



**NYU | WAGNER**

**NEW YORK UNIVERSITY BULLETIN**

# **ROBERT F. WAGNER**

**GRADUATE SCHOOL  
OF PUBLIC SERVICE  
2015 - 2017**



# ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

## ANNOUNCEMENT FOR THE 77TH AND 78TH SESSIONS

The Puck Building, 295 Lafayette Street, 2nd Floor, New York, NY 10012

[wagner.nyu.edu](http://wagner.nyu.edu)

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Payment of tuition or attendance at any classes shall constitute a student's acceptance of the administration's rights as set forth in the above paragraph.

# NEW YORK UNIVERSITY

**M**ore than 175 years ago, Albert Gallatin, the distinguished statesman who served as secretary of the treasury under Presidents Thomas Jefferson and James Madison, declared his intention to establish “in this immense and fast-growing city ... a system of rational and practical education fitting for all and graciously opened to all.” Founded in 1831, New York University is now one of the largest private universities in the United States. Of the more than 3,000 colleges and universities in the country, New York University is one of only 60 member institutions of the distinguished Association of American Universities.

The University includes numerous schools, colleges, and institutes at major centers in Manhattan, Brooklyn, Abu Dhabi (UAE), and Shanghai. In addition, the University operates a branch campus program in Rockland County at St. Thomas Aquinas College. Certain of the University’s research facilities, notably the Nelson Institute of Environmental Medicine, are located in Sterling Forest, near Tuxedo, New York. Although overall the University is large, the divisions are small- to moderate-sized units—each with its own traditions, programs, and faculty.

The University offers more than 6,000 courses and grants more than 25 different degrees.

Since its founding, New York University has been a private university. It operates under a board of trustees and derives its income from tuition, endowment, grants from private foundations and government, and gifts from friends, alumni, corporations, and other private philanthropic sources.

The University is committed to a policy of equal treatment and opportunity in every aspect of its relations with its faculty, students, and staff members, without regard to race, color, religion, sex, sexual orientation, gender and/or gender identity or expression, marital or parental status, national origin, ethnicity, citizenship status, veteran or military status, age, disability, and any other legally protected basis.

Inquiries regarding the application of the federal laws and regulations concerning affirmative action and antidiscrimination policies and procedures at New York University may be referred to Mary Signor, Executive Director, Office of Equal Opportunity, New York University, 726 Broadway, 7th Floor, New York, NY 10003; 212.998.2352. Inquiries may also be referred to the director of the Office of Federal Contract Compliance, U.S. Department of Labor.

New York University is a member of the Association of American Universities and is accredited by the Middle States Association of Colleges and Schools (Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104; 215.662.5606). Individual undergraduate, graduate, and professional programs and schools are accredited by the appropriate specialized accrediting agencies.



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# THE ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

**N**ew York University's Robert F. Wagner Graduate School of Public Service (NYU Wagner) prepares public service leaders to translate ideas into actions that have an effective and lasting impact on the public good. The school was named for the three-term mayor of New York, Robert F. Wagner, who was renowned for his honesty, compassion, and commitment to public service—ideals that continue to inspire and shape the NYU Wagner community today.

Established in 1938, NYU Wagner offers Master of Public Administration, Master of Urban Planning, Executive Master of Public Administration, and Doctor of Philosophy degree programs. Through these rigorous programs, students gain critical skills, a deep understanding of context surrounding public service challenges, and access to all New York City has to offer—which they can apply to cities across the globe.

Our diverse student body enjoys an open, interactive educational setting that blends theory in the classroom with practice in the field. The majority of students work in some capacity while in school, which enhances the educational experience and allows students to hone their skills in real time. Located in the heart of New York City, one of the world's great metropolises, and surrounded by hundreds of thousands of public service jobs, NYU Wagner is perfectly positioned to prepare future public service leaders to create positive change.



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## RESEARCH, ASSOCIATED, AND ADJUNCT FACULTY

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The current list is available at [wagner.nyu.edu/faculty/directory/adjunctClinicRes.php](http://wagner.nyu.edu/faculty/directory/adjunctClinicRes.php)

(Note: There are approximately 175 adjunct faculty members teaching at NYU Wagner.)



# GENERAL ADMISSION REQUIREMENTS

**A**dmission to NYU Wagner requires submitting a completed online application with the following components: a bachelor's degree academic transcript showing the degree conferral date, two letters of recommendation, essays, and a resume. There is also an optional video essay component. Further information and application deadlines can be found at [wagner.nyu.edu/admissions](http://wagner.nyu.edu/admissions).

Admission decisions are based on the submitted application materials and include an assessment of academic potential, impact on public service to date, and fit with the school community.

# DESCRIPTION AND REQUIREMENTS OF ACADEMIC PROGRAMS

## A. DEGREE: MASTER OF PUBLIC ADMINISTRATION (MPA)

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### Public and Nonprofit Management and Policy Program

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The oldest degree program at NYU Wagner, the Master of Public Administration in Public and Nonprofit Management and Policy (MPA-PNP) is rooted in a foundation of management, policy, and finance. Students learn a broad skill set that they can transfer to the many roles, organizations, and sectors that their careers will span. The program is designed to prepare students for work in diverse public service settings, including federal, state, and local governments; nonprofit institutions; foundations; international organizations; and private sector companies doing public service work.

Students in the MPA-PNP program focus on one of four areas of specialization: management of public and nonprofit organizations, financial management and public finance, public policy, or international

policy and management. In addition, students are able to choose from a wide selection of elective courses and either cluster their courses around a single topic (e.g. economic development and housing; education policy; international development; public and nonprofit management and organizations; race, class, and diversity) or select more varied courses.

Graduates of the program play significant roles across the public service arena, including redeveloping neighborhoods, advocating for social justice, and providing vital human and social services at nonprofits, consulting firms, private organizations, and government agencies.

(Note: The MPA degree is accredited by the National Association of Schools of Public Affairs and Administration.)

### Health Policy and Management Program

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In 1970, NYU Wagner established the Master of Public Administration in Health Policy and Management (MPA-HPAM) in recognition of the special skills needed to lead in the healthcare sector. Located in a school of public service, rather than in a medical or public health school, the program crosses traditional boundaries, linking management, finance, and policy. Students gain the cutting-edge concepts and skills needed to shape the future of health policy and management, both nationally and internationally.

Students in the program are required to declare a specialization in health services management, health policy analysis, health financial management, health public

finance, or international health policy and management. The HPAM program is led by a distinct faculty group, but it uses all the resources and courses offered by NYU Wagner, as well as courses in other graduate and professional schools of the University.

The curriculum prepares graduates to meet the challenges of the rapidly evolving healthcare world—in hospitals, health maintenance organizations, government institutions, managed care networks, and nonprofit and for-profit health institutions.

(Note: The MPA degree is accredited by the National Association of Schools of Public Affairs and Administration. The management specialization of the MPA-HPAM program is accredited by the Commission for the Accreditation of Health Management Education.)

## Requirements of the MPA Public and Nonprofit Policy and Management Program and MPA Health Policy and Management Program

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The MPA-PNP and MPA-HPAM programs require completion of 45 credits with a B (3.0) or better cumulative grade point average. A minimum of 33 credits must be completed while matriculated in NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before the granting of the degree. This also applies to transfer credit. Up to 12 credits of suitable transfer credit from graduate coursework may be used to meet degree requirements, provided that they were not part of a previous master's degree, the credits were earned in the past five years, and the grade earned was B or higher. The complete transfer credit policy can be found at [wagner.nyu.edu/students/policies/transfer](http://wagner.nyu.edu/students/policies/transfer).

The academic work includes (a) five required core courses (15 credits); (b) four to five specialization courses (12 to 15 credits), dependent on the specific requirements of the specialization; (c) a Capstone end event (3 credits), which is taken over the fall and spring semesters; and (d) elective coursework, (12 to 15 credits, dependent on the specific requirements of the specialization).

### Waivers

Students who have acquired knowledge of the subject matter of any of the core courses prior to enrolling at NYU Wagner are encouraged to consider applying for a waiver. In order to be waived from a course, students need to review the relevant waiver policy on the Wagner website and submit the proper materials to the Office of Student and Program Services. Course waivers do not reduce the 45-credit degree requirement, but they do provide students with the opportunity to take additional electives.

### Statistical Software Proficiency

In order to graduate, all students must demonstrate computer proficiency in statistical software. Students who take CORE-GP 1011 Statistical Methods are required to complete an SPSS lab as part of the course. Students who pass Statistical Methods are considered proficient in statistical software.

Students who waive out of Statistical Methods must demonstrate proficiency in statistical software by taking and passing the computer-based NONCR-GP 938 SPSS Proficiency Exam, or by successfully completing PADM-GP 2902 Multiple Regression and Introduction to Econometrics. To prepare for the proficiency exam, students may register for the optional NONCR-GP 931 SPSS Computer Module offered every semester.

### Specialization

Students fulfill the requirements of one of the areas of specialization within the program.

### Elective Courses

Students have a certain number of elective credits that provide them with the opportunity to gain additional expertise in important areas, depending on their degree requirements. With approval, students may take graduate-level courses at other NYU graduate schools. Language courses may not count toward the MPA degree.

### Capstone Requirement

Over the course of an academic year, students work in teams either to address challenges and identify opportunities for a client organization or to conduct research on a pressing social question. Students must quickly become familiar with an issue or content area; demonstrate skills, such as project management and teamwork; and effectively gather, analyze, and present data. Some students elect to undertake an applied research project instead of the client project.

### Professional Experience Requirement

Students are required to graduate with field experience that is relevant to their degree program. MPA-PNP and MPA-HPAM students who enter their program with fewer than two years of full-time relevant experience are required to start an internship or work experience relevant to their area of study prior to enrollment in Capstone.

(Note: MPA-PNP and MPA-HPAM students commencing study in the spring semester will require two and one-half years to complete the program due to course sequencing.)

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## Schoolwide Core Courses

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The following are the five required core courses that must be taken by all MPA-PNP and MPA-HPAM students, unless waived.

- CORE-GP 1011 Statistical Methods for Public, Nonprofit, and Health Management
- CORE-GP 1018 Microeconomics for Public Management, Planning, and Policy Analysis
- CORE-GP 1020 Managing Public Service Organizations
- CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations
- CORE-GP 1022 Introduction to Public Policy

(Note: Students who take and pass CORE-GP 1011 Statistical Methods are required to complete an SPSS lab as part of the course and are considered proficient in statistical software. Students who waive out of CORE-GP 1011 Statistical Methods are required to demonstrate their proficiency with statistical software. These students must pass the NONCR-GP 938 SPSS proficiency exam prior to the end of their second semester, or complete PADM-GP 2902 Multiple Regression and Introduction to Econometrics.)

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## Capstone Course

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Capstone is the end event requirement for the MPA degree.

### **The PNP program Capstone requirement is satisfied by taking:**

- CAP-GP 3401 and CAP-GP 3402 Capstone: Advanced Projects in Public and Nonprofit Management and Finance
- or
- CAP-GP 3226 and CAP-GP 3227 Capstone: Advanced International Projects
- or
- CAP-GP 3148 and CAP-GP 3149 Capstone: Applied Research in Public Finance and Policy

### **The HPAM program Capstone requirement is satisfied by taking:**

- CAP-GP 3801 and CAP-GP 3802 Capstone: Advanced Projects in Health Finance, Management, and Policy
- or
- CAP-GP 3226 and CAP-GP 3227 Capstone: Advanced International Projects
- or
- CAP-GP 3148 and CAP-GP 3149 Capstone: Advanced Projects in Applied Research and Policy

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## Public and Nonprofit Program Areas of Specializations in Public Finance and Policy

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Students must select an area of specialization: management for public and nonprofit organizations, public policy analysis, finance, or international policy and management. For detailed information about the areas of specialization and to download the relevant Program Requirement Checksheet, visit [wagner.nyu.edu/mpa](http://wagner.nyu.edu/mpa).

### **1. Management for Public and Nonprofit Organizations**

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 understand 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, CORE-GP 1020 Managing Public Service Organizations, the curriculum is arranged in three areas of expertise: Strategy and Organizations, Human Resources and Organizational Behavior, and Performance Management and Operations. Each area of expertise is organized around a cluster of courses and contains one course that is required for students specializing in management.

Graduates of the management specialization are in a variety of careers such as program management, research management, budget analysis, fund-raising and development, public affairs, and advocacy.

### **Core Management Specialization Courses**

- PADM-GP 2110 Strategic Management
- PADM-GP 2135 Developing Human Resources
- PADM-GP 2170 Performance Measurement and Management

Students must also take a total of six credits from the approved list of management courses listed in the Program Requirement Checksheet.



## **2. Finance for Public and Nonprofit Organizations**

This specialization provides the concepts and skills needed for careers that focus on financial management and public finance. Students study the field of finance from both an internal management perspective and an external policy approach, preparing them 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 of the finance specialization have a wide array of careers, such as budget officers and analysts, consultants, finance directors, grants managers, program auditors, financial analysts, bond raters, investment bankers, and bond insurance underwriters.

