

NEW YORK UNIVERSITY BULLETIN

2013-2015

**ROBERT F.  
WAGNER  
GRADUATE SCHOOL OF  
PUBLIC SERVICE**



**NYU | WAGNER**

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NEW YORK UNIVERSITY BULLETIN  
2013-2015



*Robert F. Wagner  
Graduate School of  
Public Service*

ANNOUNCEMENT FOR THE 75TH AND 76TH SESSIONS

THE PUCK BUILDING  
295 LAFAYETTE STREET  
NEW YORK, NEW YORK 10012  
*wagner.nyu.edu*

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*The historic Puck Building, home of the Robert F. Wagner Graduate School of Public Service.*

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# *An Introduction to New York University*

**T**he founding of New York University in 1831 by a group of eminent private citizens was a historic event in American education. In the early 19th century, a major emphasis in higher education was on the mastery of Greek and Latin, with little attention given to modern or contemporary subjects. The founders of New York University intended to enlarge the scope of higher education to meet the needs of persons aspiring to careers in business, industry, science, and the arts, as well as in law, medicine, and the ministry. The opening of the University of London in 1828 convinced New Yorkers that New York, too, should have a university.

The first president of New York University's governing council was Albert Gallatin, former adviser to Thomas Jefferson and secretary of the treasury in Jefferson's cabinet. Gallatin and his cofounders said that the new university was to be a "national university" that would provide a "rational and practical education for all."

The result of the founders' foresight is today a university that is recognized both nationally and internationally as a leader in scholarship. Of the more than 3,000 colleges and universities in America, only 60 institutions are members of the distinguished Association of American Universities. New York University is one of the 60. Students come to the University from all 50 states and from over 130 foreign countries.

The University includes 19 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 overall grants more than 25 different degrees.

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## *The Schools, Colleges, Institutes, and Programs of the University (in order of their founding)*

1832	College of Arts and Science <a href="http://cas.nyu.edu">cas.nyu.edu</a>	1900	Leonard N. Stern School of Business <a href="http://stern.nyu.edu">stern.nyu.edu</a>	1972	Gallatin School of Individualized Study <a href="http://nyu.edu/gallatin">nyu.edu/gallatin</a>
1835	School of Law <a href="http://law.nyu.edu">law.nyu.edu</a>	1922	Institute of Fine Arts <a href="http://nyu.edu/gsas/dept/fineart">nyu.edu/gsas/dept/fineart</a>	1972	Liberal Studies Program <a href="http://liberalstudies.nyu.edu">liberalstudies.nyu.edu</a>
1841	School of Medicine <a href="http://school.med.nyu.edu">school.med.nyu.edu</a>	1934	School of Continuing and Professional Studies <a href="http://scps.nyu.edu">scps.nyu.edu</a>	2006	Institute for the Study of the Ancient World <a href="http://nyu.edu/isaw">nyu.edu/isaw</a>
1865	College of Dentistry <a href="http://nyu.edu/dental">nyu.edu/dental</a> (including the College of Nursing [1947], <a href="http://nyu.edu/nursing">nyu.edu/nursing</a> )	1934	Courant Institute of Mathematical Sciences <a href="http://cims.nyu.edu">cims.nyu.edu</a>	2010	New York University Abu Dhabi <a href="http://nyuad.nyu.edu">nyuad.nyu.edu</a>
1886	Graduate School of Arts and Science <a href="http://gsas.nyu.edu">gsas.nyu.edu</a>	1938	Robert F. Wagner Graduate School of Public Service <a href="http://wagner.nyu.edu">wagner.nyu.edu</a>	1854	Polytechnic Institute of New York University <a href="http://poly.edu">poly.edu</a> (affiliated 2008)
1890	Steinhardt School of Culture, Education, and Human Development <a href="http://steinhardt.nyu.edu">steinhardt.nyu.edu</a>	1960	Silver School of Social Work <a href="http://nyu.edu/socialwork">nyu.edu/socialwork</a>	2011	New York University Shanghai <a href="http://shanghai.nyu.edu">shanghai.nyu.edu</a>
		1965	Tisch School of the Arts <a href="http://tisch.nyu.edu">tisch.nyu.edu</a>		

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## *New York University and New York*

### **NEW YORK UNIVERSITY LIBRARIES**

The Elmer Holmes Bobst Library, designed by Philip Johnson and Richard Foster, is the flagship of a six-library system that provides access to the world's scholarship and serves as a center for the NYU community's intellectual life. With four million print volumes, 68,000 serial subscriptions, 50,000 electronic journals, half a million e-books, 105,000 audio and video recordings, and 25,000 linear feet of archival materials, the collections are uniquely strong in the performing arts, radical and labor history, and the history of New York and its avant-garde culture. The library's website, [library.nyu.edu](http://library.nyu.edu), received 2.8 million visits in 2008-2009.

