. Smith
Ruth Ann Stewart
Leanna Stiefel

The Public Policy specialization prepares students to play a role in policy debate and deliberation by developing critical conceptual, analytical, and quantitative skills. Students study the application of social science theories and methods (and their critiques) to the analysis of alternative policy responses to public issues and urban problems, addressing such questions as:

- How can cities formulate and implement policies for growth and development?
- What policies are most effective at minimizing racial disparities?
- How can education policy improve the performance and equity of US education systems?
- Should governments fund the arts?
- Should we be moving more boldly to stem global warming?
- What are the most meaningful next steps in combating obesity and its associated health problems?

This specialization prepares students to take on a wide range of roles in the policy arena, from analyst to advocate to policy entrepreneur.

For more information:

http://wagner.nyu.edu/pnp/spec_policy.php

Public and Nonprofit Management and Policy Program

REQUIREMENT CHECKSHEET

Also available online at: <http://wagner.nyu.edu/pnp/reqs.php>

I. SCHOOLWIDE CORE [20 credits]

ALL STUDENTS MUST COMPLETE OR WAIVE THE FOLLOWING:		TYPICALLY OFFERED	SEMESTER	CREDITS
CORE-GP 1011	Statistics	Fall/Spring/Summer		
CORE-GP 1018	Microeconomics	Fall/Spring/Summer		
CORE-GP 1020	Managing Public Service Organizations	Fall/Spring/Summer		
CORE-GP 1021	Financial Management	Fall/Spring/Summer		
CORE-GP 1022	Introduction to Public Policy	Fall/Spring		
Computer Proficiency (SPSS required if CORE-GP 1011 waived and PADM-GP 2902 not completed)				
Professional Experience Requirement (if required—0 credits)				
				SUBTOTAL _____

II. PNP SPECIALIZATION REQUIREMENTS

A POLICY [16-20 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 12 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
PADM-GP 2140	Public Economics and Finance	CORE-GP 1011, CORE-GP 1018; CORE-GP 1021 concurrently	Fall/Spring/Summer		
PADM-GP 2171	Program Analysis & Evaluation	CORE-GP 1011, CORE-GP 1022	Fall/Spring/Summer		
PADM-GP 2902	Multiple Regression and Introduction to Econometrics	CORE-GP 1011	Fall/Spring/Summer		
CORE-GP 1021	Financial Management		Fall/Spring/Summer		
CORE-GP 1022	Introduction to Public Policy		Fall/Spring		

STUDENTS ARE ALSO REQUIRED TO TAKE ONE POLICY FORMATION COURSE (4 CREDITS) FROM AMONG THE FOLLOWING:

PADM-GP 2411	Policy Formation and Policy Analysis	CORE-GP 1022	Fall/Spring		
URPL-GP 2415	Public Policy and Planning in New York	CORE-GP 1022	Fall		
HPAM-GP 2836	Current Issues in Health Policy	CORE-GP 1022	Fall/Spring (Jan.)		

STUDENTS ARE GENERALLY EXPECTED TO TAKE THE FOLLOWING COURSE TO COMPLETE THE SPECIALIZATION (NECESSARY FOR QUANTITATIVE ANALYST POSITIONS*):

PADM-GP 2875	Estimating Impacts in Policy Research	PADM-GP 2171, PADM-GP 2902	Fall/Spring		
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* PADM-GP 2875 is required for students planning to work in analysis-oriented positions, such as policy analysis in a government agency, evaluation work in a nonprofit, and associates in a research organization. Under construction with their faculty advisor, students whose work will focus more on institutions and the policy process are not required to take PADM-GP 2875 but should substitute an appropriate policy-oriented elective for PADM-GP 2875. Relevant examples include positions more focused on the political dimensions of the policy arena such as staff positions on the Hill or with advocacy organizations or intergovernmental positions in a government agency, mayor's office, or legislative office.

SUBTOTAL _____

B MANAGEMENT [20 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 12 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
PADM-GP 2110	Strategic Management	CORE-GP 1020	Fall/Spring/Summer		
PADM-GP 2135	Developing Human Resources	CORE-GP 1020	Fall/Spring		
PADM-GP 2170	Performance Measurement and Management	CORE-GP 1020	Fall/Spring		

SUBTOTAL _____

AND MUST COMPLETE 8 CREDITS FROM THE FOLLOWING:

STRATEGY & ORGANIZATIONS		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
PADM-GP 2106	Community Organizing		Spring (Jan.)		
PADM-GP 2107	Nonprofit Law		Fall		
PADM-GP 2119	Marketing for Nonprofit Organizations	CORE-GP 1020	Fall/Summer		
PADM-GP 2125	Foundations of Nonprofit Management	CORE-GP 1020	Fall/Spring		
PADM-GP 2131	Organizational and Managerial Development	CORE-GP 1020	Spring		
PADM-GP 2132	Designing Organizational Change	CORE-GP 1020	Fall		
PADM-GP 2210	International Organizations and their Management: The UN System		Fall		
PADM-GP 2216	International Organizations: NGOs		Spring		
PADM-GP 2225	Organizing for Human Rights Change		Spring (Jan.)		
HPAM-GP 2244	Global Health Governance and Management	CORE-GP 1022, PADM-GP 2201	Fall		
PADM-GP 2407	Advocacy Lab: How to Make Change Happen	CORE-GP 1020 or CORE-GP 1022	Fall/Spring		
PADM-GP 4131	Fundraising for Public and Nonprofit Organizations (2 credits)	CORE-GP 1020	Fall/Spring (Jan.)		
PADM-GP 4134	Managing Corporate Partnerships and Social Responsibility (2 credits)		Summer		
PADM-GP 4135	Nonprofit Governance (2 credits)	CORE-GP 1020	Fall		
PADM-GP 4137	Strategic Communications for Nonprofit and Public Managers (2 credits)		Fall		
PADM-GP 4142	Tools for Managing Nonprofits: Compliance, Internal Controls & Ethics (2 credits)		Spring		

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Public and Nonprofit Management and Policy Program (continued)

		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
PADM-GP 4146	Large Scale Change: Processes & Techniques for Pub. & Priv. Settings (2 credits)	CORE-GP 1020	Spring (Jan.)		
HPAM-GP 4833	Health Care Mgt I: Control and Organizational Design (2 credits)	CORE-GP 1020; HPAM-GP 1830 or HPAM-GP 1831 concurrently	Fall/Spring		
HPAM-GP 4834	Health Care Mgt II: Adaptation and the Professional Manager (2 credits)	CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently, HPAM-GP 4833	Fall/Spring		
PADM-GP 1901	Reflective Practice: Learning from Work	CORE-GP 1020	Spring		
PADM-GP 2116	Developing Management Skills	PADM-GP 2110	Summer		
PADM-GP 2131	Organizational and Managerial Development	CORE-GP 1020	Spring		
PADM-GP 2178	Power and Influence in Organizations and Politics	CORE-GP 1020	Spring		
PADM-GP 2186	Leadership and Social Transformation	CORE-GP 1020; CORE-GP 1022 or URPL-GP 2660	Spring		
PADM-GP 2226	Innovative Leadership for Human Development: The UN and the MDGs	CORE-GP 1020, PADM-GP 2201	Fall/Summer		
PADM-GP 2112	Women and Men in the Workplace		Summer		
PADM-GP 4112	Building Effective Teams (2 credits)		Fall/Spring (Jan.) /Summer		
PADM-GP 4120	Labor Management Cooperation (2 credits)		Spring (Jan.)		
PADM-GP 4201	Conflict Management and Negotiation (2 credits)		Fall/Spring/Summer		
PADM-GP 4105	Cross-Cultural and International Negotiations (2 credits)	PADM-GP 4201 or URPL-GP 4204	Spring		
PADM-GP 4108	Advanced Negotiation and Mediation Skills (2 credits)	PADM-GP 4201 or URPL-GP 4204	Spring		
HPAM-GP 4852	Ethical Issues in Healthcare Management (2 credits)	PADM-GP 1020; HPAM-GP 4833 recommended	Spring (Jan.) /Summer		
HPAM-GP 4835	Principles of Human Resources Mgt for Health Care Orgs (2 credits)	HPAM-GP 4833	Spring		
HPAM-GP 4836	Issues in Human Resources Management for Health Care Orgs (2 credits)	HPAM-GP 4833, HPAM-GP 4835	Spring		
ORGANIZATIONAL PERFORMANCE MANAGEMENT					
PADM-GP 2142	Financial Management for Nonprofit and International NGOs	CORE-GP 1021	Fall		
PADM-GP 2143	Government Budgeting	CORE-GP 1011, CORE-GP 1018, CORE-GP 1021	Fall		
PADM-GP 2171	Program Analysis and Evaluation	CORE-GP 1011, CORE-GP 1022	Fall/Spring/Summer		
PADM-GP 2211	Program Development and Management for International Organizations	PADM-GP 2201	Fall		
HPAM-GP 2825	Continuous Quality Improvement	CORE-GP 1011, HPAM-GP 4833, and SPSS proficiency	Spring		
HPAM-GP 2855	Budgeting for Health Professionals		Spring (Jan.)		
PADM-GP 2902	Multiple Regression and Introduction to Econometrics	CORE-GP 1011	Fall/Spring/Summer		
PADM-GP 4110	Project Management (2 credits)		Fall/Summer		
PADM-GP 4114	Surveys and Interviews (2 credits)		Fall		
PADM-GP 4130	Fundamentals of Accounting (2 credits)	CORE-GP 1021	Fall/Spring		
PADM-GP 4138	Governmental Accounting (2 credits)	CORE-GP 1021, PADM-GP 4130	Fall		
PADM-GP 4122	Governmental Financial Condition Analysis (2 credits)	CORE-GP 1011, CORE-GP 1018, CORE-GP 1021	Spring		
PADM-GP 4128	Fin. Statements Analysis for Health Care & Not-for-Profit Orgs (2 credits)	CORE-GP 1021	Spring		
HPAM-GP 4833	Health Care Mgt I: Control and Organizational Design (2 credits)	CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently	Fall/Spring		
HPAM-GP 4834	Health Care Mgt II: Adaptation and the Professional Manager (2 credits)	CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently, HPAM-GP 4833	Fall/Spring		

SUBTOTAL _____

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Public and Nonprofit Management and Policy Program (continued)

C FINANCE [22 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 10 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
PADM-GP 2140	Public Economics & Finance	CORE-GP 1011, CORE-GP 1018; CORE-GP 1021 concurrently	Fall/Spring/Summer		
PADM-GP 2902	Multiple Regression and Intro to Econometrics	CORE-GP 1011	Fall/Spring/Summer		
PADM-GP 4130	Fundamentals of Accounting (2 credits)	CORE-GP 1021	Fall/Spring		

SUBTOTAL _____

AND MUST COMPLETE 12 CREDITS FROM THE FOLLOWING:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
PUBLIC FINANCE					
PADM-GP 2138	Macroeconomics	CORE-GP 1018, CORE-GP 1021	Spring		
PADM-GP 2145	Financing Local Government in Developing Countries	CORE-GP 1018, PADM-GP 2201	Spring		
PADM-GP 2203	International Economic Development: Gov'ts, Markets, Communities	CORE-GP 1011, CORE-GP 1018	Fall/Spring		
PADM-GP 2443	Financing Urban Governments	CORE-GP 1018, PADM-GP 2140	Fall		
URPL-GP 2608	Urban Economics	CORE-GP 1018; CORE-GP 1011 concurrently	Season		
HPAM-GP 4830	Health Economics: Principles (2 credits)	CORE-GP 1011, CORE-GP 1018	Fall/Spring		
HPAM-GP 4831	Health Economics: Topics in Domestic Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830	Fall/Spring (2nd half)		
HPAM-GP 4832	Health Economics: Topics in International Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830	Spring (2nd half)		

FINANCIAL MANAGEMENT					
PADM-GP 2142	Financial Management for Nonprofit and NGOs	CORE-GP 1021	Fall		
PADM-GP 2143	Government Budgeting	CORE-GP 1011, CORE-GP 1018, CORE-GP 1021	CORE-GP 1021		
PADM-GP 2144	Debt Financing & Management for Public Organizations	CORE-GP 1021	Spring		
PADM-GP 2146	Topics in Municipal Finance	CORE-GP 1021	Spring		
URPL-GP 2639	Real Estate Finance	CORE-GP 1018, CORE-GP 1021	Fall		
PADM-GP 4138	Financial Accounting in Gov't, Nonprofit, Health Care Orgs (2 credits)	CORE-GP 1021, PADM-GP 4130	Fall		
PADM-GP 4139	Investment Management in the Public and Nonprofit Sectors (2 credits)	CORE-GP 1021	Spring (Jan.)		
PADM-GP 4121	Governmental Financial Conditional Analysis (2 credits)	CORE-GP 1011, CORE-GP 1018, CORE-GP 1021	Spring		
PADM-GP 4122	Cost Effectiveness in Nonprofit/Public Sectors (2 credits)	CORE-GP 1018, CORE-GP 1021; PADM-GP 2140 rec.	Spring		
PADM-GP 4128	Fin. Statement Analysis/Healthcare and Nonprofit Orgs (2 credits)	CORE-GP 1021	Spring		
HPAM-GP 4840	Fin. Mgt for Health Care Orgs I: Financial Mgt and Budgeting (2 credits)	CORE-GP 1018, CORE-GP 1021	Fall		
HPAM-GP 4841	Fin. Mgt for Health Care Orgs II: Capital Financing & Adv. Issues (2 credits)	CORE-GP 1018, CORE-GP 1021, HPAM-GP 4840	Fall		