### **Core Required Finance Specialization Courses**

- PADM-GP 2140 Public Economics & Finance
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics
- PADM-GP 4130 Fundamentals of Accounting

Students must also take a total of nine credits from the approved list of finance courses in the Program Requirement Checksheet.

## **3. Public Policy Analysis**

The Public Policy specialization prepares students to play a role in policy debate and deliberation by developing critical conceptual, analytical, and quantitative skills. By studying the application of social science theories and methods to the analysis of issues of public importance, students are able to develop and assess alternative policy responses to public issues and urban problems.

Policy specialization graduates serve in positions such as policy analyst, program auditor and evaluator, and legislative aide.

### **Core Required Policy Specialization Courses**

- PADM-GP 2140 Public Economics and Finance
- PADM-GP 2171 Program Analysis and Evaluation
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics

**Students are also required to take one policy formation course from among the following:**

- PADM-GP 2411 Policy Formation and Policy Analysis
- URPL-GP 2415 Public Policy and Planning in New York
- HPAM-GP 2836 Current Issues in Health Policy

Students are generally expected to take the following course to complete the specialization: PADM-GP 2875 Estimating Impacts in Policy Research (for analysis-oriented positions, such as policy analysts in a government agency, evaluation work in a nonprofit, and associates in a research organization)

(Note: Under consultation with their faculty adviser, students whose work will focus more on institutions and the policy process are not required to take PADM-GP 2875.)

## **4. International Policy and Management**

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

### **Core Required International Policy and Management Specialization Courses**

- PADM-GP 2201 Institutions, Governance, and International Development
- PADM-GP 2202 Politics of International Development
- PADM-GP 2203 International Economic Development: Governments, Markets, and Communities

Students must also take a total of six credits from the approved list of international courses in the Program Requirement Checksheet.

## Health Policy and Management Program Core and Areas of Specialization

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### Core Health Courses

The following courses are required of all HPAM students:

HPAM-GP 1830 Introduction to Health Policy and Management or HPAM-GP 1831 Introduction to Global Health Policy and HPAM-GP 4830 Health Economics: Principles.

In addition to the core health courses, students must select an area of specialization: health services management, health policy analysis, health finance (either Health Services Financial Management or Health Care Public Finance), or international health. With approval, students also have the opportunity to design a customized area of specialization appropriate to their interests and career plans.

For detailed information about the areas of specialization and to download the relevant Program Requirement Checksheet, visit [wagner.nyu.edu/health](http://wagner.nyu.edu/health).

### 1. Health Policy Analysis

This specialization focuses on the development and evaluation of health policies and programs. Emphasis is placed on developing policy analytic 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 healthcare delivery system. Students are prepared to work across the healthcare sector, including in a government agency responsible for regulating and financing health services, an organization that provides healthcare services, a nonprofit service organization, or a professional association or foundation. Job responsibilities often include the development and analysis of data to support policy initiatives; an assessment of new healthcare initiatives using techniques such as cost-benefit analysis, program evaluation, and implementation analysis; and the development of formal health plans to anticipate future needs for healthcare resources.

#### Core Required Health Policy Analysis Specialization Courses

- PADM-GP 2171 Program Analysis & Evaluation
  - HPAM-GP 2836 Current Issues in Health Policy
  - PADM-GP 2902 Multiple Regression and Introduction to Econometrics
- and
- HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy
- or
- HPAM-GP 4832 Health Economics: Topics in International Health Policy

Students must also take a total of three credits from the approved list of policy courses listed in the Program Requirement Checksheet.

### 2. Health Services Management

This specialization provides frameworks within which to understand the challenges of managing healthcare in a changing environment and the skills necessary to be effective in management roles. Topics include design and control in health organizations, management of service operations, personnel function and human resources management, financial planning and decision making, information systems, and marketing and strategic planning.

#### Core Required Health Services Management Specialization Courses

- HPAM-GP 2825 Continuous Quality Improvement
- HPAM-GP 4822 Healthcare Information Technology: Public Policy and Management
- HPAM-GP 4823 Healthcare Information Technology for Managers
- HPAM-GP 4833 Healthcare Management I: Control and Organizational Design
- HPAM-GP 4834 Healthcare Management II: Adaptation and the Professional Manager
- HPAM-GP 4835 Principles of Human Resources Management for Healthcare Organizations
- HPAM-GP 4840 Financial Management for Healthcare Organizations I: Financial Management and Budgeting

### **3. Health Finance**

This specialization has two sub-specialization areas: (1) health financial management, and (2) health public finance.

#### **Health Financial Management:**

This sub-specialization focuses 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, and working capital management and payment systems. Financial managers measure the flow of funds into and out of an organization, plan for investments in buildings and new technology, and forecast future surpluses and deficits for an 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 on the financial manager's skills and advice to assist them in fulfilling their responsibilities.

#### **Core Required Health Financial Management Specialization Courses**

- HPAM-GP 2845 Advanced Healthcare Payment Systems
- PADM-GP 4130 Fundamentals of Accounting
- HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy
- HPAM-GP 4833 Healthcare Management I: Control and Organizational Design
- HPAM-GP 4840 Financial Management for Healthcare Organizations I: Financial Management and Budgeting
- HPAM-GP 4841 Financial Management Healthcare Organizations II: Capital Financing and Advanced Issues

#### **Health Public Finance:**

This sub-specialization provides the concepts and skills needed for careers that focus on the financial aspects of healthcare policy and the healthcare delivery system. Specific topics include public expenditure analysis, social insurance programs, taxation, and debt financing. Healthcare public finance positions are located in government, private, and nonprofit organizations. Graduates often work in different positions during their careers, including budget officers and analysts, consultants, finance directors, grants managers, program auditors, financial analysts, bond raters, investment bankers, and bond insurance underwriters.

#### **Core Required Health Public Finance Specialization Courses**

- HPAM-GP 2845 Advanced Healthcare Payment Systems
- or
- HPAM-GP 2848 The Business of Healthcare
- and
- PADM-GP 2140 Public Economics and Finance
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics
- PADM-GP 4130 Fundamentals of Accounting
- HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy

#### 4. International Health Policy and Management

This specialization provides the skills for students to become professionals in international health work. Specifically, it 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.

##### Core Required International Health Policy and Management Courses

- PADM-GP 2201 Institutions, Governance and International Development
- HPAM-GP 4832 Health Economics: Topics in International Health Policy

##### Students must complete one course from the following:

- PADM-GP 2171 Program Analysis and Evaluation
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics
- HPAM-GP 4833 Healthcare Management I: Control and Organizational Design

Students must also take two courses from the approved list of international health courses listed in the Program Requirement Checksheet.

#### 5. Customized Specialization

The customized specialization option gives students the opportunity to identify a cluster of related courses that meet individual interests and career goals. To design a customized track, students must meet with their faculty adviser and outline specific courses.

## B. DEGREE: MASTER OF URBAN PLANNING

As our global population becomes increasingly urban, new challenges, opportunities, and needs arise that today's planners must be able to address. The Master of Urban Planning (MUP) degree program prepares future public service leaders to design and build urban landscapes in the context of the real world. Students learn a holistic approach to the built environment—how people interact with it, live in it, and are shaped by it.

Housed within a school of public service, rather than a school of architecture, the MUP program uses the broader contexts of policy, management, and finance to prepare students with the analytical skills, substantive knowledge, and critical thinking they need to be successful planners. Major areas of emphasis in the MUP curriculum include environmental planning, infrastructure planning, housing, urban economic development, and international urbanization. As part of the training for professional planning practice, most students have the opportunity to obtain hands-on experience during the course of study through internships, summer jobs, and part-time jobs in planning organizations and

research assistantships with the school. The program culminates in a Capstone course, where students turn classroom learning into practice. Working in teams, students spend an academic year addressing challenges and identifying opportunities for client organizations—in a complex and real-world environment. Students must quickly become familiar with an issue or content area; demonstrate skills, such as project management and teamwork; and effectively gather, analyze, and present data. Some students elect to undertake an applied research project instead of the client project.

Graduates of the MUP degree program are employed by leading consulting firms; financial institutions; community development organizations; and governmental organizations at local, state, and federal levels; among other institutions.

Note: The MUP degree is accredited by the Planning Accreditation Board (PAB), sponsored jointly by the American Institute of Certified Planners and the Association of Collegiate Schools of Planning in coordination with the American Planning Association. It constitutes credit toward membership in the American Institute of Certified Planners.



## Degree Requirements for the Master of Urban Planning

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The Master of Urban Planning requires completion of 45 credits with a B (3.0) or better cumulative grade point average. A minimum of 33 credits must be completed while matriculated at NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before the granting of the degree. This also applies to transfer credit. Up to 12 credits of suitable transfer credit from graduate coursework may be used to meet degree requirements, provided that they were not part of a previous master's degree, the credits were earned in the past five years, and the grade earned was B or higher. The complete transfer credit policy is posted at [wagner.nyu.edu/students/policies/transfer](http://wagner.nyu.edu/students/policies/transfer).

All MUP students are required to complete four schoolwide core courses, five urban planning core courses, and demonstrate computer proficiency. The required planning courses deal with urban planning and its political context, and emphasize quantitative and economic methods of analysis in urban planning. MUP students then select one area of specialization from the following three: Environment, Infrastructure, and Transportation; Economic Development and Housing; or International Development Planning.

The academic coursework requirement includes (a) four schoolwide core courses (12 credits); (b) five required urban planning core courses for the specialization (15 credits); (c) a required Capstone experience in the form of a professional practice (3 credits); and (d) 15 credits of elective courses in urban planning or related subjects.

### Waivers

Students who have acquired knowledge of the subject matter of any of the core courses prior to enrolling at NYU Wagner are encouraged to consider applying for a waiver. In order to be waived from a course, students need to review the relevant waiver policy on the NYU Wagner website and submit the proper materials to the Office of Student and Program Services. Course waivers do not reduce the 45-credit degree requirement, but they do provide students with the opportunity to take additional electives.

### Statistical Software Proficiency

In order to graduate, all students must

demonstrate computer proficiency in statistical software. Students who take CORE-GP 1011 Statistical Methods are required to complete an SPSS lab as part of the course. Students who pass Statistical Methods are considered proficient in statistical software. Students who waive out of Statistical Methods must demonstrate proficiency in statistical software by taking and passing the computer-based NONCR-GP 938 SPSS Proficiency Exam, or by successfully completing PADM-GP 2902 Multiple Regression and Introduction to Econometrics. To prepare for the proficiency exam, students may register for the optional NONCR-GP 931 SPSS Computer Module offered every semester.

### Elective Courses and Specialization

Elective courses are organized in three areas of emphasis, and students are advised to concentrate in one of these areas: (1) environment, infrastructure, and transportation planning; (2) economic development and housing; or (3) international development planning. All students are also urged to take one or more courses in geographic information systems. Although specific elective course work is not required of urban planning students, clustering electives is encouraged as a way of obtaining expertise in a specialized area. Students have a certain number of elective credits that provide them with the opportunity to gain additional expertise in important areas. With approval, students may take graduate-level courses at other NYU graduate schools. Language courses may not count toward the MUP degree.

### Capstone Requirement

Over the course of an academic year, students work in teams to either address challenges and identify opportunities for a client organization or conduct research on a pressing urban planning issue.

### Professional Experience Requirement

Students are required to graduate with field experience that is relevant to their degree program. MUP students who enter their program with fewer than two years of full-time relevant experience must show proof of having started an internship or work experience relevant to their area of study prior to enrollment in Capstone.

(Note: MUP students commencing study in the spring semester will require two and one-half years to complete the program due to course sequencing.)

## Core Requirements for the Master of Urban Planning

The following are the four required core courses that must be taken by all MUP students, unless waived:

- **CORE-GP 1011 Statistical Methods for Public, Nonprofit, and Health Management**  
(Note: Students who take and pass CORE-GP 1011 Statistical Methods are required to complete an SPSS lab as part of the course and are considered proficient in statistical software. Students who waive out of CORE-GP 1011 Statistical Methods are required to demonstrate their proficiency with statistical software. These students must pass the NONCR-GP 938 SPSS proficiency exam prior to the end of their second semester, or complete PADM-GP 2902 Multiple Regression and Introduction to Econometrics during their degree program at Wagner.)
- **CORE-GP 1018 Microeconomics for Public Management, Planning, and Policy Analysis**
- **CORE-GP 1020 Managing Public Service Organizations**
- **CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations**

### Urban Planning Core Courses

#### 1. Environment, Infrastructure, and Transportation; and Economic Development and Housing 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 Planning**

#### Capstone Course

Capstone is the end event requirement for the MUP degree, and is satisfied by taking:

- **CAP-GP 3601 and CAP-GP 3602**  
Capstone: Advanced Workshop in Urban Planning

or

- **CAP-GP 3148 and CAP-GP 3149**  
Capstone: Advanced Projects in Applied Research I and II

#### 2. International Development Specialization

- **PADM-GP 2201 Institutions, Governance & International Development**
- **URPL-GP 1603 Urban Planning Methods and Practice**
- **URPL-GP 2608 Urban Economics**
- **URPL-GP 2660 History and Theory of Planning**
- **URPL-GP 2665 Decentralized Development Planning**

#### Capstone Course

Capstone is the end event requirement for the MUP degree, and is satisfied by taking:

- **CAP-GP 3226 and CAP-GP 3227**  
Capstone: Advanced International Projects

or

- **CAP-GP 3148 and CAP-GP 3149**  
Capstone: Advanced Projects in Applied Research I and II

## C. MASTER OF PUBLIC ADMINISTRATION, EXECUTIVE PROGRAMS AND CONCENTRATION

NYU Wagner's Master of Public Administration Executive programs and concentration prepare seasoned professionals to have the greatest impact and achieve the highest level of success in public service. Executive students are either rising leaders or already in an executive position, and come from diverse backgrounds in the public, nonprofit, and private sectors. Graduates of the Executive programs and concentration make a lasting impact leading agencies, companies, and organizations around the world.