Bobst Library offers 28 miles of open stacks and approximately 2,500 seats for student study. The Avery Fisher Center for Music and Media, one of the world's largest academic media centers, has 134 carrels for audio listening and video viewing and three multimedia classrooms. Last year the center filled more than 70,000 research requests for audio and video material. The Digital Studio offers a constantly evolving, leading-edge resource for faculty and student projects and promotes and

supports access to digital resources for teaching, learning, research, and arts events. The Data Service Studio provides expert staff and access to software, statistical computing, geographical information systems analysis, data collection resources, and data management services in support of quantitative research at NYU.

The Fales Library, a special collection within Bobst Library, is home to the unparalleled Fales Collection of English and American Literature; the Food Studies Collection, a rich and growing trove of cookbooks, food writing, pamphlets, paper, and archives dating from the 1790s; and the Downtown Collection, an extraordinary multimedia archive documenting the avant-garde New York art world since 1975. Bobst Library also houses the Tamiment Library, the country's leading repository of research materials in the history of left politics and labor. Two fellowship programs bring scholars from around the world to Tamiment to explore the history of the Cold War and its wide-ranging impact on American institutions and to research academic freedom and promote public discussion of its history and role in our society. Tamiment's Robert F. Wagner Labor Archives contain, among

other resources, the archives of the Jewish Labor Committee and of more than 200 New York City labor organizations.

The Barbara Goldsmith Preservation and Conservation Department in Bobst Library comprises laboratories for book, film, and audio/video conservation. Its preservation projects often provide training for students in many aspects of book, paper, and media preservation. In a groundbreaking initiative funded by the Andrew W. Mellon Foundation, the Division of Libraries in 2008 completed development of rationales and strategies for all aspects of moving image and audio preservation, consulting with a variety of other institutions to identify and test best practices and disseminating them throughout the archival community.

Beyond Bobst, the library of the renowned Courant Institute of Mathematical Sciences focuses on research-level material in mathematics, computer science, and related fields. The Stephen Chan Library of Fine Arts at the Institute of Fine Arts (IFA) houses the rich collections that support the research and curricular needs of the institute's graduate programs in art history and archaeology. The Jack Brause Real Estate Library at the Real Estate Institute, the

most comprehensive facility of its kind, serves the information needs of every sector of the real estate community. The **Library of the Institute for the Study of the Ancient World** (ISAW) is a resource for advanced research and graduate education in ancient civilizations from the western Mediterranean to China.

Complementing the collections of the Division of Libraries are those of the libraries of NYU's School of Medicine, Dental Center, and School of Law.

The NYU Division of Libraries continually enhances its student and faculty services and expands its research collections, responding to the extraordinary growth of the University's academic programs in recent years and to the rapid expansion of electronic information resources. Bobst Library's professional staff includes more than 30 subject specialists who select materials and work with faculty and graduate students in every field of study at NYU. The staff also includes specialists in undergraduate outreach, instructional services, preservation, electronic information, and digital libraries.

**The Grey Art Gallery**, the University's fine arts museum, presents three to four innovative exhibitions each year that encompass all aspects of the visual arts: painting and sculpture, prints and drawings, photography, architecture and decorative arts, video, film, and performance. The gallery also sponsors lectures, seminars, symposia, and film series in conjunction with its exhibitions. Admission to the gallery is free for NYU staff, faculty, and students.

The **New York University Art Collection**, founded in 1958, consists of more than 5,000 works in a wide range of media. The collection primarily comprises late-19th-century and 20th-century works; its particular strengths are American painting from the 1940s to the present and 20th-century European prints. A unique segment of the NYU Art Collection is the Abby Weed Grey Collection of Contemporary Asian and Middle Eastern Art, which totals some 1,000 works in various media representing countries from Turkey to Japan.