SUBTOTAL _____

III. CAPSTONE [4 credits]

	PREREQUISITES*	SEMESTER	CREDITS
Capstone: Advanced Project (2 credits in fall/2 credits in spring)	<ul style="list-style-type: none"> Policy: Core, 3 Specialization Courses (including PADM-GP 2171 and PADM-GP 2902) Management: Core, 2 of the 3 Required Specialization Courses (3rd taken no later than the fall) Finance: Core, PADM-GP 2140, PADM-GP 2902 (PADM-GP 4130 taken no later than the fall) 		
or			
Capstone: Applied Research (2 credits in fall/2 credits in spring)	Core, 3 relevant specialization courses including PADM-GP 2902, PADM-GP 2140 (2140 can be taken concurrently in fall)		

* Capstone prerequisites also include completion of Professional Experience Requirement (if required), pass grade in SPSS exam (if CORE-GP 1011 waived and PADM-GP 2902 not completed), a 3.0 cumulative GPA, and specialization declaration. For complete Capstone prerequisites, including recommended courses or courses to take concurrently, see most recent Capstone prerequisite info available at: wagner.nyu.edu/pnp/capstone.php

SUBTOTAL _____

IV. ELECTIVES [14 - 16 credits]

	PREREQUISITES*	SEMESTER	CREDITS

SUBTOTAL _____

TOTAL CREDITS REQUIRED TO GRADUATE: 60 - TOTAL CREDITS EARNED

International Policy and Management (PNP program) Specialization

REQUIREMENT CHECKSHEET

Also available online at: <http://wagner.nyu.edu/pnp/reqs.php>

I. SCHOOLWIDE CORE [20 credits]

STUDENTS MUST COMPLETE OR WAIVE THE FOLLOWING 20 CREDITS:		TYPICALLY OFFERED	SEMESTER	CREDITS
CORE-GP 1011	Statistics	Fall/Spring/Summer		
CORE-GP 1018	Microeconomics	Fall/Spring/Summer		
CORE-GP 1020	Managing Public Service Organizations	Fall/Spring/Summer		
CORE-GP 1021	Financial Management	Fall/Spring/Summer		
CORE-GP 1022	Introduction to Public Policy	Fall/Spring		
Computer Proficiency (SPSS required if CORE-GP 1011 waived and PADM-GP 2902 not completed)		Fall/Spring		
Professional Experience Requirement (if required—0 credits)				
SUBTOTAL			_____	

II. INTERNATIONAL DEVELOPMENT CORE [12 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 12 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
PADM-GP 2201	Institutions, Governance and International Development		Fall/Spring		
PADM-GP 2202	The Politics of International Development	CORE-GP 1018, CORE-GP 1022, PADM-GP 2201	Fall/Spring		
PADM-GP 2203	International Econ. Development: Gov'ts, Markets, Communities	CORE-GP 1011, CORE-GP 1018	Fall/Spring		
SUBTOTAL			_____		

III. INTERNATIONAL SPECIALIZATION COURSES [8 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 8 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
INTERNATIONAL PUBLIC FINANCE					
PADM-GP 2138	Macroeconomics	CORE-GP 1018	Spring		
PADM-GP 2142	Financial Management for Nonprofit and NGOs	CORE-GP 1021	Fall		
PADM-GP 2245	Financing Local Government in Developing Countries	CORE-GP 1018, PADM-GP 2201	Spring		
URPL-GP 2652	International Development Project Planning	CORE-GP 1018, CORE-GP 1021, PADM-GP 2201, URPL-GP 2665	Fall		
PADM-GP 4122	Cost Effectiveness in Nonprofit and Public Sectors	CORE-GP 1011, CORE-GP 1018	Spring		
INTERNATIONAL PUBLIC MANAGEMENT					
PADM-GP 2110	Strategic Management (international section w J. Spiro)	CORE-GP 1020	Fall		
PADM-GP 2186	Leadership and Social Transformation	CORE-GP 1020	Fall 2012		
PADM-GP 2210	International Orgs and their Management: The UN System		Fall		
PADM-GP 2211	Program Development and Management for International Orgs	PADM-GP 2201	Fall		
PADM-GP 2216	International Organizations: NGOs		Spring		
PADM-GP 2225	Organizing for Human Rights	CORE-GP 1020	Spring (Jan.)		
PADM-GP 2226	Innovative Leadership for Human Development: the UN and the MDGs	CORE-GP 1020	Fall/Summer		
PADM-GP 2430	Public-Private Collaboration for Social Problem Solving: Comparative Perspective	CORE-GP 1020 or CORE-GP 1022	Summer		
PADM-GP 4105	Cross Cultural and International Negotiations (2 credits)	PADM-GP 4101 or URPL-GP 4604	Spring		
INTERNATIONAL PUBLIC POLICY					
PADM-GP 2138	Macroeconomics	CORE-GP 1018	Spring		
PADM-GP 2171	Program Analysis and Evaluation (international section w/R. Dehejia)	CORE-GP 1011 and CORE-GP 1022	Fall		
PADM-GP 2204	Development Assistance, Accountability and Aid Effectiveness	CORE-GP 1018 or CORE-GP 1022	Fall		
PADM-GP 2215	Globalization and its Impact on the State		Spring		
PADM-GP 2223	Politics of Memory (alternates each year with PADM-GP 2224)	PADM-GP 2201	Fall		
PADM-GP 2224	Human Rights, Democracy and Transitional Justice	PADM-GP 2201	Fall		
PADM-GP 2236	Protecting Rights and Promoting Development: Labor and Environmental Standards in the Global Economy	CORE-GP 1018, and CORE-GP 1022 or URPL-GP 2660	Spring		
PADM-GP 2250	Hunger and Food Security in a Global Perspective (in Accra)	CORE-GP 1011, CORE-GP 1018, CORE-GP 1022, or permission from instructor	Summer		
PADM-GP 2252	Environmental Policy and Sustainable Development (in Cape Town)	CORE-GP 1018 or permission from instructor	Spring (Jan.)		
URPL-GP 2613	Sustainable Cities in a Comparative Perspective	CORE-GP 1018	Fall		
URPL-GP 2665	Decentralized Dev Planning & Policy Reform in Dev Countries	CORE-GP 1022	Fall		
URPL-GP 2666	Water Sourcing and Climate Change	PADM-GP 2201	Spring		

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International Policy and Management (PNP program) Specialization (continued)

		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
PADM-GP 4217	NGO Accountability: Human Rights Organizations	CORE-GP 1022	Fall		
PADM-GP 4222	International Peace, Security and Role of Multilat. Instit. (2 credits)	CORE-GP 1022	Spring (Jan.)		
PADM-GP 4224	US and the World: Foreign Policy (2 credits)		Spring		
INTERNATIONAL HEALTH					
HPAM-GP 1831	Introduction to Global Health Policy		Fall		
HPAM-GP 2242	International Health Policy and Prospects (in Geneva)	CORE-GP 1022, PADM-GP 2201	Summer		
HPAM-GP 2244	Global Health Governance and Management	CORE-GP 1022, PADM-GP 2201	Fall		
HPAM-GP 2249	Economic Analysis of Global Health Initiatives: Health Systems & the Fight Against Infectious Diseases	CORE-GP 1018; HPAM-GP 1830 or HPAM-GP 1831	Spring		
HPAM-GP 2851	Gender and Health	CORE-GP 1022; HPAM-GP 1830 or HPAM-GP 1831	Spring		
HPAM-GP 2852	Comparative Health Systems	CORE-GP 1018, CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831; HPAM-GP 4830 (recommended), HPAM-GP 2836 (recommended)	Spring		
HPAM-GP 2853	Health Systems and Health Reform (in Ghana)	CORE-GP 1022 or HPAM-GP 1830or HPAM-GP 1831	Summer		
HPAM-GP 2867	Health Care Reform: Comparative Perspectives	CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831, HPAM-GP 4830	Spring		
HPAM-GP 4832	Health Economics: Topics in International Health Policy	CORE-GP 1011, CORE-GP 1018, and HPAM-GP 4830 or PADM-GP 2203	Spring		
INTERNATIONAL URBAN PLANNING					
URPL-GP 2251	Urbanization and Sustainable Development in a Transitional Economy: Experiencing China (in Shanghai)		Summer		
URPL-GP 2613	Sustainable Cities in a Comparative Perspective	CORE-GP 1018	Fall		
URPL-GP 2652	International Development Project Planning	CORE-GP 1018, CORE-GP 1021, PADM-GP 2201, URPL-GP 2665	Fall		
URPL-GP 2665	Decentralized Development Planning & Policy Reform in Developing Countries	CORE-GP 1022; PADM-GP 2201 (recommended)	Fall 2012		
PADM-GP 2666	Water Sourcing and Climate Change	PADM-GP 2201	Spring		

SUBTOTAL _____

IV. CAPSTONE [4 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 12 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
CAP-GP 3226/3227	Capstone: Advanced International Project (2 credits in fall/2 credits in spring)	All schoolwide core and 2 int'l core*	Fall/Spring		

SUBTOTAL _____

V. ELECTIVES [16 credits]

	PREREQUISITES		SEMESTER	CREDITS

SUBTOTAL _____

TOTAL CREDITS REQUIRED TO GRADUATE: 60 - TOTAL CREDITS EARNED _____

* Capstone prerequisites also include completion of Professional Experience Requirement (if required), pass grade in SPSS exam (if CORE-GP 1011 waived and PADM-GP 2902 not completed), a 3.0 cumulative GPA, and specialization declaration. For complete Capstone prerequisites, including recommended courses or courses to take concurrently, see most recent Capstone prerequisite info available at: <http://wagner.nyu.edu/capstone/students.php>



The New Student Retreat welcomes incoming students into the Wagner community. It offers an opportunity to become oriented to the expectations of being a Wagner student as well as to connect with others around a shared commitment to public service.



**MPA
HEALTH POLICY
AND MANAGEMENT
PROGRAM**

FACULTY DIRECTOR

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Program Director

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The Health Policy and Management Program prepares students to work as policy analysts, financial analysts and health care administrators in a variety of settings, including hospitals, community health centers, nonprofit organizations, research centers, global institutions and local, state and federal government. Health Program students choose an area of specialization in which to concentrate their studies. Each specialization requires a specified set of advanced courses, along with the Capstone course. Students are then free to select other Wagner and relevant New York University graduate courses as electives to enhance their program.

Health Program Specializations

- Health Finance (Public Finance or Financial Management)
- Health Policy Analysis
- Health Services Management
- International Health

For more information: <http://wagner.nyu.edu/health>

SPECIALIZATION: HEALTH FINANCE

- Health Services Financial Management
- Health Care Public Finance

Principal Faculty Advisors:

Sewin Chan
John Donnellan

HEALTH SERVICES FINANCIAL MANAGEMENT

This specialization concentrates on the basic skills required to organize and interpret financial information as the basis of decision-making. Specific topics include financial and managerial accounting, financial statements, business plans, budgeting, capital planning, cost accounting, managerial control, working capital management and payment systems. Financial managers measure the flow of funds into and out of the organization, plan for investments in buildings and new technology, and forecast future surpluses and deficits for the organization as a whole and its various departments. Financial managers work closely with accountants, administrators, computer programmers, records managers, and planners whose decisions have a considerable impact on the financial status of organizations. They, in turn, rely upon the financial manager's skills and advice to assist them in fulfilling their responsibilities.

HEALTH CARE PUBLIC FINANCE

This specialization provides the concepts and skills needed for careers that focus on the financial aspects of health care policy and the health care delivery system. Specific topics include public expenditure analysis, social insurance programs, taxation, and debt financing.

Health care public finance positions are located in government, private, and nonprofit organizations. Graduates often work in different positions during their careers. Examples include budget officers and analysts, consultants, finance directors, grants managers, program auditors, financial analysts, and bond raters.

For more information:

http://wagner.nyu.edu/health/spec_fin.php

SPECIALIZATION: HEALTH POLICY ANALYSIS

Principal Faculty Advisors:

John Billings
Jan Blustein
Charles M. Brecher
Sewin Chan
Brian Elbel
Victor G. Rodwin

The Health Policy Analysis specialization focuses on the development and evaluation of health policies and programs. Emphasis is placed on developing policy analysis skills including evaluation design, descriptive and multivariate statistics, program implementation analysis, policy formation assessment, and cost-benefit analysis. Policy analysts are concerned with the development and evaluation of strategies to improve the functioning of the health care delivery system. In some instances this role is played in a governmental agency responsible for regulating and financing health services. In other instances a policy analyst works for an organization that provides health care services, a nonprofit service organization, or a professional association or foundation. Responsibilities often include the development and analysis of data to support policy initiatives, an assessment of new health care initiatives using techniques such as cost-benefit analysis, program evaluation, implementation analysis, and the development of formal health plans to anticipate future needs for health care resources.

For more information:

http://wagner.nyu.edu/health/spec_policy.php

**SPECIALIZATION:
HEALTH SERVICES MANAGEMENT**

Principal Faculty Advisors:

John Donnellan
Anthony R. Kovner
Roger Kropf
Lucy MacPhail

The Health Services Management specialization provides frameworks within which to understand the challenges of managing health care in a changing environment and skills necessary to be effective in management roles. Topics include: design and control in health organizations, management of service operations, the personnel function and human resources management in health settings, information systems, marketing and strategic planning.