(Note: The MPA degree is accredited by the National Association of Schools of Public Affairs and Administration.)

#### 1. Master of Public Administration, Executive Program for Public Service Leaders

The MPA Executive program for public service leaders (EMPA) requires completion of 30 credits with a B (3.0) or better cumulative grade point average. Students may not take more than one of the schoolwide core courses. A minimum of 24 credits must be completed while matriculated at NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before the granting of the degree. This also applies to transfer credit. Up to six credits of suitable transfer credit from graduate coursework may be used to meet Executive program requirements, provided that they were not part of a previous master's degree, the credits were earned in the past five years, and the grade earned was B or higher. If the maximum number of transfer credits is awarded, all of the remaining courses must be NYU Wagner courses. The complete transfer credit policy is posted at [wagner.nyu.edu/students/policies/transfer](http://wagner.nyu.edu/students/policies/transfer).

### **Program Requirements**

The academic coursework requirement for EMPA includes (a) two required courses (7.5 credits); (b) six electives (18 credits); (c) a Capstone end event (4.5 credits).

### **EMPA Core Courses**

The following two core courses must be taken by all EMPA students:

- EXEC-GP 1194 Strategic Leadership
- EXEC-GP 2141 Financial Decision Making and Management

### **Elective Courses**

EMPA students do not choose a specialization but instead complete 18 credits of elective coursework from an array of courses that provide an opportunity to gain additional expertise in important areas.

### **Capstone Course**

All EMPA students are required to complete a Capstone end event.

- EXEC-GP 3190 Leadership Confronted provides an integrative experience with a focus on personal leadership skills.

## **2. Master of Public Administration, Executive Program in Global Public Policy and Management** (joint degree with University College London)

The MPA Executive program in Global Public Policy and Management (Global EMPA) is a unique joint degree in partnership with University College London (UCL)'s School of Public Policy. Over a one-year period, the program trains experienced leaders to address the world's most pressing global issues—studying in two of the world's most exciting cities, New York and London.

### **Program Requirements**

The Global EMPA requires completion of 30 credits with a B (3.0) or better cumulative grade point average. Students may not transfer credits to this joint degree program. All degree requirements must be completed within five years—no credit toward the degree will be granted. This applies to transfer credit.

All Global EMPA students are required to spend the fall semester (September – December) at NYU Wagner, the spring term (January - April) at University College London, and the summer term in locations across the globe working on an executive-level Capstone project. Capstone projects are created under the advisement and supervision of a faculty member at NYU Wagner or UCL.

The academic coursework requirement includes (a) four required core courses (12 credits); (b) four electives (12 credits); (c) a Capstone end event (6 credits).

**The following four required core courses must be taken by all Global EMPA students:**

### **Global EMPA Core Courses**

- EXEC-GP 2201 Institutions, Governance and Public Sector Reform (at NYU Wagner)
- EXEC-GP 2202 Global Public Policy Analysis (at NYU Wagner)
- EXEC-GP 2203 Policy Implementation (at UCL)
- EXEC-GP 2204 Managing Organizational Change (at UCL)

### **Elective Courses**

Students choose elective courses from an array of courses offered at NYU Wagner and UCL.

- 6 credits of elective coursework at NYU Wagner in the fall
- 6 credits of elective coursework at UCL in the spring

### **Capstone Course**

Capstone is the end event requirement for the Global EMPA program. The Global EMPA requirement is satisfied by taking the summer term:

- CAP-GP 3230 Capstone: Advanced Projects for Global Policy Leaders

### 3. Master of Public Administration, Executive Concentration for Nurse Leaders

The MPA Executive program concentration for nurse leaders (EMPA Nurse Leaders) combines the latest in healthcare management research with opportunities for real-world application. The program trains registered nurses in leadership and management roles to make an even greater impact on today's complex healthcare system. The curriculum includes health policy, health administration, and executive-level management.

#### Concentration Requirements

Students enroll in the two-year program on a part-time basis. The program requires completion of 30 credits with a B (3.0) or better cumulative grade point average. Students may not take more than one of the schoolwide core courses beyond the concentration requirements. A minimum of 24 credits must be completed while matriculated at NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before the granting of the degree. This also applies to transfer credit. Up to six credits of suitable transfer credit from graduate coursework may be used to meet Executive program requirements, provided that they were not part of a previous master's degree, the credits were earned in the past five years, and the grade earned was B or higher. If the maximum number of transfer credits is awarded, all of the remaining courses must be NYU Wagner courses. The complete transfer credit policy is posted at [wagner.nyu.edu/students/policies/transfer](http://wagner.nyu.edu/students/policies/transfer).

The academic coursework requirement includes (a) five required core courses (12 credits); (b) five electives (15 credits); and (c) a Capstone end event (3 credits).

**The following five required core courses must be taken by all EMPA Nurse Leader students:**

#### EMPA Nurse Leader Core Courses

- EXEC-GP 1830 Introduction to Health Policy and Management for Nurse Leaders
- EXEC-GP 2811 Continuous Quality Improvement for Healthcare Leaders
- CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations
- HPAM-GP 4833 Healthcare Management I: Control and Organizational Design
- HPAM-GP 4834 Healthcare Management II: Adaptation and the Professional Manager

#### Capstone Course

Capstone is the end event requirement for the EMPA Nurse Leader concentration, and is satisfied by taking:

- CAP-GP 3890 and CAP-GP 3891 Capstone: Advanced Project for Nurse Leaders

## D. UNDERGRADUATE MAJOR AND MINORS

### Major

The NYU Major in Public Policy—offered jointly by the NYU Wagner and the NYU College of Arts and Science—prepares students to play roles in the creation, implementation, and evaluation of policies that address today's most pressing domestic and international challenges.

Taught by top faculty from multiple disciplines, the major offers a diverse and rigorous curriculum designed to give students the tools and expertise they need to succeed, including analytical and critical thinking, understanding policy contexts and processes, conducting and using research, and applying quantitative and qualitative tools of analysis. These tools are drawn from diverse disciplines such as economics, political science, law, and statistics. The major requires completion of 11 courses, including six core courses (covering quantitative analysis, economics, politics, and

ethics and justice), four electives, and a senior seminar.

### Minors

NYU Wagner offers a number of joint undergraduate minors with several undergraduate schools at NYU. Each is comprised of several courses from Wagner in addition to several courses from the other school. All undergraduates at NYU are welcome to register for any minor and take undergraduate-level courses at Wagner.

- Social Entrepreneurship Minor (joint with NYU Stern)
- Public Policy & Management Minor (joint with NYU Stern)
- Social & Public Policy Minor (joint with NYU College of Arts and Science)
- Multifaith & Spiritual Leadership Minor (joint with the NYU Silver School of Social Work)



## E. DUAL-DEGREE PROGRAMS

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NYU Wagner offers a number of dual degrees in conjunction with other NYU schools. Programming and academic resources can include speaker events, tailored orientations, and designated faculty and administrative advisors.

### Graduate Programs

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#### **JD/MPA and JD/MUP Programs**

The NYU School of Law and NYU Wagner jointly sponsor two dual-degree programs: a Juris Doctor/Master of Public Administration and a Juris Doctor/Master of Urban Planning. Students enrolled in these programs may complete the requirements for both degrees one year earlier than if pursuing the degrees independently.

Applications for admission are made simultaneously to the NYU School of Law and NYU Wagner. Applicants may also begin studies at the School of Law and apply to Wagner during their first or second year. Applicants must meet the admission requirements in each school and must be accepted by each school separately.

In the programs, the first two years are spent at the School of Law, and the remaining years are divided between the two schools, with at least five semesters being completed in the School of Law.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 33 credits must be completed while matriculated in NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before granting the degree. This also applies to transfer credit.

#### **MD/MPA Program**

Recognizing that physicians increasingly have the need to understand principles of management, finance, and policy, the NYU School of Medicine and NYU Wagner offer a joint Doctor of Medicine and Master of Public Administration degree. Students electing to pursue this dual-degree program may complete the requirements for both degrees one year earlier than if pursuing the degrees independently.

Applications for admission may be made simultaneously to the School of Medicine and NYU Wagner. However, applicants are generally advised to begin studies at the School of Medicine first and apply to Wagner during their third year at the School of Medicine. Applicants must meet the admission requirements in each

school and must be accepted by each school separately.

Students enrolled in the program spend the first three years of study at the School of Medicine, completing two years of preclinical instruction and one year of clinical rotations, and enroll in two summer sessions at NYU Wagner. The fourth year is spent in residence at Wagner, and in the fifth year, students return to the School of Medicine to complete their clinical assignments while also completing the Capstone program at Wagner.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 33 credits must be completed while matriculated in NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before granting the degree. This also applies to transfer credit.

#### **MPH/MPA Program**

The MPH/MPA dual-degree program is offered jointly by NYU Wagner and the NYU College of Global Public Health. The program combines public service and public health in a global focus, and prepares students for leadership roles in community healthcare settings, government agencies, and nonprofit organizations domestically and internationally.

Students in the program enroll full-time, taking courses within the MPA and the MPH Global Health Leadership concentration concurrently and completing the program in three years. Students choose a specialization area within NYU Wagner's MPA-PNP or MPA-HPAM program, and must follow the MPH Global Health Leadership concentration within the MPH program.

Applications for admission are made simultaneously to both schools. Applicants must meet the admission requirements in each school and must be accepted by each school separately.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 33 credits must be completed while matriculated in NYU Wagner. All degree requirements must be

completed within five years—no credit toward the degree will be granted for course work completed more than five years before granting the degree. This also applies to transfer credit.

### **MBA/MPA Program**

NYU's Leonard N. Stern School of Business and NYU Wagner jointly sponsor a dual-degree program for individuals interested in both policy issues and business administration. The program allows individuals an integrated and comprehensive course of study within three years of full-time study.

Applications for admission are made simultaneously to both schools. Applicants must meet the admission requirements in each school and must be accepted by each school separately.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 33 credits must be completed while matriculated in NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before granting the degree. This also applies to transfer credit.

### **MSW/MPA Executive Program**

NYU's Silver School of Social Work and NYU Wagner jointly sponsor a dual-degree program for individuals interested in careers in the management of social work agencies. The Executive MPA is designed for professionals in a variety of fields who have assumed managerial functions in public service, or are planning such a career move. The Master of Social Work degree prepares graduates for clinical practice with individuals, families, and groups.

Applications for admission are made simultaneously to both schools. Applicants must meet the admission requirements in each school and must be accepted by each school separately.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 21 credits must be completed while matriculated in NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before granting the degree. This also applies to transfer credit. The awarding of the Executive MPA depends on prior or concurrent successful completion of the requirements for the MSW degree.

### **MA/MPA Program**

The Skirball Department of Hebrew and Judaic Studies in the NYU Graduate School of Arts and Science and NYU Wagner sponsor a dual-degree program for students who want to study management, finance, and policy, as well as the Jewish past and present. Students completing this program receive a Master of Public Administration in Public and Nonprofit Management and Policy, and a Master of Arts (MA) in Hebrew and Judaic Studies. Students can expect to complete their degrees in two and one-half to three years, attending full-time.

At NYU Wagner, students are expected to complete the required 45 credits, including the core requirements (15 credits), specialization requirements (15 credits), the Taub Seminar (3 credits), the Capstone course (3 credits), and a range of electives (nine credits, six of which come from the Skirball Department). All students in the program take the Taub Seminar in the second semester. Students complete a total of 39 credits at Wagner (including the Taub Seminar and Capstone). Six credits of coursework from the Skirball Department count towards the 45 credits for the MPA degree.

At the Skirball Department, students are expected to complete 30 credits in Hebrew and Judaic studies, including two required courses—Historical Perspectives on the American Jewish Community and The Jewish Community: Classical Institutions and Perspectives (3 credits each). NYU Wagner's Taub Seminar and Capstone course count as six credits toward the 30 required credits. In addition, students must pass a Hebrew language proficiency exam and comprehensive exam.