### **THE LARGER CAMPUS**

New York University is an integral part of the metropolitan community of New York City—the business, cultural, artistic, and financial center of the nation and the home of the United Nations. The city's extraordinary resources enrich both the academic programs and the experience of living at New York University.

Professors whose extracurricular activities include service as editors for publishing houses and magazines; as advisers to city government, banks, school systems, and social agencies; and as consultants for museums and industrial corporations bring to teaching an experience of the world and a professional sophistication that are difficult to match.

Students also, either through course work or in outside activities, tend to be involved in the vigorous and varied life of the city. Research for term papers in the humanities and social sciences may take them to such diverse places as the American Museum of Natural History, the Museum of Modern Art, a garment factory, a deteriorating neighborhood, or a foreign consulate.

Students in science work with their professors on such problems of immediate importance for urban society as the pollution of waterways and the congestion of city streets. Business majors attend seminars in corporation boardrooms and intern as executive assistants in business and financial houses. The schools, courts, hospitals, settlement houses, theatres, playgrounds, and prisons of the greatest city in the world form a regular part of the educational scene for students of medicine, dentistry, education, social work, law, business and public administration, and the creative and performing arts.

The chief center for undergraduate and graduate study is at Washington Square in Greenwich Village, long famous for its contributions to the fine arts, literature, and drama and its personalized, smaller-scale, European style of living. New York University itself makes a significant contribution to the creative activity of the Village through the high concentration of faculty and students who reside

within a few blocks of the University.

University apartment buildings provide housing for over 2,100 members of the faculty and administration, and University student residence halls accommodate over 11,500 men and women. Many more faculty and students reside in private housing in the area.

### **A PRIVATE UNIVERSITY**

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, Elmer Holmes Bobst Library, 70 Washington Square South, 12th Floor, New York, NY 10012; 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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*(as of September 1, 2013)*

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Ph.D., University of California  
(San Diego)*