For more information:
http://wagner.nyu.edu/health/spec_mgt.php

**SPECIALIZATION:
INTERNATIONAL HEALTH**

Principal Faculty Advisors:

Karen Grépin
Victor G. Rodwin

The International Health specialization promotes an understanding of how health institutional structures and managerial processes vary around the world; it provides a comparative interdisciplinary foundation that bridges conceptual thinking, critical analytical techniques, and concrete health management skills; and it facilitates an ability to appreciate and respond to the critical challenges of implementing complex health policies and programs in varying contexts.

INTERNATIONAL PROGRAMS

Director of International Programs
Paul Smoke
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Administrator
Katty Jones
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(212) 998-7411

For more information:
http://wagner.nyu.edu/health/spec_international.php

Health Policy and Management Program

REQUIREMENT CHECKSHEET

Also available online at: wagner.nyu.edu/health/reqs.php

I. SCHOOLWIDE CORE [20 credits]

STUDENTS MUST COMPLETE THE FOLLOWING REQUIREMENTS:		TYPICALLY OFFERED	SEMESTER	CREDITS
CORE-GP 1011	Statistics (4 credits)	Fall/Spring/Summer		
CORE-GP 1018	Microeconomics (4 credits)	Fall/Spring/Summer		
CORE-GP 1020	Managing Public Service Organizations (4 credits)	Fall/Spring/Summer		
CORE-GP 1021	Financial Management (4 credits)	Fall/Spring/Summer		
CORE-GP 1022	Introduction to Public Policy (4 credits)	Fall/Spring		
Computer Proficiency (SPSS required if CORE-GP 1011 waived and PADM-GP 2902 not completed)				
Professional Experience Requirement (if required – 0 credits)				
			SUBTOTAL	

II. HEALTH SPECIALIZATION REQUIREMENTS

A POLICY [24 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 20 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
HPAM-GP 1830	Introduction to Health Policy and Management (4 credits)		Fall/Spring		
or					
HPAM-GP 1831	Introduction to Global Health Policy (4 credits)		Fall		
PADM-GP 2171	Program Analysis & Evaluation (4 credits)	CORE-GP 1011, CORE-GP 1022	Fall/Spring/Summer		
HPAM-GP 2836	Current Issues in Health Policy (4 credits)		Fall/Spring/Summer		
PADM-GP 2902	Multiple Regression and Introduction to Econometrics (4 credits)	CORE-GP 1011	Fall/Spring/Summer		
HPAM-GP 4830	Health Economics: Principles (2 credits)	CORE-GP 1011, CORE-GP 1018	Fall/Spring (1st half)		
HPAM-GP 4831	Health Economics: Topics in Domestic Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830	Fall/Spring (2nd half)		
or					
HPAM-GP 4832	Health Economics: Topics in International Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, and HPAM-GP 4830 or PADM-GP 2203	Fall/Spring (2nd half)		

STUDENT MUST COMPLETE 4 CREDITS FROM THE FOLLOWING:

HPAM-GP 1831	Introduction to Global Health Policy (4 credits)		Fall		
PADM-GP 2140	Public Economics and Finance (4 credits)	CORE-GP 1011, CORE-GP 1018, CORE-GP 1021 concurrently	Fall/Spring/Summer		
PADM-GP 2411	Public Policy Formation (4 credits)	CORE-GP 1022	Fall/Spring		
PADM-GP 2445	Poverty, Inequality, and Policy (4 credits)	CORE-GP 1018, CORE-GP 1011, CORE-GP 1022 or URPL-GP 2660, PADM-GP 2902 (rec)	Spring		
PADM-GP 2472	Environmental Economics (4 credits)	CORE-GP 1018	Spring		
URPL-GP 2666	Water Sourcing and Climate Change (4 credits)	PADM-GP 2201	Spring		
HPAM-GP 2825	Continuous Quality Improvement (4 credits)	CORE-GP 1011, HPAM-GP 4833, and computer proficiency	Spring		
HPAM-GP 2837	Healthcare Services for Vulnerable Communities (4 credits)	CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831	Spring		
HPAM-GP 2249	Economic Analysis of Global Health Initiatives (4 credits)	CORE-GP 1018, HPAM-GP 1830 or HPAM-GP 1831	Spring		
HPAM-GP 2852	Comparative Health Systems (4 credits)	CORE-GP 1018, CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831, HPAM-GP 2836 (rec), HPAM-GP 4830 (rec)	Spring (2013)		
HPAM-GP 2867	Health Reform: Comparative Perspectives (4 credits)	CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831, HPAM-GP 4830	Spring (2012)		
PADM-GP 2875	Estimating Impacts (4 credits)	PADM-GP 2171, PADM-GP 2902	Fall/Spring		
HPAM-GP 4852	Ethical Issues in Health Care Management (2 credits)	CORE-GP 1020; HPAM-GP 4833 (rec)	Summer		
HPAM-GP 4822	Healthcare Information Technology: Public Policy and Management (2 credits)	HPAM-GP 4833 or permission of instructor	Fall (1st half)		
HPAM-GP 4831	Health Economics: Topics in Domestic Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830	Fall/Spring (2nd half)		
HPAM-GP 4832	Health Economics: Topics in International Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, and HPAM-GP 4830 or PADM-GP 2203	Spring (2nd half)		
HPAM-GP 4833	Health Care Mgt I: Control and Organizational Design (2 credits)	CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently	Fall/Spring (1st half)		

Continued on the next page

Health Policy and Management Program (continued)

		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
HPAM-GP 4835	Principles of Human Resources Management for Health Care Orgs (2 credits)	HPAM-GP 4833	Spring (1st half)		
HPAM-GP 4840	Financial Management for Health Care Orgs-I: Financial Management and Budgeting (2 credits)	CORE-GP 1018, CORE-GP 1021	Fall (1st half)		

SUBTOTAL _____

B MANAGEMENT [22 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 22 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
HPAM-GP 1830	Introduction to Health Policy and Management (4 credits)		Fall/Spring		
or					
HPAM-GP 1831	Introduction to Global Health Policy (4 credits)		Fall		
HPAM-GP 2825	Continuous Quality Improvement (4 credits)	CORE-GP 1011, HPAM-GP 4833 and computer proficiency	Spring		
HPAM-GP 4822	Healthcare Information Technology: Public Policy and Management (2 credits)	HPAM-GP 4833 or instructor permission	Fall (1st half)		
HPAM-GP 4823	Healthcare Information Technology for Managers (2 credits)	HPAM-GP 4822, HPAM-GP 4833 or instructor permission	Fall (2nd half)		
HPAM-GP 4830	Health Economics: Principles (2 credits)	CORE-GP 1011, CORE-GP 1018	Fall/Spring (1st half)		
HPAM-GP 4833	Health Care Mgt I: Control and Organizational Design (2 credits)	CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently	Fall/Spring (1st half)		
HPAM-GP 4834	Health Care Management II: Adaptation and the Professional Manager (2 credits)	CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently, HPAM-GP 4833	Fall/Spring (2nd half)		
HPAM-GP 4835	Principles of Human Resources Management for Health Care Orgs (2 credits)	HPAM-GP 4833	Spring (1st half)		
HPAM-GP 4840	Financial Management for Health Care Orgs-I: Financial Management and Budgeting (2 credits)	CORE-GP 1018, CORE-GP 1021	Fall (1st half)		

SUBTOTAL _____

C FINANCIAL MANAGEMENT [20 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 20 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
HPAM-GP 1830	Introduction to Health Policy and Management (4 credits)		Fall/Spring		
or					
HPAM-GP 1831	Introduction to Global Health Policy (4 credits)		Fall		
HPAM-GP 2845	Advanced Health Care Payment Systems (4 credits)	HPAM-GP 4830, HPAM-GP 4840	Spring		
PADM-GP 4130	Fundamentals of Accounting (2 credits)	CORE-GP 1021	Fall/Spring		
HPAM-GP 4830	Health Economics: Principles (2 credits)	CORE-GP 1011, CORE-GP 1018	Fall/Spring (1st half)		
HPAM-GP 4831	Health Economics: Topics in Domestic Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830	Fall/Spring (2nd half)		
HPAM-GP 4833	Health Care Management I: Control and Organizational Design (2 credits)	CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently	Fall/Spring (1st half)		
HPAM-GP 4840	Financial Management for Health Care Orgs-I: Financial Management and Budgeting (2 credits)	CORE-GP 1018, CORE-GP 1021	Fall (1st half)		
HPAM-GP 4841	Financial Management Health Care Orgs-II: Capital Financing and Advanced Issues (2 credits)	CORE-GP 1018, CORE-GP 1021, HPAM-GP 4840	Fall (2nd half)		

SUBTOTAL _____

D PUBLIC FINANCE [22 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 22 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
HPAM-GP 1830	Introduction to Health Policy and Management (4 credits)		Fall/Spring		
or					
HPAM-GP 1831	Introduction to Global Health Policy (4 credits)		Fall		
PADM-GP 2140	Public Economics and Finance (4 credits)	CORE-GP 1011, CORE-GP 1018, CORE-GP 1021 concurrently	Fall/Spring/Summer		
HPAM-GP 2845	Advanced Health Care Payment Systems (4 credits)	HPAM-GP 4830, HPAM-GP 4840	Spring		
or					
HPAM-GP 2848	The Business of Healthcare (4 credits)	HPAM-GP 4830 or instructor permission	Fall		
PADM-GP 2902	Multiple Regression and Introduction to Econometrics (4 credits)	CORE-GP 1011	Fall/Spring/Summer		
PADM-GP 4130	Fundamentals of Accounting (2 credits)	CORE-GP 1021	Fall/Spring		
HPAM-GP 4830	Health Economics: Principles (2 credits)	CORE-GP 1011, CORE-GP 1018	Fall/Spring (1st half)		
HPAM-GP 4831	Health Economics: Topics in Domestic Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830	Fall/Spring (2nd half)		

SUBTOTAL _____

Continued on the next page

Health Policy and Management Program (continued)

E INTERNATIONAL [Policy/Management] [22-24 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 12 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
HPAM-GP 1830	Introduction to Health Policy and Management (4 credits)		Fall/Spring		
or HPAM-GP 1831	Introduction to Global Health Policy (4 credits)		Fall		
PADM-GP 2201	Institutions, Governance and International Development (4 credits)		Fall/Spring		
HPAM-GP 4830	Health Economics: Principles (2 credits)	CORE-GP 1011, CORE-GP 1018	Fall/Spring (1st half)		
HPAM-GP 4832	Health Economics: Topics in International Health Policy (2 credits)	CORE-GP 1011, CORE-GP 1018, and HPAM-GP 4830 or PADM-GP 2203	Spring (2nd half)		
STUDENTS MUST COMPLETE ONE COURSE FROM THE FOLLOWING:					
PADM-GP 2171	Program Analysis and Evaluation (4 credits)	CORE-GP 1011 and CORE-GP 1022	Fall/Spring/Summer		
PADM-GP 2902	Multiple Regression and Introduction to Econometrics (4 credits)	CORE-GP 1011	Fall/Spring/Summer		
HPAM-GP 4833	Health Care Mgt I: Control and Organizational Design (2 credits)	CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently	Fall/Spring (1st half)		
STUDENTS MUST COMPLETE 8 CREDITS FROM THE FOLLOWING:					
PADM-GP 2171	Program Analysis and Evaluation (4 credits)	CORE-GP 1011 and CORE-GP 1022	Fall/Spring/Summer		
PADM-GP 2203	International Economic Development: Government, Markets, Communities (4 credits)	CORE-GP 1011 and CORE-GP 1018	Fall/Spring		
HPAM-GP 2242	International Health Policy and Prospects (4 credits)	CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831; PADM-GP 2201 (rec)	Summer		
HPAM-GP 2244	Global Health Governance and Management (4 credits)	CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831; PADM-GP 2201 (rec)	Fall		
HPAM-GP 2249	Economic Analysis of Global Health Initiatives (4 credits)	CORE-GP 1018, HPAM-GP 1830 or HPAM-GP 1831	Spring		
PADM-GP 2411	Policy Formation and Analysis (4 credits)	CORE-GP 1022	Fall/Spring		
URPL-GP 2665	Decentralized Development Planning & Policy Reform in Developing Countries (4 credits)	CORE-GP 1022	Fall		
URPL-GP 2666	Water Sourcing and Climate Change (4 credits)	PADM-GP 2201	Spring		
HPAM-GP 2836	Current Issues in Health Policy (4 credits)		Fall/Spring		
HPAM-GP 2837	Healthcare Services for Vulnerable Communities (4 credits)	CORE-GP 1022 or HPAM-GP 1830 or HPAM-GP 1831	Spring		
HPAM-GP 2852	Comparative Health Systems (4 credits)	CORE-GP 1018, CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831, HPAM-GP 2836 (rec) HPAM-GP 4830 (rec)	Spring (2013)		
HPAM-GP 2867	Health Care Reform: Comparative Perspectives (4 credits)	CORE-GP 1022, HPAM-GP 1830 or HPAM-GP 1831, HPAM-GP 4830	Spring (2012)		
PADM-GP 2875	Estimating Impacts in Policy Research (4 credits)	PADM-GP 2171 and PADM-GP 2902	Fall/Spring		

SUBTOTAL _____

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Health Policy and Management Program (continued)