Applications for admission are made simultaneously to both schools. Applicants must meet the admission requirements in each school and must be accepted by each school separately.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 33 credits must be completed while matriculated in NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work completed more than five years before granting the degree. This also applies to transfer credit.

More information about dual-degree programs offered by NYU Wagner, including specific requirements, can be found at [wagner.nyu.edu/dualdegrees](http://wagner.nyu.edu/dualdegrees).

## Undergraduate Programs

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NYU Wagner offers various undergraduate dual-degree programs: a BA/MPA with NYU Abu Dhabi, a BA/MPA and BA/MUP with the College of Arts and Science, a BA/MPA with the Gallatin School of Individualized Study, and a BA/MPA with the Liberal Studies Program. These unique programs combine undergraduate education in the liberal arts with specialized education for the public and nonprofit sectors, and are intended for students planning careers in health services, nonprofit organizations, or urban planning.

Students who enter these programs as soon as they become eligible and who plan carefully can earn both the Bachelor of Arts and the Master of Public Administration or Master of Urban Planning degrees in five years, not the six required if these degrees were earned separately. Students must formally enroll in the dual-degree program while they are still matriculated in their undergraduate school. Admission to the program is open to students who have completed at least 48 credits toward the BA degree. Students may complete a maximum of seven of the 15 courses required for the MPA or the MUP while they are still undergraduates. All course work must be completed with a grade of B (3.0) or better in order for these to be applied toward the MPA or the MUP.

Since a substantial amount of program planning is involved, interested students should apply as soon as they meet eligibility standards. Later applicants, though admitted, may not be able to gain the full benefit of the program acceleration. Students are admitted first to the undergraduate school. During the year in which they intend to graduate from their bachelor's program, they then must apply to Wagner for admission to the graduate degree program. Once a student is admitted to the dual-degree program, he or she may delay entry into Wagner for up to two years after the BA is awarded.

### **BA/MPA**

Although undergraduates with any BA major at the College of Arts and Science or any concentration at the Gallatin School of Individualized Study or the Liberal Studies Program are eligible to apply for the BA/MPA, academically the best fit in the program is achieved by students who have an undergraduate focus in the social sciences and who have also used some of their undergraduate electives to take selected Wagner courses open to undergraduates. At Wagner, students may pursue any of the MPA specializations in the Public and Nonprofit Policy and Management Program or the Health Policy and Management Program. NYU Abu Dhabi undergraduates in the Economics, Political Science, and Social Research and Public Policy majors are eligible to apply for the BA/MPA and pursue any of the MPA specializations in the Public and Nonprofit Policy and Management Program or the Health Policy and Management Program.

### **BA/MUP Program**

The undergraduate College of Arts and Science and NYU Wagner also offer a BA/MUP dual-degree program, which is open to students in any of six relevant majors: Economics, International Relations, Metropolitan Studies, Politics, Sociology, and Urban Design and Architecture. Students who enter this program as soon as they become eligible and plan their course of study carefully can earn both the Bachelor of Arts and the Master of Urban Planning degrees in five years, not the six required if these degrees were earned separately. At Wagner, BA/MUP students may pursue any of the MUP specializations. With Wagner advisement, they may take urban planning core courses as juniors or seniors.

## F. PhD PROGRAM IN PUBLIC ADMINISTRATION

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NYU Wagner offers a Doctor of Philosophy (PhD) program in public administration. The program prepares self-directed, passionate students for scholarly careers in social science research. Graduates pursue careers at academic institutions, think tanks, research firms, and other organization in the public, private, and nonprofit sectors, assuming positions with substantial responsibilities for the supervision and administration of research. PhD study is a demanding and time-consuming endeavor that requires sustained dedication and commitment.

## Nature and Purposes of the Program

The doctoral program at NYU Wagner 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, nonprofit, welfare, education, or international development. Doctoral students are encouraged to design a plan of study that draws from several disciplines and take advantage of course offerings at Wagner and across NYU. The program emphasizes teaching and research experience and provides many opportunities for students to become active in the classroom as teaching colleagues and lecturers, and by participating in research projects with individual faculty or through our affiliated research centers. Doctoral study in public administration involves a substantial body of course work designed to provide a breadth and depth of knowledge and research methods.

## Program Requirements

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### Admission

Applicants must submit the prescribed application for the PhD program at NYU Wagner, which is available at [wagner.nyu.edu/admissions/application](http://wagner.nyu.edu/admissions/application).

The application must include a written statement of purpose for pursuing PhD studies, transcripts for all prior graduate and undergraduate academic studies, official scores for the Graduate Record Examination or the Graduate Management Admission Test, three letters of recommendation, a curriculum vitae, and a completed application form.

A master's degree in public administration or a related field (for example, an MPH or MBA) is preferred for students seeking admission to the PhD program, but exceptional students are admitted without a prior master's degree.

### Academic Requirements

The basic academic requirements include course work, a preliminary qualifying examination, comprehensive examinations, a third year paper\*, a foreign language requirement, and a dissertation. Candidates for the PhD degree must complete 72 credits of academic work with a 3.3 (B+) or better average. A minimum of 32 credits must be taken as a matriculant in the program, and of these 32 credits at least 16 must be other than core or other introductory courses. (See Transfer Credit and Waivers, below.)

A student may take a maximum of 10 years to complete the degree requirements if all course work is undertaken at NYU as a doctoral candidate. If a student elects to transfer credits earned from a master's

program toward the PhD, then the program must be completed within seven years.

### PhD Fields

Fields of specialization are defined by a coherent body of knowledge: concepts and theories, research, and professional literature. A field is more than just a cluster of courses. Course work does, however, contribute to identifying theoretical and substantive bases of a field. The fields of specialization are not mutually exclusive. In fact, they tend to overlap even though each field represents a distinctive set of intellectual concerns expressed in theories, topics, approaches, and research emphases.

The doctoral program has seven established fields of study: (1) management, (2) public finance and financial management, (3) public policy, (4) education policy (5) health policy, (6) international development, and (7) urban policy. The Doctoral Program Office has a set of field description documents for the established fields available to assist students in preparation for the comprehensive examinations. A customized field may be developed with the assistance of a Wagner faculty sponsor and must be approved by the Doctoral Board prior to undertaking further course work.

PhD students concentrate in two fields of study, drawn from the seven established fields listed above. The first concentration must be in management, public finance and financial management, or public policy. The second concentration may be selected from the seven fields listed above, or an approved customized field.

\*Required for students who enter the program in Fall 2014 or after. Students who entered before Fall 2014 have the option of taking a third comprehensive exam in Research Methods.]



### **Course Work**

Careful planning of course work by PhD students with their faculty adviser is essential to making satisfactory progress in completing the milestones toward the degree. Students are required to complete five courses, each with a grade of B or better. The required courses are PHD-GP 5902 Research Methods, PADM-GP 2172 Advanced Empirical Methods for Policy Analysis, PHD-GP 5905 Qualitative Research Methods, and PHD-GP 5910 and PHD-GP 5911 NYU Wagner Research Colloquium.

In addition, students choose courses organized into research methods and theoretical frameworks modules. Students must fulfill the coursework for at least one research methods module and one theoretical frameworks module. Additional courses are chosen based on students' selected fields of concentration, their individual interests, and the number of credits needed to complete the degree. It is strongly recommended that students begin taking course work in their chosen fields of concentration as early as possible, preferably during the first year of study.

### **Preliminary Qualifying Examination (PQE)**

The PQE is an essay exam constructed to assess students' capability to design a research proposal based on a research problem scenario presented to them. It also tests the capacity for clear and logical expository writing. All PhD students must pass the PQE. It cannot be waived. Students must take the PQE during the spring semester of their first year of matriculation. Only students in good academic standing may take this exam. The PQE may be taken twice; failure on the second attempt will result in termination from the doctoral program. Students who do not successfully pass the PQE on their first attempt will not be allowed to register for additional course work and must retake and pass the exam prior to the fall of their second year.

### **Comprehensive Field Examinations**

Every doctoral student is required to pass two comprehensive examinations. An average of 3.3 (B+) or better in course work taken while matriculated at NYU Wagner is necessary for admission to the examinations. Both comprehensive exams must be taken at the end of the student's second year. One exam must be in management, public policy or public finance, or financial management. The second exam may be in any of the established seven fields above or a customized field. Students who do not successfully pass a comprehensive exam on their first attempt will not be allowed to register for additional course work and must

retake and pass the exam prior to the fall of their third year.

### **Third Year Paper**

To demonstrate proficiency in research methods and theoretical frameworks, students must submit a third year paper that draws upon a theoretical framework and employs one of the established research methodologies outlined in the coursework modules. Students must select two faculty members to approve their topic and evaluate the paper.

### **Foreign Language Requirement**

All PhD students are required to demonstrate proficiency in a foreign language. Proficiency can be demonstrated by passing an approved examination given by NYU Wagner or the Graduate School of Arts and Science, or by having completed a full or final intermediate-level, one-year college course in a foreign language with a grade of B or higher within two years of matriculation in the PhD program. In lieu of the language requirement, students may complete an approved advanced statistics course with a grade of B or higher.

### **Transfer Credit and Waivers**

A maximum of 40 credits of transfer credit for course work taken outside New York University is allowable for the PhD. This course work must meet New York University PhD degree time limits, must have been completed with grades of B or higher, and must have been earned at an accredited institution of established academic reputation. Courses proposed for transfer credit must be appropriate and consistent with the required or elective field courses, must not have been repeated while the student was matriculated for the PhD, and must not have been applied as transfer credit toward another degree.

The 40-credit maximum allowance does not mean, however, that 40 credits are always awarded. The actual determination is an integral part of program planning. On recommendation of the faculty adviser and the program director, a student in good academic standing who has passed the preliminary qualifying examination and has an approved program of study may be awarded transfer credit.

The 32 credits in residence for the PhD program cannot be waived by transfer credit or by credit earned for another degree. Decisions regarding transfer credit are not made prior to matriculation, although discussion of potential transfer credit should be included in planning the overall program of study.

## Dissertation

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The final PhD degree requirement for all students is a dissertation accepted by their faculty committee. This dissertation should represent a substantial scholarly endeavor and provide an original contribution to knowledge. Further details are briefly outlined below.

### Dissertation Provisions

Each candidate should prepare and submit a PhD dissertation based on original research. There are five stages in the preparation of this document.

#### 1. Proposal Defense and Formal

##### Proposal Approval

The candidate must submit a written dissertation proposal indicating the scope and methodology of the dissertation, the nature of the original research to be undertaken, and the contribution the dissertation will make to knowledge and understanding in the field. To facilitate this process, the candidate selects a faculty advisory committee on the basis of common intellectual interest in the dissertation topic. This committee comprises the dissertation adviser (chair) and two readers. Two additional faculty members are added later in the process to participate in the defense as external readers. Students are then required to defend their proposals orally before their committee.

#### 2. Research and Writing

Once the dissertation proposal has been approved, the candidate proceeds with research and writing under the guidance of his or her principal adviser and dissertation committee.

#### 3. Oral Defense

On approval of the chair of the dissertation

committee, a final oral defense before a commission of five faculty members (three original readers and two external readers) is scheduled. A dissertation is accepted when the five members of the dissertation committee indicate their approval in writing on the appropriate form.

#### 4. Job Talk

In addition to the defense, students nearing completion of their dissertation are expected to make a formal presentation (or "job talk") of dissertation-related research at the Wagner Research Colloquium. Students expected to defend their dissertation in a given academic year should contact the faculty coordinators for the Research Colloquium so that time can be set aside for each student's presentation.

#### 5. Publication

Each candidate, prior to the recommendation for his or her degree, must guarantee publication of the dissertation through University Microfilms, Ann Arbor, Michigan. Instructions for preparing the dissertation may be obtained from the assistant director of the doctoral program.

## G. MASTER OF PHILOSOPHY

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PhD candidates who have fulfilled all the requirements for the degree except the dissertation may be eligible for the Master of Philosophy (MPhil) degree. The minimum requirements for the MPhil degree are (1) satisfactory completion of 72 credits approved for PhD study (at least 32 of which must have been earned in residence at New York University) with at least a 3.3 (B+) average, and (2) satisfactory completion of the preliminary qualifying exam, the two comprehensive field exams, and the third year paper. PhD candidates must have also demonstrated proficiency in a foreign language. Students who have failed to meet any of the above criteria are not eligible for the MPhil degree. There must be a one-year interval between the awarding of the MPhil and the PhD.

## H. ADVANCED PROFESSIONAL CERTIFICATE PROGRAMS

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NYU Wagner's Advanced Professional Certificate programs serve leaders of public, nonprofit, and private sector organizations; entrepreneurs; policymakers; and urban planners—or those with substantial experience wanting more grounding in these areas. These programs update knowledge and skills, fill gaps in prior professional education, and provide training in specialized areas related to healthcare, nonprofit management and finance, public policy analysis, and international economic development.