### **Rajeev Dehejia**

*Associate Professor of Public Policy  
Ph.D., Harvard University*

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<b>Brian Elbel</b> <i>Assistant Professor of Medicine and Health Policy</i> Ph.D., Yale University	<b>Anthony R. Kovner</b> <i>Professor of Public and Health Management</i> Ph.D., University of Pittsburgh	<b>Nirupama Rao</b> <i>Assistant Professor of Economics and Public Policy</i> Ph.D., Massachusetts Institute of Technology
<b>David Elcott</b> <i>Henry and Marilyn Taub Professor of Practice in Public Service and Leadership, Senior Research Fellow at the Research Center for Leadership in Action</i> Ph.D., Columbia University	<b>Paul C. Light</b> <i>Paulette Goddard Professor of Public Service</i> Ph.D., University of Michigan	<b>Victor G. Rodwin</b> <i>Professor of Health Policy and Management</i> Ph.D., University of California (Berkeley)
<b>Ingrid Gould Ellen</b> <i>Paulette Goddard Professor of Public Policy and Urban Planning, Co-director of NYU's Furman Center for Real Estate and Urban Policy and Director of Wagner's Urban Planning Program</i> Ph.D., Harvard University	<b>Lucy MacPhail</b> <i>Assistant Professor of Health Policy and Management</i> Ph.D., Harvard University	<b>Shanna Rose</b> <i>Assistant Professor</i> Ph.D., Harvard University
<b>Erica Gabrielle Foldy</b> <i>Associate Professor of Public and Nonprofit Management</i> Ph.D., Boston College	<b>Joe Magee</b> <i>Associate Professor of Management</i> Ph.D., Stanford University	<b>Ellen Schall</b> <i>Martin Cherkasky Professor of Health Policy and Management</i> J.D., NYU School of Law
<b>Scott Fritzen</b> <i>Associate Dean of Academic Affairs, Visiting Professor of Public Policy</i> Ph.D., Princeton University	<b>Jonathan J. Morduch</b> <i>Professor of Public Policy and Economics; Executive Director, Financial Access Initiative</i> Ph.D., Harvard University	<b>Amy Ellen Schwartz</b> <i>Professor of Public Policy, Education, and Economics; Director, NYU Institute for Education and Social Policy</i> Ph.D., Columbia University
<b>Sherry Glied</b> <i>Professor of Public Service</i> Ph.D., Harvard University	<b>Mitchell L. Moss</b> <i>Henry Hart Rice Professor of Urban Policy and Planning and Director of Wagner's Rudin Center for Transportation Policy &amp; Management</i> Ph.D., University of Southern California	<b>Robert Shrum</b> <i>Senior Fellow</i> J.D., Harvard Law School
<b>John Gershman</b> <i>Clinical Associate Professor of Public Service</i> M.A., University of California (Berkeley)	<b>Beth Noveck</b> <i>Visiting Professor</i> J.D., Yale University	<b>Daniel L. Smith</b> <i>Assistant Professor of Public Budgeting and Financial Management</i> Ph.D., University of Georgia
<b>Karen Grépin</b> <i>Assistant Professor of Global Health Policy</i> Ph.D., Harvard University	<b>Katherine O'Regan</b> <i>Professor of Public Policy</i> Ph.D., University of California (Berkeley)	<b>Dennis C. Smith</b> <i>Associate Professor of Public Policy</i> Ph.D., Indiana University
<b>Zhan Guo</b> <i>Assistant Professor of Urban Planning and Transportation Policy</i> Ph.D., Massachusetts Institute of Technology	<b>Sonia M. Ospina</b> <i>Professor of Public Management and Policy and Faculty Director of the Research Center for Leadership in Action</i> Ph.D., State University of New York (Stony Brook)	<b>Paul Smoke</b> <i>Professor of Public Finance and Planning</i> Ph.D., Massachusetts Institute of Technology
<b>Natasha Iskander</b> <i>Associate Professor of Public Policy</i> Ph.D., Massachusetts Institute of Technology	<b>Shankar Prasad</b> <i>Clinical Professor</i> Ph.D., Brown University	<b>Leanna Stiefel</b> <i>Professor of Economics</i> Ph.D., University of Wisconsin-Madison
	<b>Natalie Privett</b> <i>Assistant Professor of Management and Policy</i> Ph.D., Stanford University	<b>Rae Zimmerman</b> <i>Professor of Planning and Public Administration</i> Ph.D., Columbia University

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## *Research, Clinical, Associated, and Adjunct Faculty*

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.)

# *The Wagner Tradition in Public Service*

**N**amed in honor of the late, three-term mayor of New York City, New York University's Robert F. Wagner Graduate School of Public Service strives to embody the values of a man who spent more than half a century serving the people of this city, state, and country. Following his mayoral career, Wagner continued in government service, as United States ambassador to Spain and presidential envoy to the Vatican, as well as chair of a host of national, state, and local commissions.

Today, Robert Wagner's career in public service provides constant inspiration to the Wagner School community.



*"Public service is the highest good and when done honorably and well, the most rewarding."*

—Robert F. Wagner

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# *Robert F. Wagner Graduate School of Public Service*

**E**stablished in 1938, the Robert F. Wagner Graduate School of Public Service offers advanced programs leading to the professional degrees of Master of Public Administration, Master of Urban Planning and Doctor of Philosophy. Through these rigorous programs, NYU Wagner educates the future leaders of public, nonprofit and health institutions, as well as private organizations serving the public sector. NYU Wagner prepares serious, talented professionals to face the constantly changing challenges of public service. Trained in management, policy and finance, NYU

Wagner students graduate with the skills they need to confront society's most pressing problems.

From throughout the world, NYU Wagner's student body—as well as Wagner's faculty and alumni—is bound together by a common commitment to public service, a commitment that infuses the school's courses, programs, and activities with a sense of shared moral and ethical purpose.

NYU Wagner offers a distinctive and dynamic approach to preparing people to serve the public through education, research and service. Students enjoy an open, interactive educational setting that combines classroom

learning with direct involvement in research and practice. Residencies, externships and clinical courses all connect the NYU Wagner classroom to the real world, where students can act on their values and hone their skills. Located in the heart of New York City, one of the world's great metropolises, surrounded by hundreds of nonprofit organizations, health care providers and government agencies, NYU Wagner is perfectly positioned to deliver its practical approach, urban focus and global perspective.