III. CAPSTONE [4 credits]

	PREREQUISITES*	SEMESTER CREDITS	
Advanced Project (2 credits in fall/2 credits in spring)	All specializations: school core and the following by specialization: <ul style="list-style-type: none"> • Policy: HPAM-GP 1830 or 1831, HPAM-GP 4830 • Management: HPAM-GP 1830 or 1831, HPAM-GP 4830, HPAM-GP 4833 • Financial Management: HPAM-GP 1830 or 1831, HPAM-GP 4830, HPAM-GP 4833 • Public Finance: HPAM-GP 1830 or 1831, HPAM-GP 4830 • International: HPAM-GP 1831 or HPAM-GP 1830, PADM-GP 2201 HPAM-GP 4830 		
or Applied Research (2 credits in fall/ 2 credits in spring)	Core, 2 health specialization courses, PADM-GP 2902 PADM-GP 2140 concurrently		

SUBTOTAL _____

V. ELECTIVES [8-14 credits]

	PREREQUISITES	SEMESTER CREDITS	

SUBTOTAL _____

TOTAL _____

TOTAL CREDITS REQUIRED TO GRADUATE: 60 - TOTAL CREDITS EARNED

* Capstone prerequisites also include completion of the Professional Experience Requirement, if required, pass grade in SPSS exam (if CORE-GP 1011 waived and PADM-GP 2902 not completed), a minimum 3.0 GPA (3.3 for summer - fall Capstone) and specialization declaration. For complete capstone prerequisites, including recommended courses or courses to take concurrently, see most recent Capstone prerequisite info available at <http://www.wagner.nyu.edu/capstone/students.php>



**MUP
URBAN PLANNING
PROGRAM**

FACULTY DIRECTOR

Rae Zimmerman
Program Director
rae.zimmerman@nyu.edu
(212) 998-7432

ADMINISTRATOR

Debra Cabrera
Director of Student Services
debra.cabrera@nyu.edu
(212) 998-7476

The Master of Urban Planning (MUP) Program

prepares students to work on the economic, physical, and social issues of communities, cities, and metropolitan regions. Graduates work in a broad array of settings, including community development corporations, consulting firms, international and public agencies, and as staff to elected officials.

There are three areas of emphasis in the MUP Program: environment, infrastructure and transportation planning; economic development and housing; and international development planning. The Master of Urban Planning curriculum includes four schoolwide core courses, five required core courses in urban planning, 20 elective credits, and the Capstone course. MUP students choose to pursue either one of two elective cluster tracks or the international development planning specialization.

MUP Elective Clusters and Specialization

- Environment, Infrastructure, and Transportation
- Economic Development and Housing
- International Development Planning Specialization

For more information: <http://wagner.nyu.edu/urbanplanning>

ELECTIVE CLUSTER: ENVIRONMENT, INFRASTRUCTURE, AND TRANSPORTATION PLANNING

Principal Faculty Advisors:

Hilary Ballon
Zhan Guo
Rae Zimmerman

By following the Environment, Infrastructure, and Transportation cluster, Planning students obtain the planning expertise needed to design and deliver public infrastructure services and safeguard environmental conditions for public health and welfare. The major goals of this area are to enable students to:

- Obtain skills in evaluating and using knowledge and understanding values and institutional contexts for environmental and infrastructure planning
- Explore theories and historical trends to evaluate relationships between environmental condition, public service capacity, and development options, and consequences of human actions on the environment
- Understand choices about ways of balancing the use and protection of environmental resources in urban and natural environmental contexts and in the context of other social needs
- Engage public interests in the process of environmental, infrastructure and transportation planning

For more information:

http://wagner.nyu.edu/urbanplanning/spec_env.php

ELECTIVE CLUSTER: ECONOMIC DEVELOPMENT AND HOUSING

Principal Faculty Advisors:

Hilary Ballon
Ingrid Gould Ellen (on sabbatical 2011-2012)
Mitchell Moss

This elective cluster trains students for careers in housing, community development, real estate, and economic development. The major goals of this area are to:

- Teach underlying economic theory governing real estate markets, politics surrounding the development process, and social theory underpinning the role of community organizations and residents
- Provide historical perspectives needed to understand and analyze current planning and policy issues, as well as the practical skills, such as real estate finance, needed to work in these fields

For more information:

http://wagner.nyu.edu/urbanplanning/spec_housing.php

MUP Core Courses for Elective Clusters

URPL-GP 1603	Urban Planning Methods and Practice
URPL-GP 1605	Land Use Law
URPL-GP 1620	Introduction to Urban Physical Design
URPL-GP 2608	Urban Economics
URPL-GP 2660	History and Theory of Urban Planning

SPECIALIZATION: INTERNATIONAL DEVELOPMENT PLANNING

Principal Faculty Advisors:

Salo Coslovsky
Zhan Guo
Natasha Iskander
Paul Smoke

International Programs:

Director of International Programs
Paul Smoke
paul.smoke@nyu.edu
(212) 998-7497

Administrator
Katty Jones
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(212) 998-7411

The International Development Planning specialization prepares planners to work with governments, community-based NGOs, and international development agencies that work on subnational development in developing countries. The major goals of this specialization are to:

- Provide the background needed to work in the particular contexts of developing countries and to deal with the special challenges they face
- Teach students about cities in the developing world, the planning systems and processes that they use, and the skills that are particularly required for planning in less developed contexts

For more information: http://wagner.nyu.edu/urbanplanning/spec_international.php

MUP Core Courses for International Development Specialization

URPL-GP 1603	Urban Planning Methods and Practice
PADM-GP 2201	Institutions, Governance and International Development
URPL-GP 2608	Urban Economics
URPL-GP 2660	History and Theory of Urban Planning (international section)
URPL-GP 2665	Decentralized Development Planning and Policy Reform in Developing Countries

Urban Planning Program

REQUIREMENT CHECKSHEET

Also available online at: <http://wagner.nyu.edu/urbanplanning/reqs.php>

I. SCHOOLWIDE CORE [16 credits]

ALL STUDENTS MUST COMPLETE OR WAIVE THE FOLLOWING:		TYPICALLY OFFERED	SEMESTER	CREDITS
CORE-GP 1011	Statistics	Fall/Spring/Summer		
CORE-GP 1018	Microeconomics	Fall/Spring/Summer		
CORE-GP 1020	Managing Public Service Organizations	Fall/Spring/Summer		
CORE-GP 1021	Financial Management	Fall/Spring/Summer		
NONCR-GP 938 SPSS Proficiency Exam (SPSS required if CORE-GP 1011 waived and PADM-GP 2902 not completed) – 0 credits				
Professional Experience Requirement (if required)–0 credits				
				SUBTOTAL _____

II. PLANNING CORE — Elective Clusters [20 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 20 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
URPL-GP 1603	Urban Planning Methods and Practice	CORE-GP 1011 concurrently	Spring		
URPL-GP 1605	Land Use Law		Spring		
URPL-GP 1620	Introduction to Urban Physical Design		Fall		
URPL-GP 2608	Urban Economics	CORE-GP 1018; CORE-GP 1011 concurrently	Fall/Spring		
URPL-GP 2660	History and Theory of Planning		Fall		
				SUBTOTAL _____	

II. PLANNING CORE — International Specialization [20 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 20 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
URPL-GP 1603	Urban Planning Methods and Practice *	CORE-GP 1011 concurrently	Spring		
URPL-GP 2608	Urban Economics	CORE-GP 1018; CORE-GP 1011 concurrently	Fall/Spring		
URPL-GP 2665	Decentralized Development Planning *		Fall		
URPL-GP 2660	History and Theory of Planning		Fall		
PADM-GP 2201	Institutions, Governance & International Development		Fall/Spring		
				SUBTOTAL _____	

* Note: Students who matriculated in Fall 2008 or earlier may take either URPL-GP 1603 or URPL-GP 2665 and must take URPL-GP 2613 and URPL-GP 2652.

III. CAPSTONE ** [4 credits]

ELECTIVE CLUSTERS		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
CAP-GP 3601/3602	Capstone: Advanced Workshop in Urban Planning (2 credits in fall/2 credits in spring)	3 schoolwide core, all 5 Planning core	Fall/Spring		
or					
CAP-GP 3148/3149	Capstone: Applied Research (2 credits in fall/2 credits in spring)	4 schoolwide core, 3 Planning core, and PADM-GP 2902. Also PADM-GP 2140 must be taken concurrently in fall.	Fall/Spring		
INTERNATIONAL SPECIALIZATION		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
CAP-GP 3226/3227	Capstone: Advanced International Projects (2 credits in fall/2 credits in spring)	4 schoolwide core, PADM-GP 2201, URPL-GP 2665, and two other Planning core courses	Fall/Spring		
or					
CAP-GP 3148/3149	Capstone: Applied Research (2 credits in fall/2 credits in spring)	4 schoolwide core, 3 Planning core, and PADM-GP 2902. Also PADM-GP 2140 must be taken concurrently in fall.	Fall/Spring		
				SUBTOTAL _____	

** Capstone prerequisites also include completion of Professional Experience Requirement (if required), pass grade in SPSS exam (if CORE-GP 1011 waived and PADM-GP 2902 not completed), a 3.0 GPA, and specialization declaration. For complete Capstone prerequisites, including recommended courses or courses to take concurrently, see most recent Capstone prerequisite info available at: <http://wagner.nyu.edu/capstone/students.php>

IV. ELECTIVES [20 credits]

STUDENTS MUST COMPLETE THE FOLLOWING 20 CREDITS:		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
				SUBTOTAL _____	

TOTAL CREDITS REQUIRED TO GRADUATE: 60 - TOTAL CREDITS EARNED



**EXECUTIVE
MPA PROGRAM**

FACULTY DIRECTOR

David Elcott

Program Director
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INTERIM ADMINISTRATOR

Katty Jones

Director of Program Services
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The Executive MPA Program repositions mid-career professionals for the highest levels of public service leadership. Many degree candidates already have advanced professional credentials and come to NYU Wagner with at least 5-7 years of direct management and supervisory experience in the public, nonprofit, health, or private sector.

The strengths of the NYU Wagner Executive MPA program are the power of its network and the flexibility of its curriculum. Students gain advanced competency in executive leadership, management, and financial management and work closely with a faculty advisor to develop individual learning plans based on their unique leadership ambitions.

As alumni of the program, graduates benefit from NYU Wagner's deep connections throughout New York City and around the world.

For more information: <http://wagner.nyu.edu/executivempa>

EXECUTIVE MPA

Students in the general Executive MPA Program begin their coursework with a cohort-based course, EXEC-GP 2194 Strategic Leadership. Students also take EXEC-GP 2190 Leadership Confronted as well as CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations. In consultation with a faculty advisor, students develop an individualized learning plan and choose elective courses. Course listings by topic area can be found at <http://wagner.nyu.edu/courses/listings.php>.

For more information: <http://wagner.nyu.edu/executivempa>

EXECUTIVE MPA: CONCENTRATION ON INTERNATIONAL PUBLIC SERVICE ORGANIZATIONS

The International Public Service Organizations concentration allows students to combine a variety of courses to gain a theoretical and practical understanding of international development management and policy. Students take the required coursework in the Executive MPA Program and, depending on a student's background, PADM-GP 2201 Institutions, Governance and International Development as well as PADM-GP 2211 Program Development and Management for International Organizations. Additional electives are selected in consultation with a faculty advisor and by reviewing the course listings by topic area at <http://wagner.nyu.edu/courses/listings.php>.

For more information: <http://wagner.nyu.edu/executivempa/international.php>

EXECUTIVE MPA: CONCENTRATION FOR NURSE LEADERS

FACULTY DIRECTOR

Anthony Kovner
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(212) 998-7444

INTERIM ADMINISTRATOR

Katty Jones
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The Nurse Leaders concentration is designed for registered nurses in leadership and management roles looking for advancement and future development, or for nurses with several years of work experience who currently hold some management duties or leadership responsibility and wish to progress to a more formal role. The program may be completed part-time over two or more academic years as nurses continue their professional work concurrently with their studies. Nurses will be able to immediately apply what they are learning to enhance their performance in their current roles as they plan for career advancement.

After completing the first two Nurse Leaders core courses, students complete EXEC-GP 1821 Financial Management for Nurse Leaders and begin to take elective coursework from a list of recommended courses in specific areas of management expertise. The final two required courses, including the Capstone course, are completed in the student's final year.

For more information: <http://wagner.nyu.edu/executivempa/nurseleaders>

Executive MPA Program

REQUIREMENT CHECKSHEET

Also available online at: <http://wagner.nyu.edu/ExecMPA>

Note: Students in the international concentration follow this checksheet.

I. EXECUTIVE MPA CORE [8 credits]

ALL STUDENTS MUST COMPLETE OR WAIVE THE FOLLOWING:		TYPICALLY OFFERED	SEMESTER	CREDITS
CORE-GP 1021	Financial Management			
EXEC-GP 1194	Strategic Leadership	Fall (1st half)		
SUBTOTAL				_____

Students choose 24 elective credits from Wagner course offerings. The Courses by Topic online search tool is a helpful way to view Wagner courses by issue area: wagner.nyu.edu/courses/listings.php. In addition, the PNP, Health, and Urban Planning checksheets (wagner.nyu.edu/current/requirements/) and courses by semester documents (wagner.nyu.edu/courses/) may serve as helpful guides for selecting electives.