### Overview

The Advanced Professional Certificate programs are intended for professionals seeking a high quality of instruction that is relevant to their work. The programs provide an academic experience that (1) is concentrated in time; (2) can be taken on a part-time basis, largely in the evening; (3) focuses on subject areas with direct professional applicability; (4) consists of course work selected to suit the students' individual priorities; (5) entails enrollment in regular courses taught by regular faculty members; and (6) conforms to normal academic standards leading to an established certificate.

### There are three programs:

1. The Advanced Professional Certificate in Public and Nonprofit Management and Policy
2. The Advanced Professional Certificate in Urban Policy and Planning
3. The Advanced Professional Certificate in Health Policy and Management

(Note: The programs are registered by the New York State Department of Education, Office of Higher Education, State Education Building, 89 Washington Avenue, 2nd Floor, West Mezzanine, Albany, NY 12234; 518.474.5851; [highered.nysed.gov](http://highered.nysed.gov).)

### Academic Requirements

The Advanced Professional Certificate is awarded on completion of course work in a given module. Public administration and urban planning students are required to take and pass four courses (12 credits), at least three of which must be included within that module. The fourth course may be some other appropriate course approved by the student's faculty adviser and offered by NYU Wagner or another graduate division of New York University.

The program is designed to be completed in one year of part-time study, that is, two courses each in two consecutive terms. Normally, the course work must be completed within three years of the date of initial enrollment to ensure academic continuity and currency, and to preserve the integrity of the awarded certificate.

Certificate candidates must maintain an average of B (3.0) or better in course work and meet other relevant requirements applicable to degree candidates at NYU Wagner.

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### Public and Nonprofit Management and Policy Modules

Certificate candidates choose, with the approval of a faculty adviser or program administrator, from among the courses listed under each of the modules. One of the four courses (or 3 credits) required for the certificate may be from another field.

#### 1. Management for Public and Nonprofit Organizations

- CORE-GP 1020 Managing Public Service Organizations
- PADM-GP 2110 Strategic Management
- PADM-GP 2119 Marketing for Nonprofit Organizations
- PADM-GP 2125 Foundations of Nonprofit Management
- PADM-GP 4142 Tools for Managing Nonprofits: Compliance, Internal Control, and Ethics
- PADM-GP 4101 Conflict Management and Negotiation
- PADM-GP 4108 Advanced Negotiation and Mediation Skills for Managers

#### 2. Financial Management and Public Finance

- CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations
- PADM-GP 2140 Public Economics and Finance
- PADM-GP 2143 Government Budgeting
- PADM-GP 2144 Debt Financing and Management for Public Organizations
- PADM-GP 2443 Financing Urban Government
- PADM-GP 4121 Governmental Financial Condition Analysis and Evaluation

### 3. Public Policy Analysis

- PADM-GP 2140 Public Economics and Finance
- PADM-GP 2171 Program Analysis
- PADM-GP 2411 Policy Formation and Policy Analysis
- URPL-GP 2415 Public Policy and Planning in New York
- PADM-GP 2875 Estimating Impacts in Policy Research
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics

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### Health Policy and Management Modules

For each module, four courses (12 credits) are required.

#### 1. Health Financial Management

- CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations
- PADM-GP 2142 Financial Management for Nonprofit Organizations
- HPAM-GP 4830 Health Economics: Principles
- HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy or HPAM-GP 4832 Health Economics: Topics in International Health Policy
- HPAM-GP 4840 Financial Management for Healthcare Organizations - I: Financial Management and Budgeting
- HPAM-GP 4841 Financial Management Healthcare Organizations - II: Capital Financing and Advanced Issues
- HPAM-GP 2845 Advanced Healthcare Payment Systems
- PADM-GP 4142 Tools for Managing Nonprofits: Compliance, Internal Control, and Ethics

Those students who can waive out of CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations because of prior course work are strongly encouraged to select an additional course or courses from among the following:

- PADM-GP 2143 Government Budgeting
- PADM-GP 2144 Debt Financing and Management for Public Organizations

#### 2. Health Policy Analysis

- PADM-GP 2171 Program Analysis and Evaluation
- HPAM-GP 2836 Current Issues in Health Policy
- PADM-GP 2875 Estimating Impacts in Policy Research
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics

#### Choice of 3 credits from the following to substitute for one course above:

- HPAM-GP 1830 Introduction to Health Policy and Management
- HPAM-GP 2852 Comparative Health Systems
- HPAM-GP 4830 Health Economics: Principles
- HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy or HPAM-GP 4832 Health Economics: Topics in International Health Policy

# LIST OF COURSES

This is a list of courses expected to be offered in the 2015-16 and 2016-17 academic years. Due to unexpected scheduling conflicts or low enrollment, course offerings are subject to change or cancellation.

## COURSE NUMBERING SYSTEM

Core: *CORE-GP*

Executive: *EXEC-GP*

Health Policy and Management: *HPAM-GP*

Public and Nonprofit Management and Policy: *PADM-GP*

Doctoral Program: *PHD-GP*

Urban Planning: *URPL-GP*

Capstone: *CAP-GP*

Undergraduate: *UPADM-GP*

Non-Credit: *NONCR-GP*

Independent Reading: *INDEP-GP*

## SCHOOL-WIDE CORE COURSES

*CORE-GP 1011* (3 credits) Statistical Methods for Public, Nonprofit, and Health Management

*CORE-GP 1018* (3 credits) Microeconomics for Public Management, Planning, and Policy Analysis

*CORE-GP 1020* (3 credits) Managing Public Service Organizations

*CORE-GP 1021* (3 credits) Financial Management for Public, Nonprofit, and Health Organizations

*CORE-GP 1022* (3 credits) Introduction to Public Policy

## EXECUTIVE COURSES

*EXEC-GP 100* (0 credits) Executive Coaching and Co-Curricular Programming

*EXEC-GP 1194* (4.5 credits) Executive MPA Seminar: Strategic Leadership for Public Service Organizations

*EXEC-GP 1830* (3 credits) Introduction to Health Policy and Management for Nurse Leaders

*EXEC-GP 2118* (3 credits) Leveraging Non-Profit Boards for Organizational Success

*EXEC-GP 2119* (3 credits) Marketing for Nonprofit Organizations

*EXEC-GP 2131* (3 credits) Organizational & Managerial Development

*EXEC-GP 2141* (3 credits) Financial Decision Making and Management

*EXEC-GP 2145* (3 credits) Design Thinking: A Creative Approach to Problem Solving and Creating Impact

*EXEC-GP 2170* (3 credits) Performance Measurement and Management for Public, Nonprofit, and Healthcare Organizations

*EXEC-GP 2174* (3 credits) The Intersection of Operations and Policy

*EXEC-GP 2201* (3 credits) Institutions, Governance, and Public Sector Reform

*EXEC-GP 2202* (3 credits) Global Public Policy Analysis

*EXEC-GP 2430* (3 credits) Multi-Sector Partnerships: A Comparative Perspective

*EXEC-GP 2811* (3 credits) Continuous Quality Improvement

*EXEC-GP 3190* (4.5 credits) Executive MPA Seminar: Leadership Confronted

*EXEC-GP 4101* (1.5 credits) Conflict Management and Negotiation

*EXEC-GP 4110* (1.5 credits) Project Management

*EXEC-GP 4119* (1.5 credits) Data Visualization & Presentation

*EXEC-GP 4137* (1.5 credits) Strategic Communications for Nonprofit and Public Managers

*EXEC-GP 4142* (1.5 credits) Tools for Managing Nonprofits: Compliance, Internal Controls, and Ethics

*EXEC-GP 4340* (1.5 credits) Digital Innovation Lab

## HEALTH POLICY AND MANAGEMENT

*HPAM-GP 1830* (3 credits) Introduction to Health Policy and Management

*HPAM-GP 1831* (3 credits) Global Health Policy

*HPAM-GP 2242* (3 credits) International Health Policy and Prospects (Geneva, Switzerland)  
Prerequisites: PNP and MUP students: *CORE-GP 1022* or *URPL-GP 2660* and *PADM-GP 2201*  
Health students: *CORE-GP 1022*, *HPAM-GP 1830* or *HPAM-GP 1831*; *PADM-GP 2201* (recommended)

*HPAM-GP 2244* (3 credits) Global Health Governance and Management  
Prerequisites: *CORE-GP 1022* and *PADM-GP 2201*

*HPAM-GP 2700* (3 credits) Topics in Health Policy and Management

*HPAM-GP 2825* (3 credits) Continuous Quality Improvement  
Prerequisites: *CORE-GP 1011* and *HPAM-GP 1830*

*HPAM-GP 2836* (3 credits) Current Issues in Health Policy

*HPAM-GP 2845* (3 credits) Advanced Healthcare Payment Systems  
Prerequisites: *HPAM-GP 4830* and *HPAM-GP 4840*

*HPAM-GP 2848* (3 credits) The Business of Healthcare  
Prerequisite: *HPAM-GP 4830* or permission of the instructor.

*HPAM-GP 2852* (3 credits) Comparative Health Systems  
Prerequisites: *CORE-GP 1018*, *CORE-GP 1022*, and *HPAM-GP 1830*.  
Recommended: *HPAM-GP 4830* and *HPAM-GP 2836*

*HPAM-GP 2855* (3 credits) Budgeting for Health Professionals

*HPAM-GP 2867* (3 credits) Health System Reform: Comparative Perspectives  
Prerequisites: *CORE-GP 1022*, *HPAM-GP 1830*, and *HPAM-GP 4830*

*HPAM-GP 4700* (1.5 credits) Topics in Health Policy and Management

*HPAM-GP 4822* (1.5 credits) Healthcare Information Technology: Public Policy and Management  
Prerequisites: *HPAM-GP 4833* or permission of instructor

*HPAM-GP 4823* (1.5 credits) Healthcare Information Technology for Managers  
Prerequisites: *HPAM-GP 4822*, *HPAM-GP 4833* or instructor permission

*HPAM-GP 4830* (1.5 credits) Health Economics: Principles  
Prerequisites: *CORE-GP 1011*, *CORE-GP 1018*

*HPAM-GP 4831* (1.5 credits) Health Economics: Topics in Domestic Health Policy  
Prerequisites: *CORE-GP 1011*, *CORE-GP 1018*

*HPAM-GP 4832* (1.5 credits) Health Economics: Topics in International Health Policy



Prerequisites: *CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830 or PADM-GP 2203*

*HPAM-GP 4833* (1.5 credits) Healthcare Management I: Control and Organizational Design  
Prerequisites: *CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831* concurrently

*HPAM-GP 4834* (1.5 credits) Healthcare Management II: Adaptation and the Professional Manager  
Prerequisites: *CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831* concurrently

*HPAM-GP 4835* (1.5 credits) Principles of Human Resources Management for Healthcare Organizations  
Prerequisites: *HPAM-GP 4833*

*HPAM-GP 4836* (1.5 credits) Issues in Human Resources Management for Healthcare Organizations  
Prerequisites: *HPAM-GP 4833, HPAM-GP 4835*

*HPAM-GP 4840* (1.5 credits) Financial Management for Healthcare Orgs I: Financial Management and Budgeting  
Prerequisites: *CORE-GP 1018, CORE-GP 1021*

*HPAM-GP 4841* (1.5 credits) Financial Management for Healthcare Orgs II: Capital Financing and Advanced Issues  
Prerequisites: *CORE-GP 1018, CORE-GP 1021*

*HPAM-GP 4844* (1.5 credits) The Realities of Faculty Practice Management

*HPAM-GP 4845* (1.5 credits) Realities of Academic Medical Centers

*HPAM-GP 4852* (1.5 credits) Ethical Issues in Healthcare Management

*HPAM-GP 4853* (1.5 credits) Healthcare Law and Ethics

*HPAM-GP 4860* (1.5 credits) Topics in Health Policy: The Affordable Care Act

*HPAM-GP 4865* (1.5 credits) Obesity Policy Research  
Prerequisites: *CORE-GP 1011 and CORE-GP 1018*

## **PUBLIC AND NONPROFIT MANAGEMENT AND POLICY**

*PADM-GP 1901* (3 credits) Reflective Practice: Learning from Work  
Prerequisite: *CORE-GP 1020*

*PADM-GP 2106* (3 credits) Community Organizing

*PADM-GP 2107* (3 credits) Nonprofit Law

*PADM-GP 2109* (3 credits) Legal Context for Policy and Public Management  
Prerequisites: *CORE-GP 1022*

*PADM-GP 2110* (3 credits) Strategic Management  
Prerequisite: *CORE-GP 1020*

*PADM-GP 2112* (3 credits) Women and Men in the Workplace

*PADM-GP 2116* (3 credits) Developing Management Skills  
Prerequisite: *CORE-GP 1020*

*PADM-GP 2118* (3 credits) Leveraging Non-Profit Boards for Organizational Success

*PADM-GP 2119* (3 credits) Marketing for Nonprofit Organizations  
Prerequisite: *CORE-GP 1020*

*PADM-GP 2120* Control and Accountability in Organizations: Executive Decision Making

*PADM-GP 2125* (3 credits) Foundations of Nonprofit Management  
Prerequisite: *CORE-GP 1020*