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## *Public and Nonprofit Management and Policy Program*

The oldest instructional component of the Robert F. Wagner Graduate School of Public Service is the Public and Nonprofit Management and Policy Program (formerly known as the Public Administration Program). The program, accredited by the National Association of Schools of Public Affairs and Administration (NASPAA), provides both generalist and specialist graduate education for practitioners, managers, policymakers, and researchers concerned with the future of public service organizations and firms closely connected with the public sector. 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 in private sector fields related to public service. Frequently, students utilize their public administration education in many of these settings, moving easily among them as they pursue careers in the public service.

Students in the M.P.A. 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 to these choices, 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. Students may also take courses offered elsewhere at New York University, notably in the School of Law, the Leonard N. Stern School of Business, and the Graduate School of Arts and Science. The program culminates in a capstone end event that encourages students to integrate and enhance their learning in several different arenas: a content or issue area; key process skills including project management and

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## *Health Policy and Management Program*

teamwork; and methods for gathering, analyzing, and reporting data. The end event involves a team project for an external client, often a government agency or non-

profit organization, or an applied research opportunity.

An Advanced Professional Certificate program is also available for working professionals who

want to update their knowledge of a subject or develop expertise in an area that will enhance their professional development.

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In 1970, the Wagner School established the Health Policy and Management Program in recognition of the special characteristics of health services enterprises and the need for people with graduate education attuned to those special characteristics. The program serves those who are interested in careers concerned with policy analysis, financial management, and the management of health service organizations in the public, not-for-profit, and for-profit sectors—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 health program is led by a distinct faculty group, but it uses all the resources and courses offered by the School, as well as courses in other graduate and professional schools of the University. As an integral part of the program, health students participate in the capstone end event.

The M.P.A. program is accredited by the National Association of Schools of Public Affairs and Administration. The management specialization of the M.P.A. health program is accredited by the Commission for the Accreditation of Health Management Education.

An Advanced Professional Certificate program is also available for students who have prior graduate degrees and want to pursue a specialization in the health area.

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## *Urban Planning Program*

The Urban Planning Program leads to the Master of Urban Planning degree, which provides students with the knowledge and skills in planning and in other professions involving planning skills. The M.U.P. degree at the Robert F. Wagner Graduate School of Public Service 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. Graduates of the M.U.P. degree program are employed by leading consulting firms, financial institutions, commu-

nity development organizations, and governmental organizations at local, state, and federal levels.

The program concentrates on the conceptual and analytical skills needed for effective urban planning and policymaking. Major areas of emphasis in the M.U.P. 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, externships, and summer and part-time jobs in planning organizations and research assistantships with the School.

The program culminates in a capstone end event that encourages students to integrate and enhance their learning in several different arenas: a content or issue area; key process skills including project management and teamwork; and methods for gathering, analyzing, and reporting data. The end event involves a team project for an external client, often a government agency or nonprofit organization, or an applied research opportunity.

The Urban Planning Program offers working professionals in planning and related fields an opportunity to earn an Advanced Professional Certificate in one of a number of specializations.

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## *Executive Master of Public Administration*

NYU Wagner's Master of Public Administration, Executive programs and concentrations prepare seasoned professionals to have the greatest impact and achieve the highest level of success in public service. NYU Wagner offers the Masters of Public Administration, Executive program for public service leaders and managers, and a

joint-degree program with University College London for global policy leaders. The School also offers an Executive concentration for nurse leaders. Admitted 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 program or concentration make a lasting impact leading agencies, companies, and organizations around the world and benefit from the Wagner School's deep connections throughout New York City and the globe.

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## *Ph.D. Program in Public Administration*

The Wagner School offers the Doctor of Philosophy (Ph.D.), a research-oriented degree intended to prepare students for scholarly careers in applied social science research. Study for a doctorate

should only be undertaken by individuals who are interested in pursuing careers that focus mainly on research. Those interested in doctoral studies at the Wagner School are encouraged to spend

time learning more about the program through the School's website to see whether the course of study and faculty interests are a good match with the candidate's own interests and expectations.