II. END EVENT [4 credits]

ALL STUDENTS MUST COMPLETE THE FOLLOWING END EVENT IN THEIR LAST SPRING SEMESTER:		TYPICALLY OFFERED	SEMESTER	CREDITS
EXEC-GP 3190	Leadership Confronted	Final Spring		
SUBTOTAL				_____

TOTAL CREDITS REQUIRED TO GRADUATE: 36 - TOTAL CREDITS EARNED

NOTE: EXECUTIVE MPA AND SCHOOLWIDE CORE COURSE LIMIT

STUDENTS IN THE EXECUTIVE MPA PROGRAM MAY NOT TAKE MORE THAN TWO OF THE SCHOOLWIDE CORE COURSES LISTED BELOW.

CORE-GP 1011	Statistics
CORE-GP 1018	Microeconomics
CORE-GP 1020	Managing Public Service Organizations*
CORE-GP 1021	Financial Management**
CORE-GP 1022	Introduction to Public Policy

* Executive MPA students cover core management topics via required courses and therefore should not take CORE-GP 1020.

** CORE-GP 1021 is required for the general Executive MPA Program.

Executive MPA: Concentration for Nurse Leaders

REQUIREMENT CHECKSHEET

Also available online at: <http://wagner.nyu.edu/ExecMPA/nurseleaders>

I. EXECUTIVE MPA: CONCENTRATION FOR NURSE LEADERS CORE [16 credits]

ALL STUDENTS MUST COMPLETE THE FOLLOWING:

		TYPICALLY OFFERED	SEMESTER	CREDITS
EXEC-GP 1830	Introduction to Health Policy and Management (003)	Fall	1st Fall	
HPAM-GP 4833	Health Care Mgt I: Control and Organizational Design	Fall/Spring (1st half)	1st Fall	
HPAM-GP 4834	Health Care Management II: Adaptation and the Professional Manager	Fall/Spring (2nd half)	1st Fall	
EXEC-GP 1821	Financial Management for Nurse Managers	Spring	1st Spring	
EXEC-GP 2810	Service Excellence for Nurse Leaders	Fall	2nd Fall	
SUBTOTAL				_____

II. ELECTIVES [16 credits]

*STUDENTS MANY TAKE ANY COMBINATION OF ELECTIVES EQUAL TO 16 CREDITS.

HIGHLY RECOMMENDED	PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS	
PADM-GP 4110	Project Management (2 credits)	Fall/Summer			
PADM-GP 4112	Building Effective Teams (2 credits)	Fall/Spring (Jan.) /Summer			
HPAM-GP 4821	Locating the Evidence for Health Management	Spring			
OTHER RECOMMENDED ELECTIVES		PREREQUISITES	TYPICALLY OFFERED	SEMESTER	CREDITS
STRATEGY AND ORGANIZATIONS					
PADM-GP 2119	Marketing for Nonprofit Organizations	HPAM-GP 4833 & 4834	Fall/Summer		
PADM-GP 2131	Organizational and Managerial Development	HPAM-GP 4833 & 4834	Spring		
PADM-GP 2132	Designing Organizational Change	HPAM-GP 4833 & 4834	Fall		
PADM-GP 4131	Fundraising for Public and Nonprofit Organizations (2 credits)		Fall/Spring (Jan.)		
PADM-GP 4134	Managing Corporate Partnerships and Social Responsibility (2 credits)		Summer		
PADM-GP 4135	Nonprofit Governance (2 credits)	HPAM-GP 4833 & 4834	Fall		
PADM-GP 4137	Strategic Communications for Nonprofit and Public Managers (2 credits)		Fall		
HPAM-GP 4822	Healthcare Information Technology: Public Policy and Management	HPAM-GP 4833 & 4834	Fall (1st half)		
HPAM-GP 4823	Healthcare Information Technology for Managers	HPAM-GP 4833 & 4834	Fall (2nd half)		
HUMAN RESOURCES & ORGANIZATIONAL BEHAVIOR					
PADM-GP 1901	Reflective Practice: Learning from Work	HPAM-GP 4833 & 4834	Spring		
PADM-GP 2116	Developing Management Skills	PADM-GP 2110	Summer		
PADM-GP 2131	Organizational and Managerial Development	HPAM-GP 4833 & 4834	Spring		
PADM-GP 2178	Power and Influence in Organizations and Politics	HPAM-GP 4833 & 4834	Spring		
PADM-GP 4101	Conflict Management and Negotiation (2 credits)		Fall/Spring/Summer		
PADM-GP 4105	Cross-Cultural Negotiation, Inter-Group Conflict Resolution, and the Role of NGOs (2 credits)	PADM-GP 4101	Spring		
PADM-GP 4120	Labor Management Cooperation (2 credits)		Spring (Jan.)		
PADM-GP 4146	Large Scale Change: Process and Techniques for Public and Private Settings	HPAM-GP 4833 & 4834	Spring (Jan.)		
HPAM-GP 4835	Human Resources Management: Principles	HPAM-GP 4833 & 4834	Spring		
HPAM-GP 4836	Human Resources Management: Advanced Issues	HPAM-GP 4833 & 4834	Spring		
PERFORMANCE MANAGEMENT & OPERATIONS					
PADM-GP 2170	Performance Measurement and Management for Public, Nonprofit, and Health Care Organizations	HPAM-GP 4833 & 4834	Fall/Spring		
HPAM-GP 2855	Budgeting for Health Professionals (on-line course)		Spring (Jan.)		
PADM-GP 4128	Financial Statement Analysis for Health Care and Nonprofit Organizations (2 credits)	EXEC-GP 1821	Spring		
PADM-GP 4130	Fundamentals of Accounting (2 credits)	EXEC-GP 1821	Fall/Spring		
PADM-GP 4142	Tools for Managing Nonprofits: Compliance, ABC Internal Controls and Ethics (2 credits)	EXEC-GP 1821	Spring		
HPAM-GP 4840	Financial Management Health Care Orgs: Principles	EXEC-GP 1821	Fall (1st half)		
HPAM-GP 4841	Financial Management Health Care Orgs: Advanced Issues	EXEC-GP 1821	Fall (2nd half)		
SUBTOTAL				_____	

III. CAPSTONE [4 credits]

ALL STUDENTS MUST COMPLETE THE FOLLOWING:

	PREREQUISITES*	TYPICALLY OFFERED	SEMESTER	CREDITS
CAP-GP 3890/3891	Capstone: Advanced Project for Nurse Leaders	EXEC-GP 1821, HPAM-GP 1830, HPAM-GP 4833 & 4834	Fall/Spring	2nd Fall and Spring
SUBTOTAL				_____

* Capstone prerequisites also include at least 4 credits of elective coursework and a minimum cumulative GPA of 3.0.

For complete Capstone prerequisites, see most recent Capstone prerequisite info available at: <http://wagner.nyu.edu/capstone/students.php>

TOTAL CREDITS REQUIRED TO GRADUATE: 36 - TOTAL CREDITS EARNED _____



**DUAL-DEGREE
PROGRAMS**

NYU Wagner offers several **dual-degree programs** in partnership with other graduate and professional schools at New York University. Prospective students should apply to both schools simultaneously.

Admissions decisions are handled separately, and students must be admitted to both schools at the same time except for the BA/MPA and BA/MUP.

BA/MPA AND BA/MUP

ADMINISTRATORS

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Pamela Kavalam
Wagner Administrator
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Justin Lorts
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NYU Wagner and NYU College of Arts and Science (CAS) offer combined degree programs for students to earn the Bachelor of Arts and a Master of Public Administration or the Bachelor of Arts and a Master of Urban Planning in a minimum of five years. CAS undergraduates in any major are eligible for the BA/MPA. CAS undergraduates in one of five relevant majors are eligible for the BA/MUP degree:

- Urban Design
- Metropolitan Studies
- Economics
- International Relations
- Sociology

Students complete as many as 28 of the 60 credits required for the Wagner MPA or MUP while they are still undergraduates. These credits consist of the Wagner core courses (or the designated CAS equivalents) and program requirements chosen in consultation with their advisors. Students must formally enroll in the dual-degree program while they are still matriculated in CAS, but cannot be reviewed for full admission to the MPA or MUP until their final semester at CAS.

Admission to the BA/MPA and BA/MUP programs is available only to matriculated College of Arts and Science students.

For more information: <http://wagner.nyu.edu/dualdegrees>

JD/MPA, JD/MUP

ADMINISTRATORS

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Debra Cabrera
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Michelle Jeffrey
*School of Law JD/MPA and
JD/MUP Administrator*
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NYU Wagner and the NYU School of Law dual-degree program allows students to simultaneously pursue the degrees of Juris Doctor and Master of Public Administration or Master of Urban Planning on a full-time basis. Students enrolled in this program may complete the requirements for both degrees in four years. Students spend the first two years at the School of Law while the remaining years are divided between the two Schools, with at least five total semesters being completed at the School of Law.

PROGRAM TIMETABLE:

FIRST YEAR: SCHOOL OF LAW

Fall: Contracts, Procedure, Torts, Lawyering

Spring: Criminal Law, Property, Administrative and Regulatory State, Lawyering

SECOND YEAR: SCHOOL OF LAW

Fall: Constitutional Law, Corporations, Evidence, Elective (Law), Elective (Law);

Spring: Constitutional Law, Corporations, Elective (Law), Elective (Law)

THIRD YEAR: WAGNER

Fall: Statistics, Microeconomics, Management, Public Policy

Spring: Financial Management, Specialization Course, Specialization Course, Specialization Course

FOURTH YEAR: WAGNER AND SCHOOL OF LAW

Fall: Wagner-Capstone, Wagner-Specialization Course, Wagner-Specialization Course

Spring: Wagner-Capstone, Law-Professional

Responsibility, Elective (Law), Elective (Law), Elective (Law)

MBA/MPA

ADMINISTRATORS

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Beata Williams
Stern Administrator
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(212) 998-0738

NYU Wagner and the NYU Stern School of Business offer a dual-degree program for students to earn the Master of Public Administration and Master of Business Administration within three years of full-time study. The combined degree program allows students who are interested in both policy issues and business administration to pursue an integrated and comprehensive course of study.

PROGRAM TIMETABLE:

FIRST YEAR: STERN SCHOOL

Fall: Stern Curriculum-6 courses

Spring: Stern Curriculum-4 courses; Wagner Curriculum-1 course

SECOND YEAR: WAGNER AND STERN SCHOOL

Fall: Wagner Curriculum-CORE-GP 1022 and 2 Specialization Courses, Stern Curriculum-2 courses

Spring: Wagner Curriculum-3 specialization courses, Stern Curriculum-2 courses

THIRD YEAR: WAGNER AND STERN SCHOOL

Fall: Stern Curriculum-2 courses, Wagner Curriculum Capstone and 1 Elective

Spring: Wagner Curriculum-Capstone and 2 Electives, Stern Curriculum-1 course

MD/MPA

ADMINISTRATOR

Diana Beck
Wagner Administrator
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(212) 998-7529

NYU Wagner and the NYU School of Medicine offer a dual-degree program for students to earn the Master of Public Administration and the Medical Doctor degree within five years of full-time study. The combined degree program allows students who are interested in medicine and health management, policy or finance to pursue an integrated and comprehensive course of study.

PROGRAM TIMETABLE:

FIRST YEAR: MEDICAL SCHOOL

Fall: Medical Curriculum
Spring: Medical Curriculum

SECOND YEAR: MEDICAL SCHOOL

Fall: Medical Curriculum
Spring: Medical Curriculum

THIRD YEAR: MEDICAL SCHOOL AND WAGNER

Fall: Medical Curriculum
Spring: Medical Curriculum
Summer: Wagner Curriculum

FOURTH YEAR: MEDICAL SCHOOL AND WAGNER

Fall: Wagner Curriculum
Spring: Wagner Curriculum
Summer: Medical Clinical

FIFTH YEAR: MEDICAL SCHOOL AND WAGNER

Fall: Medical Clinical + Wagner (capstone and remaining coursework)
Spring: Medical Clinical + Wagner (capstone and remaining coursework)

MPA/MA IN HEBREW AND JUDAIC STUDIES

ADMINISTRATORS

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Kelrick Drake
Skirball Administrator
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NYU Wagner and the Skirball Department of Hebrew and Judaic Studies (at NYU's Graduate School of Arts and Science) dual-degree program offer students the opportunity to pursue the Master of Public Administration in Public and Nonprofit Management and Policy and a Master of Arts in Hebrew and Judaic Studies within 2.5 - 3 years of full-time study. The program equips students with professional skills and an intimate knowledge of Jewish history and culture to become leaders in the field of Jewish communal service.

PROGRAM TIMETABLE:

FIRST YEAR: WAGNER AND SKIRBALL

Fall: Wagner Curriculum-12 credits, Skirball Curriculum-3 credits
Spring: Wagner Curriculum-16 credits

SECOND YEAR: WAGNER AND SKIRBALL

Fall: Wagner Curriculum-14 credits, Skirball Curriculum-3 credits
Spring: Wagner Curriculum-6 credits, Skirball Curriculum-6 credits

THIRD YEAR: WAGNER AND SKIRBALL

Fall: Wagner Curriculum-4 credits, Skirball Curriculum-12 credits
Spring: Skirball Curriculum-7 credits

MPA-MPH IN GLOBAL HEALTH LEADERSHIP

ADMINISTRATORS

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Marcia Thomas
Global Health Leadership Administrator
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Wagner's MPA MPH dual-degree program with NYU's Master's Program in Global Health Leadership combines public service and public health in a global focus. The dual degree curriculum prepares students for leadership roles in community healthcare settings, government agencies, and nonprofit organizations United States and across the world.