*PADM-GP 2129* (3 credits) Race, Identity and Inclusion in Organizations  
Prerequisites: *CORE-GP 1020*

*PADM-GP 2131* (3 credits) Organizational and Managerial Development  
Prerequisite: *CORE-GP 1020*

*PADM-GP 2132* (3 credits) Social Impact by Design

*PADM-GP 2135* (3 credits) Developing Human Resources  
Prerequisite: *CORE-GP 1020*

*PADM-GP 2138* (3 credits) Macroeconomics, Global Markets, and Policy  
Prerequisites: *CORE-GP 1021*

*PADM-GP 2140* (3 credits) Public Economics and Finance  
Prerequisites: *CORE-GP 1011, CORE-GP 1018; CORE-GP 1021* concurrently

*PADM-GP 2142* (3 credits) Financial Management for Nonprofit Organizations  
Prerequisite: *CORE-GP 1021*

*PADM-GP 2143* (3 credits) Government Budgeting  
Prerequisites: *CORE-GP 1011, CORE-GP 1018, and CORE-GP 1021*

*PADM-GP 2144* (3 credits) Debt Financing and Management for Public Organizations  
Prerequisite: *CORE-GP 1021*

*PADM-GP 2145* (3 credits) Design

Thinking: A Creative Approach to Problem Solving and Creating Impact

*PADM-GP 2146* (3 credits) Topics in Municipal Finance  
Prerequisites: *CORE-GP 1021*

*PADM-GP 2147* (3 credits) Corporate Finance and Public Policy  
Prerequisites: *CORE-GP 1018, CORE-GP 1021*

*PADM-GP 2170* (3 credits) Performance Measurement and Management for Public, Nonprofit, and Healthcare Organizations  
Prerequisite: *CORE-GP 1020*

*PADM-GP 2171* (3 credits) Program Analysis and Evaluation  
Prerequisites: *CORE-GP 1011 and CORE-GP 1022*

*PADM-GP 2172* (3 credits) Advanced Empirical Methods for Policy Analysis  
Prerequisites: *PADM-GP 2902*

*PADM-GP 2173* (3 credits) Operations Management for Public, Nonprofit and Health Contexts  
Prerequisites: *CORE-GP 1020, CORE-GP 1011, and NONCR-GP 932 Excel I* (or equivalent)

*PADM-GP 2174* (3 credits) The Intersection of Operations and Policy  
Prerequisites: *CORE-GP 1020 and CORE-GP 1022*

*PADM-GP 2186* (3 credits) Leadership and Social Transformation  
Prerequisites: *CORE-GP 1022*

*PADM-GP 2196* (3 credits) Public Leadership and Moral Courage

*PADM-GP 2197* (3 credits) Taub Seminar  
Prerequisites: Permission of instructor. In conjunction with Skirball MA in Judaic Studies.

*PADM-GP 2201* (3 credits) Institutions, Governance, and International Development

*PADM-GP 2202* (3 credits) Politics of International Development  
Prerequisites: *CORE-GP 1018, CORE-GP 1022 or URPL.GP 2660, and PADM-GP 2201*

*PADM-GP 2203* (3 credits) International Economic Development: Governments, Markets and Communities  
Prerequisites: *CORE-GP 1011 and CORE-GP 1018*

*PADM-GP 2204* (3 credits) Development Assistance, Accountability and Aid Effectiveness  
Prerequisites: *CORE-GP 1018 and CORE-GP 1022*

*PADM-GP 2211* (3 credits) Program Development and Management for International Organizations  
Prerequisite: *PADM-GP 2201*

*PADM-GP 2223* (3 credits) The International Human Rights Movement: Past Present, and Future

*PADM-GP 2225* (3 credits) Organizing for Human Rights Change

*PADM-GP 2236* (3 credits) Protecting Rights and Promoting Development: Labor and Environmental Standards in the Global Economy  
Prerequisites: *CORE-GP 1022* or *URPL-GP 2660*

*PADM-GP 2242* (3 credits) Financial Management for International Organizations  
Prerequisites: *CORE-GP 1021*

*PADM-GP 2245* (3 credits) Financing Local Government in Developing Countries  
Prerequisites: *CORE-GP 1018* and *PADM-GP 2201*

*PADM-GP 2250* (3 credits) Hunger and Food Security in a Global Perspective (Accra, Ghana)  
Prerequisites: *CORE-GP 1018*, *CORE-GP 1011*, *CORE-GP 1022* or permission from the instructor.

*PADM-GP 2310* (3 credits) Understanding Social Entrepreneurship

*PADM-GP 2411* (3 credits) Policy Formation and Policy Analysis  
Prerequisite: *CORE-GP 1022*

*PADM-GP 2414* (3 credits) Public Policy for Metropolitan Regions

*PADM-GP 2430* (3 credits) Multi-Sector Partnerships: A Comparative Perspective  
Prerequisites: *CORE-GP 1020* or *CORE-GP 1022*

*PADM-GP 2441* (3 credits) The Economics of Education: Policy and Finance  
Prerequisites: *CORE-GP 1011*, *CORE-GP 1018*, and *PADM-GP 2902*

*PADM-GP 2444* (3 credits) LGBT Issues in Public Policy  
Prerequisites: *CORE-GP 1022*

*PADM-GP 2445* (3 credits) Poverty, Inequality, and Policy  
Prerequisites: *CORE-GP 1018*, *CORE-GP 1011*, and *CORE-GP 1022* or *URPL-GP 2660* Recommended Prerequisite: *PADM-GP 2902* (or concurrently)

*PADM-GP 2447* (3 credits) Majorities, Minorities & Group Identities in America: Status, Rights & Public Policy

Prerequisite: *CORE-GP 1022*  
*PADM-GP 2466* (3 credits) Environmental Policy

*PADM-GP 2486* (3 credits) Law for the Education Policymaker

*PADM-GP 2700* (3 credits) Topics in Public Policy

*PADM-GP 2875* (3 credits) Estimating Impacts in Policy Research  
Prerequisites: *PADM-GP 2171* and *PADM-GP 2902*

*PADM-GP 2902* (3 credits) Multiple Regression and Introduction to Econometrics  
Prerequisite: *CORE-GP 1011*

*PADM-GP 4101* (1.5 credits) Conflict Management and Negotiation

*PADM-GP 4105* (1.5 credits) Cross-Cultural Negotiation, Inter-Group Conflict Resolution, and the Role of NGOs  
Prerequisites: *PADM-GP 4101* or *URPL-GP 4604*

*PADM-GP 4108* (1.5 credits) Advanced Negotiation and Mediation Skills for Managers  
Prerequisites: *PADM-GP 4101* or *URPL-GP 4604*

*PADM-GP 4110* (1.5 credits) Project Management

*PADM-GP 4111* (1.5 credits) Managing Service Delivery  
Prerequisites: *CORE-GP 1020*

*PADM-GP 4112* (1.5 credits) Building Effective Teams

*PADM-GP 4115* (1.5 credits) Contracts: What the Non-Lawyer Should Know

*PADM-GP 4116* (1.5 credits) Participatory Policymaking: Co-Production of Knowledge in Nonprofits in Communities of Color

*PADM-GP 4117* (1.5 credits) Systems Thinking & Information Management  
Prerequisites: *CORE-GP 1020*

*PADM-GP 4119* (1.5 credits) Data Visualization & Presentation

*PADM-GP 4120* (1.5 credits) Labor Management Cooperation

*PADM-GP 4121* (1.5 credits) Governmental Financial Condition Analysis  
Prerequisites: *CORE-GP 1011*, *CORE-GP 1018*, and *CORE-GP 1021*

*PADM-GP 4128* (1.5 credits) Financial Statement Analysis for Healthcare and Not-for-Profit Organizations

Prerequisites: *CORE-GP 1021*

*PADM-GP 4129* (1.5 credits) Race, Identity and Inclusion  
Prerequisites: *CORE-GP 1020* *PADM-GP 4130* (1.5 credits) Fundamentals of Accounting  
Prerequisite: *CORE-GP 1021*

*PADM-GP 4131* (1.5 credits) Fund-Raising for Public and Nonprofit Organizations  
Prerequisite: *CORE-GP 1020*

*PADM-GP 4132* (1.5 credits) Governance of Public/Private Finance: Policy, Law & Business  
Prerequisite: *CORE-GP 1020*

*PADM-GP 4133* (1.5 credits) Online Engagement Strategy: Leveraging the Web and Social Media for Good

*PADM-GP 4134* (1.5 credits) Managing Corporate Partnerships and Social Responsibility

*PADM-GP 4135* (1.5 credits) Nonprofit Governance  
Prerequisite: *CORE-GP 1020*

*PADM-GP 4137* (1.5 credits) Strategic Communications for Nonprofit and Public Managers

*PADM-GP 4139* (1.5 credits) Investment Management for Public and Nonprofit Organizations  
Prerequisites: *CORE-GP 1021*

*PADM-GP 4142* (1.5 credits) Tools for Managing Nonprofits: Compliance, Internal Controls, and Ethics

*PADM-GP 4150* (1.5 credits) Data-Driven Performance  
Prerequisites: *CORE-GP 1021* and/or familiarity with Excel

*PADM-GP 4153* (1.5 credits) Nonprofit Sector Analysis & Evolution: The LGBT Case  
Prerequisites: *CORE-GP 1020*

*PADM-GP 4212* (1.5 credits) Managing Humanitarian Challenges: Delivery and Logistics  
Prerequisites: *CORE-GP 1020*

*PADM-GP 4217* (1.5 credits) NGO Accountability  
Prerequisites: *CORE-GP 1022*

*PADM-GP 4250* (1.5 credits) Hunger and Food Security in a Global Perspective (meets in New York only)  
Prerequisites: *CORE-GP 1018*; *CORE-GP 1011*; *CORE-GP 1022*; or equivalents or permission from the instructor.

*PADM-GP 4310* (1.5 credits) Understanding Social Entrepreneurship

*PADM-GP 4340* (1.5 credits) Digital Innovation Lab

*PADM-GP 4401* (1.5 credits) Community Issues in Criminal Justice  
Prerequisites: *CORE-GP 1011* and *CORE-GP 1022* (or *URPL-GP 2660*)

*PADM-GP 4402* (1.5 credits) Juvenile Justice Issues: New York's Response to Juvenile Crime and Delinquency  
Prerequisites: *CORE-GP 1022*

*PADM-GP 4413* (1.5 credits) Topics in Philanthropy

*PADM-GP 4414* (1.5 credits) Corporate Philanthropy and Engagement

*PADM-GP 4420* (1.5 credits) Current Debates in U.S. National Food Politics/Policy  
Prerequisites: *CORE-GP 1022*

*PADM-GP 4619* (1.5 credits) The Arts and Artist in Urban Revitalization  
Prerequisite: *CORE-GP 1022* or permission of the instructor

*PADM-GP 4700* (1.5 credits) Topics in Public Policy

## DOCTORAL COURSES

*PHD-GP 5901* (1 credit) Research in Progress  
Prerequisites: *CORE-GP 1011* and *PADM-GP 2902* (*PADM-GP 2902* may be taken concurrently)

*PHD-GP 5902* (4 credits) Research Methods  
Prerequisites: *CORE-GP 1011* and *PADM-GP 2902*. (*PADM-GP 2902* may be taken concurrently.)

*PHD-GP 5905* (4 credits) Qualitative Research Methods  
Prerequisites: Doctoral Research Seminar or Permission.

*PHD-GP 5910* and *5911* (2 credits, 2 credits) Doctoral Research Colloquium  
Prerequisites: Permission of Instructor

## URBAN PLANNING

*PADM-GP 2414* (3 credits) Public Policy for Metropolitan Regions

*URPL-GP 1603* (3 credits) Urban Planning: Methods and Practice  
Pre- or co-requisite: *CORE-GP 1011*

*URPL-GP 1605* (3 credits) Land Use Law

*URPL-GP 1620* (3 credits) Introduction to Urban Physical Design

*URPL-GP 2251* (3 credits) Urbanization and Sustainable Development in a Transitional Economy (Shanghai, China)

*URPL-GP 2415* (3 credits) Public Policy and Planning in New York  
Prerequisites: *CORE-GP 1022* or *URPL-GP 2660*

*URPL-GP 2452* (3 credits) Transformation of the Urban Economy: Case Studies  
Prerequisites: *CORE-GP 1011*; *PADM-GP 2140* or *URPL-GP 2608*

*URPL-GP 2608* (3 credits) Urban Economics  
Prerequisite: *CORE-GP 1018*. Pre- or co-requisite: *CORE-GP 1011*

*URPL-GP 2610* (3 credits) Environmental Impact Assessment Process and Procedures

*URPL-GP 2612* (3 credits) Adapting the Physical City: Innovations in Energy, Transportation, and Water

*URPL-GP 2613* (3 credits) Sustainable Cities in a Comparative Perspective  
Prerequisite: *CORE-GP 1018*

*URPL-GP 2616* (3 credits) Colloquium on the Law, Politics, and Economics of Urban Affairs  
Prerequisites: *CORE-GP 1011*, *CORE-GP 1018*, and *URPL-GP 2608*

*URPL-GP 2618* (3 credits) Geographic Information Systems and Analysis

*URPL-GP 2620* (3 credits) Race & Class in American Cities

*URPL-GP 2629* (3 credits) Innovation in US Cities: New Ideas in Policy, Management and Planning

*URPL-GP 2631* (3 credits) Transportation, Land Use and Urban Form

*URPL-GP 2639* (3 credits) Real Estate Finance  
Prerequisites: *CORE-GP 1018* and *CORE-GP 1021*

*URPL-GP 2645* (3 credits) Planning for Emergencies and Disasters

*URPL-GP 2652* (3 credits) International Development Project Planning  
Prerequisites: *CORE-GP 1018*, *CORE-GP 1021*, *PADM-GP 2201*

*URPL-GP 2660* (3 credits) History and Theory of Planning

*URPL-GP 2665* (3 credits) Decentralized Development Planning  
Prerequisite: *CORE-GP 1022* or *URPL-GP 2660*

*URPL-GP 2666* (3 credits) Water Sourcing and Climate Change  
Prerequisite: *PADM-GP 2201*

*URPL-GP 2670* (3 credits) Land Use, Housing and Community Development Seminar  
Note: By application only.