Students in the program enroll full-time, taking courses within the MPA and MPH program concurrently and completing the dual-degree program in three years. Students chose a specialization area within NYU Wagner's Public and Nonprofit Management and Policy program, or the Health Policy and Management program, and one of the three Master's Program in Global Public Health concentration areas: Epidemiology; Health Promotion, Disease Prevention, and Human Migration; and Oral Health.

PROGRAM TIMETABLE:

FIRST YEAR

Fall: Biostatistics I, Global Health policy and Management, Microeconomics, Managing Public Service Organization, Global Health Leadership, Global Health Informatics I

Spring: Biostatistics II, Qualitative and Field Methods, Introduction to Epidemiology, Global Health Informatics II, Financial Management, Introduction to Public Policy

SECOND YEAR

Fall: Integrative Seminar: Foundations of Global Public Health, Global Issues in Social & Behavioral Health, Ethical Issues & Decision Making in Global Health, MPH Concentration Course, MPA Specialization Course, MPA Specialization Course

Spring: Global Environmental Health, MPH Concentration Course, MPA Specialization Course, MPA Specialization Course

THIRD YEAR

Fall: Internship in Global Public Health, Integrative Seminar: The Practice of Global Health I, MPH Concentration Course, MPA Specialization Course, MPA Capstone I

Spring: Integrative Seminar: The Practice of Global Health II, MPH Concentration Course, MPA Elective Course, MPA Capstone II

MSW/EXECUTIVE MPA

ADMINISTRATORS

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(212) 998-7411

Dr. Alma Carten
Silver Administrator
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(212) 998-5933

The MSW/Executive MPA Program prepares social work practitioners to move into administrative roles or to combine clinical and managerial responsibilities. This dual-degree program with the Silver School of Social Work provides MSW students with an opportunity to acquire skills in management, finance, and/or policy. The flexibility of the program allows students to choose courses from Wagner's Health Policy and Management Program, Public and Nonprofit Program, or both. The MSW/Executive MPA Program incorporates the 36 credits required for the Executive MPA and the 65 credits required for the MSW. Two Executive MPA courses will be credited toward the requirements for the MSW (as electives). Specific course requirements for the Executive MPA portion of this degree are the same as those outlined in the Executive MPA section of this guide. Eight credits from the MSW Program will count towards the 36 required credits for the Executive MPA. Students must complete at least 28 credits in residence at Wagner.

PROGRAM TIMETABLE:

Full-time MSW students typically begin their Wagner courses during the summer of their first year by taking one or two Executive MPA courses. In the second year, one Wagner course may be taken in the fall, two in the spring, and two in the summer to complete the dual-degree in two years. Students may choose to alter the suggested sequencing.



PhD PROGRAM

FACULTY DIRECTOR

Brian Elbel

Program Director
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(212) 263-4283

ADMINISTRATOR

Diana Beck

Assistant Director
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The PhD Program is designed to provide students with the theoretical and methodological training needed to perform original research in public policy, management, or finance. Many students specialize in a substantive area such as health, urban policy, nonprofits, welfare, education, or international development. Doctoral students are encouraged to design a plan of study that draws from several disciplines and to take advantage of course offerings at Wagner and NYU's other graduate schools. The Program emphasizes teaching and research experience and provides opportunities for students to become active in the classroom as teaching colleagues and lecturers and/or to participate in research projects with individual faculty or through our affiliated research centers. Critical milestones in the PhD Program include advanced coursework, a preliminary qualifying examination, three comprehensive field examinations (including one in research methods), participation in the NYU Wagner Research Colloquium, and a dissertation based on independent and original research defended before a faculty committee.

Graduates pursue careers at academic institutions, think tanks, and research units of public, quasi-public and private organizations, as well as for other positions with substantial responsibilities for the supervision and administration of research.

MILESTONES	TIME OF EXPECTED COMPLETION
Completion of Research Methods (PHD-GP 5901)	First Fall Semester
Completion of Multiple Regression or equivalent (PADM-GP 2902)	First Spring Semester
Completion of Qualitative Methods Course (PHD-GP 5905 or approved alternative)	First or Second Year
Taking the Preliminary Qualifying Exam (PQE)	Spring Semester following completion of PHD-GP 5901
Completion of Study Plan: Selection of 2 Doctoral Fields and Course Selection for the Research Methods Field (and appropriate courses)	2nd Semester of Full-Time (FT) studies or equivalent
Completion of at least one of three Doctoral Seminars in Policy, Finance, and Management	Within 2-3 yrs of matriculation
Registration in the Doctoral Colloquium (permission of instructor required)	Required before the end of the program
Transfer Credit Approval* (max of 40 pts) plus Foreign Language Requirement	FT-2 years, PT-3 years
Field Comprehensive Exams (all three must be completed within three consecutive semesters)	FT-within 2-3 yrs of matriculation, PT-within 4 yrs of matriculation
Submit Topic Selection/Committee Formation Form	Within 1 year of passing comp exams
Dissertation Proposal Defense	FT-within 3-4 yrs of matriculation, PT-within 4-5 yrs of matriculation
Paper Presentation from Dissertation	FT-within 6-8 months of proposal defense, PT-within 8-10 months of proposal defense
Completion of Degree/Dissertation Defense	FT-within 4-5 yrs of matriculation, PT-within 6 yrs of matriculation

* All students who elect to apply transfer credit towards the Ph.D. degree must complete all requirements within 7 years. Students who undertake all of their coursework (the full 72 credits) at Wagner have a 10 year limit.

ACADEMIC POLICIES AND SERVICES

ACADEMIC SERVICES

ADMINISTRATORS

Peter Jaffe
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Operations Research*
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(212) 998-7422

Registration

Relevant registration materials (including course highlights) are posted on the Wagner website in advance of each registration period.

New York University uses a web-based system called Albert that permits registration through the use of class numbers. In addition to course registration, students can use Albert to:

- Add/drop courses
- Access account information
- Obtain grades
- Update address information
- Request a hard copy of the grade report
- View registration stops

Students can access Albert through the Academics tab in NYUHome (<http://home.nyu.edu>) with their NetID and password.

Prerequisite Course Requirements

Students are responsible for determining if a course has a course prerequisite, and for taking the required course prior to the upper-level course. Generally, schoolwide and program core courses are prerequisite courses for elective and advanced program courses. Although Executive MPA students may only take up to two schoolwide core courses (see page 28), like all students, they must satisfy prerequisites for upper-level coursework.

Course Attempts

Students are allowed no more than two opportunities to take a course. This applies whether students repeat a course because of a withdrawal, an incomplete, or a failing grade for the course. Auditing a course also counts as an attempt at the course.

Adding/Dropping Courses

Students may drop or add courses without penalty on Albert during the registration period (the first two weeks of the semester). Students will be refunded 0% of the tuition and fees for courses dropped after the two week "shopping period." Please note that if a student misses the first class meeting, s/he should check with the instructor before adding the course. During the eight-week summer semester, this schedule is compressed. Students may withdraw from a course at any time during the term until the beginning of the examination period (see Academic Calendar at link below for specific dates). Students attempting to drop one course and add another should use the Swap function of Albert. With Swap, Albert first checks for availability before dropping the original selection. Please review the NYU Tuition Refund Policy: www.nyu.edu/bursar/refunds/schedule.fallspringgrad.html

Waitlists

While it is not common for courses to have waitlists, some occasionally do. Students who place themselves on a waitlist should always use the Swap function and remember the following:

Waitlists are part of the computerized system on Albert. The next person on a waitlist is automatically enrolled when a space opens up in the course. No confirmation is sent. Therefore, it is extremely important that students check their waitlist status daily and drop courses as needed. All registered credits are subject to the Tuition Refund Schedule.

Students should consider adjusting their schedule so that their potential enrollment in the waitlisted course does not take them above their maximum credit load. It is possible that students who are registered for 16 credits and waitlisted for 4 more credits could be registered for 20 total credits if they roll into the waitlisted course on Albert. Waitlists expire at the end of the first week of classes, but students who no longer wish to be on a waitlist should drop themselves in order to avoid confusion.

Tuition Refund Policy

Students making changes to their course schedules must be aware of the Tuition Refund Schedule. During the Drop/Add period, it is students' responsibility to drop any courses that they do not intend to complete. After Albert closes for the semester, students must officially withdraw through the Office of Academic Services. Students who are eligible for a refund must obtain an authorization signature from Peter Jaffe in Academic Services on the appropriate drop/add form. Non-attendance does not automatically withdraw a student. If a student withdraws from a required course, s/he must repeat the course in the next semester by re-registering and paying the full tuition and fees.

Additionally, it is students' responsibility to monitor their progress on any waitlists. Students who are added into a course off a waitlist after the semester has begun will be charged tuition and fees for that course if they do not drop the additional credits on the same day that they have been added to the new course.

TUITION REFUND SCHEDULE Fall and Spring

Withdrawal	Tuition Refund
Within the first two weeks of the semester	100%*
After the first two weeks of the semester	none*

* tuition and fees

TUITION REFUND SCHEDULE Summer (8-Week Session for Wagner)

Withdrawal	Tuition Refund
Within first week of classes	100%*
After first week of classes	none*

* tuition and fees

Note: The first calendar week consists of the first seven (7) calendar days (including Saturday and Sunday) beginning with the official opening of the term, not the date of the first class meeting.

Note for Summer Session only: The Registrar's Office will automatically de-enroll all students carrying a tuition balance. For summer payment deadline please consult the Bursar's Office webpage. Once a student is de-enrolled, s/he will need to contact Peter Jaffe in Academic Services to re-register for classes and receive a late registration fee waiver. All summer students are urged to ensure full payment of tuition before the start of classes to avoid being de-enrolled.

Consult the Bursar's website for tuition refund calendars with specific dates:

www.nyu.edu/bursar/refunds/schedule.summer11.html

Registering for Courses Offered by Other Divisions at NYU

After their first semester, NYU Wagner students may take graduate courses offered by other divisions at NYU when such coursework is relevant to their program and enhances their educational experience. Students should discuss with their faculty advisor how a particular course fits into their program and obtain approval to take the course.

Note: Wagner will waive one credit for each three-credit course taken at an NYU graduate program that is on the three-credit system.

Non-Wagner courses that have been pre-approved by the Wagner faculty can be found on the website: <http://wagner.nyu.edu/courses/otherlistings.php>

Note: Undergraduate-level courses cannot be applied to any degree offered by the Wagner School.

The New York University Registrar lists all courses offered throughout the University and is available through their course search: www.nyu.edu/registrar/

Course schedules for the Law School and the Stern School of Business, Graduate Division, should be obtained from the appropriate school's administrative office or website. For more information on registering for courses at other divisions of NYU, refer to <http://wagner.nyu.edu/students/registration/outsideWagner.php>

GPA Requirements and Academic Standing

Master's students need a cumulative grade point average (GPA) of at least 3.0 to graduate and are expected to maintain a cumulative GPA of 3.0 throughout their academic career. A GPA below the required minimum is grounds for dismissal. Students who have less than the required cumulative GPA during any semester are placed on academic probation and closely monitored for academic progress. Students placed on academic probation may be prevented from future registration and/or restricted in the number of courses they can take during a given semester. Students with two or more incomplete grades on their transcript are considered to be in academic jeopardy and will be placed on probation and restricted from registration. A student whose GPA remains below the required minimum for two consecutive semesters may be asked to withdraw from NYU Wagner.

Doctoral students are required to maintain a "B+" (3.3) GPA and to complete degree requirements within 7-10 years. To meet this time requirement, it is recommended that students adhere to the Doctoral Program Milestones outlined in this guide. If a student's grade point average remains below 3.3 for two consecutive semesters the student may be asked to withdraw from NYU Wagner, or risk being dismissed. Also see: <http://wagner.nyu.edu/current/policies/grading.php>

Grading Policy

Students will receive grades according to the following scale:

A	=	4.0 points
A-	=	3.7 points
B+	=	3.3 points
B	=	3.0 points
B-	=	2.7 points
C+	=	2.3 points
C	=	2.0 points
C-	=	1.7 points
F (fail)	=	0.0 points

Student grades will be assigned according to the following criteria:

(A) Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, well reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional, professional quality.

(A-) Very good: Very strong work for a graduate student. Work at this level shows signs of creativity, is thorough and well-reasoned, indicates strong understanding of appropriate methodological or analytical approaches, and meets professional standards.

(B+) Good: Sound work for a graduate student; well-reasoned and thorough, methodologically sound. This is the graduate student grade that indicates the student has fully accomplished the basic objectives of the course.

(B) Adequate: Competent work for a graduate student even though some weaknesses are evident. Demonstrates competency in the key course objectives but shows some indication that understanding of some important issues is less than complete. Methodological or analytical approaches used are adequate but student has not been thorough or has shown other weaknesses or limitations.

(B-) Borderline: Weak work for a graduate student; meets the minimal expectations for a graduate student in the course. Understanding of salient issues is somewhat incomplete. Methodological or analytical work performed in the course is minimally adequate. Overall performance, if consistent in graduate courses, would not suffice to sustain graduate status in “good standing.”