*URPL-GP 2690* (3 credits) Advanced Geographic Information Systems (GIS) and Data Management  
Prerequisite: *URPL-GP 4648* and *URPL-GP 4649*

*URPL-GP 2700* (3 credits) Topics in Urban Planning

*URPL-GP 4237* (1.5 credits) Urbanization in Developing Countries

*URPL-GP 4606* (1.5 credits) Comparative Land Use Planning

*URPL-GP 4611* (1.5 credits) Intelligent Cities: Technology, Policy and Planning

*URPL-GP 4622* (1.5 credits) Wealth and Inequality: Asset Development and Poverty Reduction Policies in the U. S.

*URPL-GP 4632* (1.5 credits) Planning Healthy Neighborhoods  
Prerequisites: *CORE-GP 1022* or *URPL-GP 2660*

*URPL-GP 4635* (1.5 credits) Select Topics in Community Equity and Wealth Building  
Prerequisites: *CORE-GP 1022* or *URPL-GP 1603*

*URPL-GP 4638* (1.5 credits) Housing and Community Development Policy  
Prerequisites: *CORE-GP 1022* or *URPL-GP 2660*

*URPL-GP 4647* (1.5 credits) Workshop in Planning: Creating 21st Century Communities

*URPL-GP 4670* (1.5 credits) Urban Innovations in Latin America

*URPL-GP 4680* (1.5 credits) Advanced Urban Design  
Prerequisite: *URPL-GP 1620*

*URPL-GP 4700* (1.5 credits) Topics in Urban Planning

## CAPSTONE COURSES

To be eligible for Capstone, all students must have declared their specialization, completed their professional experience requirement (if required), passed the SPSS exam or completed *PADM-GP 2902* (required for students who waived *CORE-GP 1011*), and earned at least a 3.0 cumulative GPA. Additional and specific prerequisites, by course number, can be found on the Program Requirement Checksheet. All Capstone courses are 1.5 credits for the first semester and 1.5 credits for the second semester.

*CAP-GP 3148, CAP-GP 3149* (1.5 credits, 1.5 credits) Capstone: Advanced Projects in Applied Research I & II

*CAP-GP 3226, CAP-GP 3227* (1.5 credits, 1.5 credits) Capstone: Advanced Projects in International Policy & Management I & II

*CAP-GP 3230* (6 credits) Capstone: Advanced Projects for Global Policy Leaders

*CAP-GP 3401, CAP-GP 3402* (1.5 credits, 1.5 credits) Capstone: Advanced Projects in Management, Finance, and Policy I & II

*CAP-GP 3601, CAP-GP 3602* (1.5 credits, 1.5 credits) Capstone: Advanced Projects in Urban Planning I & II

*CAP-GP 3690* (1.5 credits) Capstone: Independent Research in Planning

*CAP-GP 3801, CAP-GP 3802* (1.5 credits, 1.5 credits) Capstone: Advanced Projects in Health Finance, Management, and Policy I & II

*CAP-GP 3890, CAP-GP 3891* (1.5 credits, 1.5 credits) Capstone: Advanced Project for Healthcare Leaders I

## **UNDERGRADUATE COURSES**

*UPADM-GP 101* (4 credits) The Politics of Public Policy

*UPADM-GP 102* (4 credits) Introduction to Social Impact

*UPADM-GP 103* (4 credits) Introduction to Managing Public Service Organizations

*UPADM-GP 111* (4 credits) Quantitative Analysis for Public Policy

*UPADM-GP 140* (4 credits) The Economics of Public Policy  
Prerequisites: ECON-UA 2 or ECON-UB 1

*UPADM-GP 215* (4 credits) The Politics of New York

*UPADM-GP 217* (4 credits) Sustainable Urban Development

*UPADM-GP 219* (4 credits) Race, Class & Gender in American Cities

*UPADM-GP 220* (4 credits) American Presidential Campaigns and Elections 1960-2012

*UPADM-GP 221* (4 credits) The Meaning of Leadership

*UPADM-GP 222* (2 credits)

Philanthropy, Advocacy and Social Change

*UPADM-GP 226* (4 credits) Women and Public Leadership

*UPADM-GP 229* (4 credits) The Intersection of Politics and Public Service

*UPADM-GP 230* (4 credits) Medical Care and Health: Comparative Perspectives

*UPADM-GP 236* (4 credits) Topics in Health: Policy, Politics, and Power

*UPADM-GP 237* (2 credits) Topics in Obesity Policy Research

*UPADM-GP 242* (4 credits) The Business of Nonprofit Management

*UPADM-GP 247* (2 credits) The Politics of Islam

*UPADM-GP 251* (4 credits) Legal & Ethical Approaches to Islam

*UPADM-GP 254* (4 credits) Multi-Faith Leadership in the 21st Century

*UPADM-GP 256* (4 credits) Contemporary Approaches to Islamic Law

*UPADM-GP 258* (4 credits) Contemporary Approaches to Jewish Law

*UPADM-GP 263* (4 credits) Topics From Degas to Disney: Public Policy and the Arts

*UPADM-GP 264* (4 credits) Understanding Social Entrepreneurship: How to Change the World One Venture at a Time

*UPADM-GP 265* (4 credits) Fundamentals of Social Entrepreneurship

*UPADM-GP 266* (4 credits) Advanced Social Entrepreneurship

*UPADM-GP 269* (4 credits) How to Change the World: Advocacy Movements in the United States

*UPADM-GP 440* (4 credits) Gender and Development

## **NON-CREDIT COURSES**

*NONCR-GP 102* (0 credits) Library Research Methods

*NONCR-GP 103* (0 credits) Presentation Skills

*NONCR-GP 104* (0 credits) Citation Methods

*NONCR-GP 106* (0 credits) Time/Project Management

*NONCR-GP 108* (0 credits) Composing Your Career

*NONCR-GP 160* (0 credits) Urban Planning Skills Workshop

*NONCR-GP 906* (0 credits) Math Review Session

*NONCR-GP 907* (0 credits) Professional Writing

*NONCR-GP 909* (0 credits) Debt Structuring Workshop

*NONCR-GP 931* (0 credits) SPSS Computer Module

*NONCR-GP 932* (0 credits) Excel Computer Module

*NONCR-GP 933* (0 credits) Excel Computer Module II

*NONCR-GP 938* (0 credits) SPSS Proficiency Exam

## **INDEPENDENT READING**

*INDEP-GP 1900* (1-3 credits, by arrangement with the adviser) Independent Reading Studies Open only to students who have completed at least eight courses or 24 credits of graduate study. Prerequisites: Approval of the faculty member with whom the student will study and of the student's program adviser.

*INDEP-GP 1906* (1-3 credits, by arrangement with the adviser) Independent Reading in International Studies Open only to students who have completed at least eight courses or 24 credits of graduate study. Prerequisites: Approval of the faculty member with whom the student will study and of the student's program adviser.



# LIBRARY AND PROGRAM-RELATED FACILITIES

## NEW YORK UNIVERSITY LIBRARIES

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**N**YU Wagner students use NYU's Elmer Holmes Bobst Library, which is the flagship of an eleven-library, 5.9 million-volume system that provides students and faculty members with access to the world's scholarship and serves as a center for the University community's intellectual life. Bobst Library houses more than four million volumes, 235,000 serial titles, and over 40,000 linear feet of archives, and provides access to thousands of electronic resources both on-site and to the global NYU community via the Internet. The Library receives 10,000 visits per day and circulates 304,000 items annually. Bobst Library offers approximately 2,500 seats for student study.

The library provides an online research guide for Public Administration, Nonprofit Management, and Urban Planning. The guide lists the library resources primarily available to NYU Wagner students in the Business & Social Science/Documents Center. Students are also advised to consult other Bobst Library research guides for additional information in related areas, including those covering political science and government documents.

The "Wagner Virtual Library" provides access to electronic resources available through Bobst Library on public and nonprofit management, health services management, policy analysis, finance (public and health), urban planning, statistics and data research, and government and international resources (including nongovernmental organizations). The Virtual Library provides access to journals, databases, newspapers and research guides for the NYU and Wagner community, no matter where they are.

NYU Wagner has a designated NYU Bobst Library liaison. The liaison can provide bibliographic instruction to graduate classes, prepare specialized research guides, and arrange appointments for specialized reference services.

### **Student Areas**

At NYU Wagner's location in the Puck Building there are meeting areas and facilities open to students: a student lounge, where students mingle and study; two student project rooms, where student groups assemble to work on team assignments; computer kiosks for students to check email; and an office for the Wagner Student Association to base itself for student access and coordination with other student groups.

Other buildings within NYU—specifically the Kimmel Center for Student Life and Bobst Library—provide excellent space for student meetings, group assembly, and special events.

### **Classrooms**

Most MPA courses are taught in NYU's pool of general purpose classrooms (GPCs). These are primarily in Tisch Hall, the Silver Center, Shimkin Hall, 194 Mercer, and 25 West 4th Street.

All classrooms in these locations are accessible to students with disabilities. Arrangements can be made through the Henry and Lucy Moses Center for Students with Disabilities to develop an accommodation plan devised to meet the specific requirements of individual students.



ACADEMIC CALENDAR 2015 - 2016	
FALL TERM 2015	
Monday, April 20, 2015	Registration Begins by appointment for Undergraduate, Graduate and Diploma students.
Monday, May 25, 2015	Memorial Day No classes scheduled / University Holiday
Friday, July 3, 2015	Independence Day No classes scheduled / University Holiday
Tuesday, August 4, 2015	Undergraduate Fall Payment Due Failure to meet the payment deadline may result in the cancellation of class reservations
Saturday, August 29, 2015	NYU Welcome Day / Move-in Day for new students
Sunday, August 30, 2015	Move-in Day for returning undergraduates
Wednesday, September 2, 2015	Fall 2015 classes begin
Monday, September 7, 2015	Labor Day No classes scheduled / University Holiday
Wednesday, September 9, 2015	Initial registration on or after September 9th will be charged a late registration fee. Fee for undergraduate and diploma students: \$50.00 Fee for graduate students: \$25.00
Tuesday, September 15, 2015	Last day of active waitlists  Last day of initial registration on Albert for all students.  Last day to drop/add on Albert for all students.  Fall Payment is due for Graduate students  Last day to drop a class and receive a refund of 100% of tuition & fees for Undergraduate, Graduate and Diploma students who are dropping classes, but will remain enrolled in at least one course. For Undergraduate, Graduate and Diploma students who 'Completely Withdraw' from ALL courses during the semester, please see the Refund Schedule for Complete Withdrawal.  Last day to drop fall 2015 classes and not receive a grade of "W"
Wednesday, September 16, 2015	Waitlists will be purged  All students who wish to perform initial registration or drop/add registration transactions must go to the Student Services Center. Please note that prior approval / authorization from your academic advisor, Department or the Dean of your college may be required.  Courses dropped after the first two weeks of the semester: No refund of tuition or fees for Undergraduate, Graduate and Diploma students who are dropping classes, but will remain enrolled in at least one course.  Beginning today students will be issued a grade of 'W' if they drop a class from their fall schedule or withdraw for the term
Wednesday, September 30, 2015	Initial registration on or after September 30th will be charged a late registration fee. Fee for undergraduate and diploma students: \$100.00 Fee for graduate students: \$50.00
Monday, October 12, 2015	Fall Recess No classes scheduled
Tuesday, October 13, 2015	Legislative Day - Classes will meet according to a Monday schedule
Tuesday November 3, 2015	Midterm Grades Deadline  Last day to use the Term Withdrawal Form to submit a fall semester term withdrawal request or submit a request to withdraw from a course. Students should consult the academic calendar of their home school for specific deadlines pertaining to course withdrawal for the term.