(C/-/+) Deficient: Inadequate work for a graduate student; does not meet the minimal expectations for a graduate student in the course. Work is inadequately developed or flawed by numerous errors and misunderstanding of important issues. Methodological or analytical work performed is weak and fails to demonstrate knowledge or technical competence expected of graduate students.

(F) Fail: Work fails to meet even minimal expectations for course credit for a graduate student. Performance has been consistently weak in methodology and understanding, with serious limits in many areas. Weaknesses or limits are pervasive. For more information, refer to:

<http://wagner.nyu.edu/students/policies/grading.php>

Incomplete Grades

It is the expectation that students complete all course requirements on time. Students may be penalized for failing to meet course requirements as scheduled in the syllabus. The policy outlined below will be enforced for all courses taught at NYU Wagner. Under certain circumstances, faculty may choose to develop additional requirements beyond those described here; these will be clearly indicated on course syllabi.

Papers, homework assignments, and exams not completed by the due date may result in a diminished grade, the grade of zero, or the grade of F for the specific assignment. Under special circumstances, the temporary grade of **IP (Incomplete/Pass)** or **IF (Incomplete/Fail)** may be reported for students who are unable to complete all of the required coursework on time. These circumstances will generally be extraordinary ones, such as an extreme medical emergency. An IP indicates that the student was passing the course at the time of the request. An IF indicates that the student was failing the course at the time of the request. In order to receive either an IP or an IF, the student should notify the appropriate program administrator and submit an Incomplete Request Form to Peter Jaffe in Academic Services (available from that office) signed by the student and the faculty member teaching the course. The written approval will include the reason for the request, the specific plan for completing requirements, and a due date for all remaining requirements. If the agreed upon plan of action requires that the student audit the course, the student must pay a \$750 fee. Students completing late work with the approval of the faculty should allow at least six weeks for faculty to submit grades during the academic year and ten weeks during the summer.

Note: Courses in which students ordinarily receive a grade of IP because some of the coursework is expected to be turned in after the classroom sessions are over (e.g. institutes abroad and the first semester of the year-long Capstone courses) do not require submission of the Incomplete Grade Form.

Students are expected to complete the course during the next semester in which it is offered. Special allowances will be made for courses that are only offered every other year. After one academic year, an IP remaining on a student's transcript will automatically revert to an N (no grade) and an IF will automatically revert to an F. After this period, students will be required to re-register and pay for the course. Students are allowed one opportunity to repeat a course. If this second attempt is unsuccessful, a student will likely be required to withdraw from the school. For more information, see:

<http://wagner.nyu.edu/current/policies/incompletes.php>

Auditing Courses

Students need the signed permission of the instructor and Peter Jaffe in Academic Services to audit a course. Students may not audit a course without written permission. An audit space is not guaranteed and is subject to final enrollment after the first day of classes, among other things. Special tuition rates apply for auditing courses. Auditing is also permitted when the student needs assistance in eliminating an incomplete grade. In this case, there would be a \$750 fee associated with auditing the course. Students who are auditing a course and are not registered for other courses will also be required to pay the maintenance of matriculation fee.

Independent Reading Policy

An independent reading is only appropriate in extraordinary circumstances.

Master's Students: An independent reading must be approved and supervised by a full-time faculty member. Professors are not required to take on any student for an independent reading and may be more inclined in cases where the student defines her or his interest in a subject fairly precisely. Students must submit a reading list and agree to specific due dates for assignments prior to faculty approval.

Doctoral Students: Independent reading is approved for doctoral students who wish to study a topic that is not offered or covered in the depth required in Wagner or other NYU graduate courses. In addition, doctoral students sometimes approach the end of coursework with "left-over" credit and an independent reading can be taken to earn necessary credit(s). Doctoral students should always register for 1 credit of independent reading for each 3 credit course they take at another NYU school.

If an independent reading is approved by a full-time faculty member, students should submit an independent reading form to Peter Jaffe in Academic Services (available at the link below) signed by the student and the full-time faculty member supervising the course. For more information: <http://wagner.nyu.edu/current/policies/independentreading.php>.

Student Grievance Procedure

In order to appeal a grade, students should first consult with their professor, and if a resolution is not reached, consider filing a grievance by contacting the Director of Student Services at (212) 998-7476. Student grievances alleging a violation of the University's policies on sexual harassment or discrimination based on race, color, religion, gender, sexual orientation, national origin, marital or parental status, age, or handicap should also be directed to the Director of Student Services. The goal of the school is to resolve these grievances informally and quickly, at the same time ensuring that both the grievant and respondent are treated appropriately. A student seeking resolution of a grievance should follow the steps outlined below:

1. A student should attempt to resolve the grievance informally by discussing the issue with the person responsible for the matter being grieved (the respondent). Students uncertain about how to proceed may consult the Director of Student Services for assistance. At the request of either the grievant or the respondent, the Director of Student Services may be asked to arrange for and attend this meeting. Significant effort should be placed on resolving the grievance at this level.

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2. If the grievance is not informally resolved between the grievant and respondent, in order to obtain further review, the grievant may make a written statement describing the grievance and present it to the Director of Student Services. The written document shall state the written policy of the School or University that has allegedly been violated, describe the facts and evidence supporting the alleged violations, indicate what redress the grievant seeks and provide a brief history of the attempts to resolve the grievance.
 3. If unresolved, the grievant and respondent may request to meet with the Associate Dean for Student Affairs and Administration of the Wagner School (and the Director of Student Services if the grievant or respondent requests it) who may, if deemed appropriate by the Associate Dean, form a grievance committee composed of the Associate Dean, a student representative, and a faculty representative. The student and faculty member would be selected by the Associate Dean after consulting with the grievant and the respondent. A resolution should be sought. A written statement of the grievance committee's findings will be provided to the grievant and the respondent.
 4. If the grievance remains unresolved, the grievant or respondent can appeal to the Dean of the Wagner School on any grievance related to an educational program or the highest ranking University officer in the field, other than the President, responsible for the subject matter of the grievance (e.g., the Vice President for Administration, External Affairs, or Student Affairs).
 5. The Dean or University Officer shall meet with the grievant and with other persons deemed appropriate for purpose of ascertaining the facts and attempting to resolve the grievance. Then, the Dean or Officer shall render a written decision on the merits to the grievant, the respondent, and the Executive Assistant to the President.
 6. If either the student or the respondent appeals the decision of the Dean or University Officer, the grievance will be presented to the University Judicial Board following the procedures presented in the University's Student Guide to New York University. Students who would like to raise issues not specified above are encouraged to speak with the Director of Student Services who will attempt to find a satisfactory resolution for the issue. The staff and faculty of the Wagner School are committed to being responsive to the interests of students. For more information:
<http://wagner.nyu.edu/current/policies/grievance.php>

Language Courses

Language skill courses, whether taken at the undergraduate or graduate level, cannot be credited toward a Wagner degree. Graduate-level courses with direct substantive relevance for public service that are conducted in a foreign language may be considered for credit by the Director of Program Services on a case by case basis. There are a number of alternative avenues at NYU through which Wagner students can hone their language skills, including NYU's Speaking Freely program (<http://www.nyu.edu/cas/speaking/freely>), which offers language classes for free. Bobst Library's Avery Fisher Center (<http://library.nyu.edu/afc>) offers access to language videos on reserve, and NYU's School of Continuing Professional Studies offers foreign language courses in more than 25 languages (www.scps.nyu.edu/areas-of-study/foreign-languages).

Transfer Credit

Credits toward the degree for graduate courses taken at other institutions prior to enrolling at Wagner may be awarded under certain conditions and must be approved by a program administrator and the Office of Academic Services. The number of credits transferred from a non-NYU institution is the number of credits given by that institution for the courses. Wagner will waive one credit for each three-credit course taken at an NYU graduate program that is on the three-credit system. Decisions regarding transfer credits are not made prior to matriculation. The courses must be considered appropriate to the degree sought, graduate

level, not be credited toward another degree or certificate, and have been completed with a grade of B or better at an institution of established academic reputation prior to the student enrolling at Wagner. Coursework must have been taken within the last 5 years (except for doctoral students). A maximum of 28 credits can be transferred toward the MPA and MUP degrees; a maximum of 8 credits, including coursework taken at another NYU graduate program, toward the Executive MPA degree; and a maximum of 40 credits toward the doctoral degree. For more information:

<http://wagner.nyu.edu/students/policies/transfer.php>.

Note: Transfer credits will not be accepted toward the Advanced Professional Certificate.

Change of Program

Students wishing to switch programs (for example, from Health Policy and Management to Public and Non-profit Management and Policy) must contact the administrator of their current program. Individuals requesting a change of degree (for example, from MPA to MUP) must apply for admission to the new program. Detailed information is available by calling the Office of Enrollment at (212) 998-7414.

Time to Completion Requirement

Students must complete degree requirements in force at the time of their initial enrollment: five years for master's degree students and seven to ten years for doctoral students. The time to complete degree requirements includes any semester(s) for which students pay maintenance of matriculation or take a leave of absence (see below).

Maintenance of Matriculation

A degree can only be awarded to a student who is matriculated. In order to maintain continuous matriculation, students must:

1. Either register during the fall and spring semester for at least one credit-bearing course, or
2. Pay the maintenance of matriculation fee for each term in which they are not registered for at least one credit-bearing course. Doctoral students are reminded that they must maintain matriculation while completing their dissertation research and writing. For doctoral students, continuous matriculation may be met in the following ways: 1) registering for a normal course load or 2) enrolling in Research in Progress (PHD-GP 5902).

Paying maintenance of matriculation does not constitute satisfactory progress toward a degree. Students who fail to maintain matriculation within a two year period must apply for readmission. Applications for readmission will be evaluated on the basis of the standards used to evaluate new applicants for admission. Readmitted students must satisfy all the degree requirements and procedures in effect at the time of readmission. For more information:

<http://wagner.nyu.edu/students/policies/matriculation.php>

Leave of Absence

Matriculated students in good standing who need to take a leave of absence from school for one or more semesters for national service or serious illness are required to submit a written leave of absence request to the administrator of their program along with supporting documentation. Students granted leaves of absence are still required to complete all degree requirements within the specified time of initial enrollment (masters' students within 5 years; doctoral students within 7-10 years). Any student who has not enrolled in courses or maintained matriculation for two academic years is required, without exception, to apply for readmission to NYU Wagner. Students who receive Wagner merit scholarship aid and who take a leave for a semester relinquish the scholarship. They may reapply for scholarship

at the time of re-enrollment. Their scholarship applications will be considered with the rest of the current student body. Also see: <http://wagner.nyu.edu/students/policies/matriculation.php>

Academic Code and Disciplinary Procedures

These procedures supplement the Student Disciplinary Procedures of New York University, as approved by the vote of the Wagner school faculty on December 16, 2010.

As permitted under New York University by-laws and disciplinary procedures, the faculty of NYU Wagner adopts the following procedures for informal resolution of complaints and for cases of formal student discipline. The procedures described below are not exclusive and are not intended to prevent informal resolution.

Disciplinary Violations

Students of the Wagner School and New York University have joined an academic community that presumes certain behaviors and norms. As members of this community, students are expected to conduct their academic work with the highest integrity and to avoid any behaviors that jeopardize the well-being of others or disrupt educational activities.

All students are required to review and acknowledge an online “Academic Oath,” explaining these policies and procedures prior to the beginning of classes. Each student signs the oath, indicating understanding of the academic code, resources to consult regarding academic integrity, and potential ramifications of violations.

Student Services administrators maintain date and time stamped records of each student’s electronic acknowledgement. The oath can be found here:

<http://wagner.nyu.edu/students/academicOath.php>.

Accusations of behaviors that constitute disciplinary violations of either academic dishonesty or community offenses are covered by these procedures.

1. Charges of Academic Dishonesty

Academic disciplinary violations include, but are not limited to: cheating on exams or assignments, submitting your own work towards requirements in more than one class without the explicit prior permission of the instructors, providing your work for someone else to submit as his or her own, collaborating on work intended to be done individually, forgery of academic documents, and plagiarism. Plagiarism consists of presenting ideas or words without adequate acknowledgment of their source and, as with other acts of academic fraud, is a violation based on fact rather than intent. Any of the following acts constitutes plagiarism:

- a. Using a phrase, sentence, or passage from another person’s work without quotation marks AND attribution of the source. (Both quotations and attribution are necessary).
- b. Using text from a source that is rearranged, paraphrased or discussed without attribution to the source;
- c. Submitting work where a central idea for a section/paragraph is taken from a source, written in the student’s own words and not cited in the text;
- d. Submitting work completed by another (including work that was accessed via the internet) copied in its entirety or modified without attribution to the source.

In addition to the examples of plagiarism noted above, below we provide several websites that discuss plagiarism further. For research resources and to help you learn about appropriate citation of the many different sources you will use in your work at Wagner, see Writing under the “Academic Services” portion of the “Students” tab of our website. Consult these resources for understanding and avoiding plagiarism:

- Bibliographic and Footnote Style Guide—Citing Sources, New York University Libraries, nyu.libguides.com/citations
- “Plagiarism: What is It and How to Recognize and Avoid It,” The Writing Center at Indiana University, www.indiana.edu/~wts/pamphlets/plagiarism.shtml
- “Principles Regarding Academic Integrity,” Northwestern University, www.northwestern.edu/uacc/plagiar.html

- “Sources,” Dartmouth College, www.Dartmouth.edu/~sources/contents.html, and “A Note on Plagiarism,” Augusta State University, www.aug.edu/sociology/plagiarism.html

2. Offenses Against the Community

Offenses against the community are behaviors that jeopardize the physical or emotional health or safety of its members or disrupt educational or Wagner community activities (classroom activities or other official school sponsored events such as town hall meetings). These include, without limitation, damaging premises, interference with access to academic facilities or offices, and physical or other interference with or harassment of others.