<b>ACADEMIC CALENDAR 2015 - 2016 CONTINUED</b>	
Wednesday, November 25, 2015 - Sunday, November 29, 2015	Student Thanksgiving Recess No classes scheduled
Thursday, November 26, 2015 - Sunday, November 29, 2015	Thanksgiving Recess for University Offices No classes scheduled / University Holiday
Tuesday, December 15, 2015	Last day of Fall 2015 classes
Wednesday, December 16, 2015	Reading Day
Thursday, December 17, 2015 - Wednesday, December 23, 2015	Fall Semester Exams
Thursday, December 24, 2015 - Sunday, January 3, 2016	Student Winter Recess and Winter Recess for University Offices
Monday, January 4, 2016	The University reopens
<b>JANUARY TERM 2016</b>	
Friday, October 2, 2015	January Term 2016 course search and registration status features available on Albert  Please review the withdrawal schedule to determine when a grade of 'W' will be issued when dropping classes
Thursday, October 15, 2015	January 2016 registration begins at 9:00 a.m. Eastern Standard Time for most Undergraduate, Graduate, and Diploma students
Tuesday, December 8, 2015	The January term tuition payment is due
Thursday, December 24, 2015 - Sunday, January 3, 2016	Student Winter Recess Winter Recess for University Offices
Sunday, January 3, 2016	Last day of active waitlists  Last day for all students to use Albert to add or drop January term classes
Monday, January 4, 2016	The University reopens  Last day for all students to use Albert to add or drop January term classes  Waitlists will be purged  All registration transactions (initial registration, dropping a class, adding a class) must be processed at the Student Services Center. Please note that prior approval/authorization from your academic advisor, Department or the Dean of your college may be required.
Wednesday, January 6, 2016	The last day to drop a class without the issuance of a 'W' grade
Thursday, January 7, 2016	A grade of 'W' will be issued for students who drop a class or withdraw for the term
Monday, January 18, 2016	Martin Luther King, Jr. Day No classes scheduled / University Holiday
Friday, January 22, 2016	Last day of January Term 2016 classes

## ACADEMIC CALENDAR 2015 - 2016 CONTINUED

### SPRING TERM 2016

Friday, October 16, 2015	Spring 2016 course search and registration status features available on Albert.
Monday, November 16, 2015	Registration Begins at 9:00 a.m. Eastern Standard Time for most Undergraduate, Graduate and Diploma students
Wednesday, November 25, 2015 - Sunday, November 29, 2015	Student Thanksgiving Recess No classes scheduled / University Holiday
Thursday, November 26, 2015 - Sunday, November 29, 2015	Thanksgiving Recess for University Offices No classes scheduled / University Holiday
Thursday, December 24, 2015 - Sunday, January 3, 2016	Student Winter Recess No classes scheduled
Thursday, December 24, 2015 - Sunday, January 3, 2016	Winter Recess for University Offices The University, including the Office of the University Registrar, will be closed from Thursday, December 24, 2015 through Sunday, January 3, 2016. During this period requests for paper transcripts and enrollment certifications will not be processed.
Monday, January 4, 2016	The University reopens
Wednesday, January 6, 2016	Undergraduate Spring Payment Due Failure to meet the payment deadline may result in the cancellation of class reservations
Monday, January 18, 2016	Martin Luther King, Jr. Birthday No classes scheduled / University Holiday
Friday, January 22, 2016	Last day of January Term 2016 classes
Monday, January 25, 2016	Spring 2016 classes begin
Monday, February 1, 2016	Late registration begins Initial registration between February 1, 2016 and February 21, 2016 will be charged a late registration fee. Fee for undergraduate and diploma students: \$50.00 Fee for graduate students: \$25.00
Monday, February 8, 2016	Last day of active waitlists  Last day of initial registration on Albert for all students.  Last day to drop/add on Albert for all students.  Last day to drop a class and receive a refund of 100% of tuition & fees for Undergraduate, Graduate and Diploma students who are dropping classes, but will remain enrolled in at least one course. For Undergraduate, Graduate and Diploma students who 'Completely Withdraw' from ALL courses during the semester, please see the Refund Schedule for Complete Withdrawal.  Last day to drop spring 2016 classes and not receive a grade of 'W'
Tuesday, February 9, 2016	Graduate Spring Payment Due Failure to meet the payment deadline may result in the cancellation of class reservations  Beginning today students will be issued a grade of 'W' if they drop a class from their spring schedule or withdraw for the term  Waitlists will be purged  Courses dropped after the first two weeks of the semester: No refund of tuition or fees for Undergraduate, Graduate and Diploma students who are dropping classes, but will remain enrolled in at least one course.  All students who wish to perform initial registration or drop/add registration transactions must go to the Student Services Center. Please note that prior approval / authorization from your academic advisor, Department or the Dean of your college may be required.
Monday, February 15, 2016	Presidents' Day No classes scheduled / University Holiday

<b>ACADEMIC CALENDAR 2015 - 2016 CONTINUED</b>	
Monday, February 22, 2016	Initial registration on or after Monday , February 22nd will be charged a revised late registration fee. Fee for undergraduate and diploma students: \$100.00 Fee for graduate students: \$50.00
Monday, March 14, 2016 - Sunday, March 20, 2016	Spring Recess No classes scheduled
Friday, April 1, 2016	Last day to use the Term Withdrawal Form to submit a spring semester term withdrawal request or submit a request to withdraw from a course. Students should consult the academic calendar of their home school for specific deadlines pertaining to course withdrawal for the term.
Monday, April 4, 2016	Midterm Grades Deadline
Monday, May 9, 2016	Last day of Spring 2016 classes
Tuesday, May 10, 2016	Reading Day
Wednesday, May 11, 2016 - Tuesday, May 17, 2016	Spring Semester Exams
Wednesday, May 18, 2016	Commencement
<b>SUMMER TERM 2016</b>	
Friday, January 22, 2016	Courses available
Tuesday, February 16, 2016	Registration begins
Tuesday, April 12, 2016	Ebills available
Thursday, May 12, 2016	Tuition payment due
Sunday, May 22, 2016	Last day to drop for special session
Monday, May 23, 2016	First day of classes: 12-Week Session, 7-Week Session, First 6-Week Session, First 3-Week Session and the Special Session.
Monday, May 30, 2016	Memorial Day No classes scheduled / University Holiday  Last day to drop a class scheduled in the first 6-Week Session and the 7-Week Session and receive a refund of 100% Tuition and Fees.  Last day to drop a class scheduled in the First 6-Week Session and the 7-Week Session and not be issued a grade of 'W'.
Monday, June 13, 2016	Last day of classes: First 3-Week Session.
Tuesday, June 14, 2016	First day of classes: Second 3-Week Session.
Monday, July 4, 2016	Independence Day No classes scheduled / University Holiday
Tuesday, July 5, 2016	Legislative Day - Classes will meet according to a Monday schedule. Last day of classes: First 6-Week Session and Second 3-Week Session.
Wednesday, July 6, 2016	First day of classes: Second 6-Week Session and Third 3-Week Session.
Tuesday, July 26, 2016	Last day of classes: Third 3-Week Session.
Wednesday, July 27, 2016	First day of classes: Fourth 3-Week Session.
Tuesday, August 16, 2016	Final Grades Deadline Grades are due 72 hours after the scheduled final exam date

# COST OF ATTENDANCE

**T**uition and fees are charged on a per-point basis. Annual costs below are based on 12 credits, which equals full-time enrollment (FT), and 6 credits, which equals part-time enrollment (PT). Non-tuition expenses are estimates for the 2015-16 academic year.

**TUITION AND FEES:** FT = \$40,594; PT = \$20,734; EMPA FT = \$51,958; EMPA PT = \$27,199

**BOOKS AND SUPPLIES:** \$1,070

**ROOM AND BOARD:** \$25,170

**PERSONAL EXPENSES:** \$3,500

For more information and the current tuition and fee, visit [wagner.nyu.edu/admissions/financialaid](http://wagner.nyu.edu/admissions/financialaid)



# FINANCIAL ASSISTANCE

**U**S Citizens and Permanent Residents are eligible for Federal Unsubsidized Stafford Loans, Graduate Plus Loans, and Federal Work Study up to the cost of attendance by completing Free Application for Federal Student Aid (FAFSA). NYU requires that the FAFSA be submitted online at [www.fafsa.gov](http://www.fafsa.gov). Students should give permission for application data to be sent to New York University (enter institution code 002785 in the "Title IV Code" space).

International students are eligible for private loans in the US (with a cosigner) and loan and grant programs from within their country of citizenship.

All applicants are considered for the NYU Wagner's merit-based scholarships. No additional application materials are required. To be considered for NYU Wagner's fellowships, applicants who meet the respective awarding criteria should complete the additional essay for that particular fellowship, and submit the required video essay.

## **Method of selection of recipients**

Award recipients are selected based on the overall merit of their application as measured by academic potential, impact in their public service career to date, and fit with the school community.

## **Allocation of awards**

Award amounts are between \$5,000.00 and \$18,000.00, with a select number of students receiving \$35,000.00.

## **Award schedule**

Students receive half of their scholarship in the fall semester and half in the spring semester.

## **Rights and responsibilities of recipients**

Scholarship recipients must agree to the terms and conditions of the award, be upstanding members of the NYU Wagner community, and make satisfactory academic progress during the term of their degree.

(Note: Registration in other than registered or approved programs may jeopardize eligibility for certain student aid awards.)

# REFUND POLICY

## Fall & Spring Semesters

The Refund Schedule below is for graduate students who are dropping classes, but will *remain enrolled in at least one course*.

REFUND AMOUNT	DEADLINE
100% tuition and fees	Beginning of registration until the end of the second week of classes
No Refund	Third week of classes and forward

The Refund Schedule below is for graduate students who are *completely withdrawing from all courses* during the semester.

REFUND AMOUNT	DEADLINE
100% tuition and fees	Prior to the start of the semester
100% tuition only	First week of classes
70% tuition only	Second week of classes
55% tuition only	Third week of classes
25% tuition only	Fourth week of classes
No Refund	Fifth week of classes

For more information visit:

<http://www.nyu.edu/life/resources-and-services/nyu-studentlink/bills-payments-and-refunds.html>

# DEGREE AND CERTIFICATE PROGRAMS AS REGISTERED

Program Title	HEGIS*	Degree
<b>DEGREE PROGRAMS</b>		
Master of Public Administration Program in Public and Nonprofit Management and Policy	2102	MPA
Master of Public Administration Program in Health Policy and Management	1202	MPA
Master of Urban Planning	0206	MUP
PhD Program in Public Administration	2102	PhD
<b>ADVANCED PROFESSIONAL CERTIFICATE PROGRAMS</b>		
Program in Public and Nonprofit Management and Policy	2102	Adv. Cert.
Management for Public and Nonprofit Organizations		
Financial Management and Public Finance		
Quantitative Analysis and Computer Applications		
Public Policy Analysis		
Urban Policy Analysis		
Human Resources Management		
Program in Urban Policy and Planning	0206	Adv. Cert.
Quantitative Analysis and Computer Applications for Policy and Planning Housing		
Public Economics		
Urban Public Policy		
Health Policy and Management: Health Services Management	1202	Adv. Cert.
Health Policy and Management: Health Financial Management	1202	Adv. Cert.
Health Policy and Management: Health Policy Analysis	1202	Adv. Cert.
<b>DUAL-DEGREE PROGRAMS</b>		
BA/MPA Program (with College of Arts and Science)	No Code	
BA/MUP Program (with College of Arts and Science)	No Code †	
BA/MPA Program (with Gallatin School of Individualized Study)	4901/2102	
JD/MUP Program (with School of Law)	1401/0206	
JD/MPA Program (with School of Law)	1401/2102	
MD/MPA Program (with School of Medicine)	1206/1202	
MSW/MPA Executive Program (with Silver School of Social Work)	2104/0506	
MBA/MPA Program in Public and Nonprofit Management and Policy (with Stern School of Business)	0502/2102	
MA/MPA Program in Hebrew and Judaic Studies (with Skirball Department of Hebrew and Judaic Studies in the Graduate School of Arts and Sciences)	1111/2102	
MPH (Global Health Leadership concentration)/MPA (with Global Institute for Public Health)	1202/1214	
<b>JOINT DEGREE PROGRAMS</b>		
MPA Executive Program in Global Public Policy and Management (with University College London)	34053/2102	
Student retention and graduation rates may be requested via NYU's Office of Institutional Research and Program Evaluation at <a href="http://www.nyu.edu/ir">www.nyu.edu/ir</a> , or Office of Institutional Research, New York University, 627 Broadway, 7th Floor, New York, NY 10012		

\*HEGIS: Higher Education General Information Survey

† Registered with the BAs in economics, international relations, metropolitan studies, politics, sociology, and urban design and architecture studies.

# CONTACT INFORMATION

**T**he NYU Wagner Bulletin is published bi-annually, so information may become outdated. For inquiries regarding the content or for the most recent information, please contact the appropriate office listed below.

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[nyu.edu/admissions/financial-aid-and-scholarships](http://nyu.edu/admissions/financial-aid-and-scholarships)



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