Disciplinary Procedures

Complaints can be filed by faculty members, students and administrators and will be fielded by the Associate Dean for Student Affairs and Administration. Every instance of suspected academic dishonesty or offenses against the community should be reported to the Associate Dean, who will maintain a list of complaints.

Upon receiving a complaint, the Associate Dean for Student Affairs and Administration will consult the list to determine if this is a first offense by the accused party. If so, informal resolution between the parties may take place, with guidance from the Associate Dean, and with faculty determining any academic penalty for the infraction. However, if there are other known offenses by the same party, the Associate Dean must advise the faculty Chair of the Discipline Committee. Informal or formal resolution through the Disciplinary Committee must then proceed.

If informal resolution by consent is not possible for any reason, the Associate Dean will conduct a preliminary investigation to determine whether or not it is necessary to proceed with formal hearings.

If the Associate Dean determines that the complaint may warrant proceeding with a formal hearing, the Associate Dean will consult with the Chair of the Discipline Committee. If they determine that a formal hearing is warranted, the Associate Dean will notify the student (hereinafter the ‘Student’) against whom the complaint was filed in writing of the charges within 48 hours. Multiple complaints concerning the same student will automatically trigger involvement of the Discipline Committee Chair, and may require a formal hearing. The written complaint will state the policies that have been alleged to be violated by the Student. The Chair will then create a Hearing Panel from the available Committee members.

1. Discipline Committee

The Disciplinary Committee will be composed of three faculty members, including the Chair, and the Associate Dean for Academic Affairs, or two faculty and one administrator. Student representation will be solicited as needed for hearings or other matters. The students will be selected by the Dean’s office from a pool of students either self-nominated or nominated by the Wagner Student Association.

2. The Hearing Panel

The Hearing Panel will consist of three people, including the Chair (two faculty members and one student or one faculty member, one administrator and one student). Any committee members with conflicts of interest should excuse themselves from serving. In advance of the hearing, the Chair will present the case materials to the Hearing Panel. The Chair will also ask that the complainant and the Student submit the names of all witnesses that they would like present at the hearing. The Hearing Panel has the discretion to limit the number of witnesses appearing at the hearing as it deems appropriate, and the Chair may request certain witnesses to attend the hearing and to testify.

3. Hearings

The Hearing Panel shall control the conduct of the hearing proceedings. The Chair shall instruct everyone participating in the disciplinary proceeding of the confidentiality of such proceedings.

The hearing shall not be governed by formal rules of evidence.

Following the hearing, the Hearing Panel shall meet in closed session. The Hearing Panel shall first vote on whether the Student has committed the alleged disciplinary infraction, and then, if necessary, the Hearing Panel will decide the disciplinary sanction to be imposed. A majority vote of the Hearing Panel is necessary for a valid decision.

The Student has the right to have the Hearing Panel request the presence of a reasonable number of witnesses on his or her behalf, though the Hearing Panel cannot compel the attendance of such witnesses.

An audio recording of the hearing shall be made. In addition, the Chair shall prepare minutes of the hearing, which include:

- a. A short statement of the charge against the Student;
- b. A summary of the findings of fact and conclusions made by the Hearing Panel;
- c. A statement of the decision of the Hearing Panel; and
- d. The penalty imposed by the Hearing Panel.

The Chair shall inform the Dean of the Hearing Panel's findings. The Dean shall promptly provide the Student with a copy of the Hearing Panel's decision, and all appropriate notations in the Student's record shall be made.

4. Rights of the Student

The Student has the right to be informed in writing of the charge(s) against him or her and the name(s) of the person(s) who filed the complaint.

The Student has the right to consult with an adviser or counsel of his or her own choosing (who may be an eligible and consenting faculty member) to assist him or her in the preparation of the defense. No member of the Committee or Dean shall be eligible to serve as an adviser under this section. The adviser or counsel may assist the Student in the preparation of the Student's case for the initial hearing and any appeal. The adviser or counsel may also appear at any prehearing and hearing and shall have the right to examine by putting questions directly to the witness, or by asking questions through members of the hearing body. The method shall be determined by the hearing body and may be altered by it at any time.

5. Disciplinary Sanctions

As stated previously, academic penalties may be imposed by the faculty member in whose course or assignment the infraction was made. These may include failing the assignment, failing the course, requiring additional academic work, lowering the student's overall grade, or a combination.

At the discretion of the Discipline Committee, additional sanctions may be imposed beyond the academic penalties – whether the case was heard by informal resolution or through a formal hearing. Such decisions based on current findings and any record of prior infractions, may include any one or more of the following disciplinary sanctions:

- a. **Warning** – Notice to the Student, orally or in writing, that continuation or repetition of the conduct found wrongful, or participation in similar conduct, within a period of time stated in the warning, shall be a cause for disciplinary action.
- b. **Censure** – Written reprimand for violation of specified regulation, including the possibility of more severe disciplinary sanction in the event of conviction of another violation of a University regulation within a period of time stated in the reprimand.

- c. **Disciplinary Probation** – Exclusion from participation in privileges or extracurricular University activities as set forth in the notice of disciplinary probation. Notification that a more severe disciplinary sanction may be imposed if the Student commits a second disciplinary offense while on disciplinary probation.
- d. **Restitution** – Reimbursement for damage to or misappropriation of property. Reimbursement may take the form of appropriate service to repair or otherwise compensate for damages.
- e. **Monetary Fines** – For any offenses as determined by the Committee.
- f. **Suspension** – Exclusion from classes and other privileges or extracurricular activities as set forth in the notice of suspension.
- g. **Dismissal** – Termination of student status for an indefinite period. The conditions for readmission, if any permitted, shall be stated by the panel in the order of dismissal.
- h. **Expulsion** – Permanent termination of a student's status.
- i. **Community Service** – Specific service as deemed appropriate given the violation.

6. Appeals

Appeals of the Hearing Panel's decision shall be brought to the Dean. The Student may appeal from any adverse determination but only on the grounds that (i) the procedure followed at the hearing deprived the respondent of a fair opportunity to respond adequately to the complaint or (ii) the evidence in the record taken as a whole does not substantially support the Hearing Panel's action. The appeal must be in writing, must state the basis for the appeal, and must be received by the Dean within 20 working days of the date on which the final report of the Hearing Panel was given to the Student. The appeal shall be limited to a review of the record of the hearing, including the Hearing Panel's decision, and of any materials presented as evidence at the hearing. The Dean's decision shall be made within 20 working days of the date on which the Student's appeal was received. The Dean shall have the power to stay the sanction imposed by the Hearing Panel pending the appeal. The Dean shall prepare a written decision on the appeal and may affirm the

Hearing Panel's action, modify it in any respect (including the imposition of a more severe sanction), reverse it, or remand the case for further proceedings by the Discipline Committee. Any decision by the Dean, other than a remand, shall be final and binding.

7. Criminal Investigations/Convictions

The Wagner School recommends that students receive degrees upon the faculty's certification to the President that students are qualified to earn them. The President recommends qualified candidates to the Board, which ultimately confers all degrees. Wagner reserves the right to withhold, delay, or rescind its certification of qualification in the case of any student who has not complied with Wagner's academic integrity and conduct standards, University rules, or federal, state or local law *while an enrolled student*. Where the facts are beyond legitimate dispute, such as when a student has committed a crime as evidenced by the student having entered a guilty plea, plea of nolo contendere or similar plea, or having been convicted of the crime, Wagner may withhold, delay, or rescind a degree following a faculty vote without further proceedings. In other cases, the student may request a hearing under the disciplinary procedure described in the Academic Code before the faculty considers whether to withhold or confer a degree or rescind its prior recommendation to confer a degree. If there is insufficient time for the hearing prior to the date the degree would otherwise be awarded, the Wagner School may, if the Dean or faculty so elects, withhold the degree pending the completion of the disciplinary process and the faculty's consideration of that process. Similarly, where a student is involved in a matter that is expected to be resolved, such as judicial proceedings that are expected to result in a judicial resolution of a charge of crime or fraud, the Wagner School may, if the Dean or faculty so elects, defer consideration of whether to withhold or confer a degree or rescind its prior recommendation to confer a degree, pending the resolution of such charges, even if this may delay the faculty's consideration of a candidate beyond his or her expected graduation date.

All students are required to advise the Dean of any criminal investigation or conviction, or any investigation or legal judgment for civil fraud. Students need not advise the Dean of misdemeanor offenses. Notice must be given in writing, no later than two weeks after the student learns of the investigation, conviction or legal fraud judgment. A failure to provide such notice may itself constitute grounds for withholding, delaying or rescinding a degree.

8. Recording/Record Keeping

The records of all disciplinary cases, preliminary assessments and hearings shall be kept and maintained by the Associate Dean for Student Affairs and Administration on behalf of the Chair in a confidential manner. The Committee will keep and maintain such records until all appeals have been completed or the time for an appeal has expired. Student files, at a minimum, shall reflect the Hearing Panel's affirmative findings of a disciplinary infraction while the Student is enrolled at Wagner.

The Committee shall be responsible for preparing an annual reporting summary to ensure that the Wagner community is made generally aware of disciplinary outcomes.

RESOURCES AND CONTACT INFORMATION

WAGNER

OFFICE OF ACADEMIC SERVICES 295 Lafayette St.—2nd Floor	Course Withdrawals and Incompletes, Full-time/Part-time Equivalency, Certificate of Grade Form	<i>wagner.academicsservices@nyu.edu</i> http://wagner.nyu.edu/current/services (212) 998-7422
OFFICE OF ENROLLMENT 295 Lafayette St.—2nd Floor	New Student Events, Financial Aid, Merit Scholarships	<i>wagner.admissions@nyu.edu</i> http://wagner.nyu.edu/admissions (212) 998-7414
OFFICE OF CAREER SERVICES 295 Lafayette St.—2nd Floor	Career/Internship Advisement and Counseling, Career Development, Professional Development Workshops, Professional Experience Requirement	<i>wagner.ocss@nyu.edu</i> http://wagner.nyu.edu/careers (212) 998-7474
OFFICE OF INTERNATIONAL PROGRAMS 295 Lafayette St.—2nd Floor	Courses and Travel Abroad, Exchange Programs, Travel Grants	<i>wagner.international@nyu.edu</i> http://wagner.nyu.edu/international (212) 998-7411
OFFICE OF STUDENT SERVICES 295 Lafayette St.—2nd Floor	Academic Advisement and Progress Tracking, Course Waivers, Transfer Credits	<i>wagner.studentservices@nyu.edu</i> http://wagner.nyu.edu/current (212) 998-7512

NYU

BOBST LIBRARY 70 Washington Square South	Borrowing Books, Computer Access, Lockers, Reserving Study Rooms	http://library.nyu.edu (212) 998-2500
BURSAR 25 West 4th St, 1st Floor	Bill, Payment Plans, Student Loan Refund	http://nyu.edu/bursar (212) 998-2800
FINANCIAL AID 25 West 4th St, 1st Floor	Need-Based Aid, Student Loans	http://nyu.edu/financial.aid (212) 998-4444
ITS (INFORMATION TECHNOLOGY SERVICES) 10 Astor Place, 4th Floor	Computer, Network, Telephone and Internet Services, Email	http://nyu.edu/its (212) 998-3333
MOSES CENTER FOR STUDENTS WITH DISABILITIES 726 Broadway, 2nd Floor	Services for NYU students with visual, hearing, orthopedic, and chronic impairments, as well as those with learning disabilities	http://nyu.edu/csd (212) 998-4980
NYU CARD SERVICE CENTER 383 Lafayette St, Main Floor	Campus Cash Debit Card, ID Card, Meal Plan, University Access	http://nyu.edu/nyucard (212) 443-CARD
OISS (OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS) 561 LaGuardia Place	Student Visa, Immigration, International Student Support	http://nyu.edu/oiss (212) 998-4720
PROFESSIONAL BOOKSTORE 726 Broadway	Books and other School Supplies	http://bookstores.nyu.edu (212) 998-4667
REGISTRAR 25 West 4th St, 1st Floor	Registration, Academic Calendars, Transcripts, Enrollment Verification	http://nyu.edu/registrar (212) 998-4850
STUDENT HEALTH CENTER 726 Broadway, 3rd and 4th Floors	Health Services, Health Insurance, Immunization Forms	http://nyu.edu/shc (212) 443-1000
STUDENT RESOURCE CENTER 60 Washington Square South, Suite 210	Information referral, General Campus Resources, Navigation of NYU and New York	http://nyu.edu/src (212) 998-4411
OFFICE OF GRADUATE STUDENT LIFE 4 Washington Square Village	Graduate Welcome Week, Graduate Socials, Hub of Resources for Graduate Student Life	http://nyu.edu/students/graduates/graduate-life.html (212) 998-4937
WELLNESS EXCHANGE	Health and Mental Health Services, 24 Hour Hotline	http://nyu.edu/999 (212) 443-9999

CREDITS

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NYU Wagner

Robert F. Wagner Graduate School of Public Service



NEW YORK UNIVERSITY

A private university in the public service

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