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## *Centers and Institutes*

NYU Wagner is home to research and policy centers, institutes, and initiatives that focus on problems of urgent importance at local, national, and global levels and strengthen public policy and public service nationally and internationally. These centers and institutes create an environment of dynamic thinking, purposeful questioning, and thoughtful reasoning on today's most complex public service issues. With a reputation for quality analysis and evaluation, research centers keep faculty and students current, make tangible contributions to critical public service arenas, and attract funding and talent that greatly enhance the School's effectiveness.

### *CENTER FOR GLOBAL PUBLIC SERVICE AND SOCIAL IMPACT*

The NYUAD Center for Global Public Service and Social Impact is designed to support the entrepreneurial, effective, and efficient production of public value by governments, nongovernmental organizations, and private social ventures. It is built upon a broad commitment toward creating the highest quality of life around the globe. The Center's mission is to advance international understanding and effective practice for strengthening the global public service as a driver of social impact in a constantly changing international environment.

### *FINANCIAL ACCESS INITIATIVE*

The Financial Access Initiative is a research center focused on exploring how financial services can better meet the needs and improve the lives of poor households. The Financial Access Initiative, housed at the Robert F. Wagner Graduate School of Public Service at New York University, was founded in

2006 by economists Jonathan Morduch (New York University), Dean Karlan (Yale University), and Sendhil Mullainathan (Harvard University). The initial funding was provided by the Bill & Melinda Gates Foundation.

### *FURMAN CENTER FOR REAL ESTATE AND URBAN POLICY*

Since its founding in 1994, the Furman Center for Real Estate and Urban Policy has become the leading academic research center in New York City devoted to the public policy aspects of land use, real estate development and housing. The Center is dedicated to three missions: providing objective academic and empirical research on the legal and public policy issues involving land use, real estate, housing and urban affairs in the United States, with a particular focus on New York City; promoting frank and productive discussions among elected and appointed officials, leaders of the real estate industry, leaders of non-profit housing and community development organizations, scholars, faculty and students about critical issues in land use, real estate and urban policy; and presenting innovative and engaging learning environments for students interested in land use, real estate development, community economic development, housing, urban economics and urban policy.

### *INSTITUTE FOR CIVIL INFRASTRUCTURE SYSTEMS*

The Institute for Civil Infrastructure Systems (ICIS) is a research and education center founded in January 1998, located at New York University's Robert F. Wagner Graduate School of Public Service, and directed by Professor Rae Zimmerman. ICIS

promotes interdisciplinary approaches to planning, building, and managing the complex world of civil infrastructure systems to meet their social and environmental objectives. Current areas of research include infrastructure security and protection, risk communication and management, and the sustainability of urban areas.

### *INSTITUTE FOR EDUCATION AND SOCIAL POLICY*

A university-wide, multidisciplinary enterprise, the Institute for Education and Social Policy was founded by former Wagner Dean and NYU Executive Vice President Robert Berne, the Aaron Diamond Foundation's Norm Fruchter, and former NYU Steinhardt School of Education Dean Ann Marcus. The Institute investigates urban education issues and studies the impact of public policy on students from poor, disadvantaged, urban communities. Under director Amy Ellen Schwartz, this partnership of the Wagner School and Steinhardt School explores topics such as school finance equity in New York State, opportunities to learn in charter schools, new systems of public accountability for education, the cost effectiveness of small schools and special education in New York City schools. The Institute also collects key educational data and provides training and technical assistance to community groups organizing to improve their schools.

### *JOHN BRADEMAS CENTER FOR THE STUDY OF CONGRESS*

The mission of the John Brademas Center for the Study of Congress is to increase the understanding of the "People's Branch" of government, focusing on the powers,

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processes, and responsibilities of Congress. The Center's bipartisan work is aimed at scholars, students, current and future policy-makers, and the public. The Center conducts research, organizes classes, holds public outreach events, and hosts policy addresses by current and former members of Congress and their staffs. It is named for John Brademas, who served in the U.S. House of Representatives from 1959 to 1981 and was NYU's president for 11 years following his tenure in Congress.

#### *M.L. BERMAN JEWISH POLICY ARCHIVE*

The Berman Jewish Policy Archive (BJPA) at NYU's Robert F. Wagner Graduate School of Public Service is a central address for Jewish communal and social policy, both on the web and in its home at NYU Wagner. Named for its principal funder, The Berman Foundation, BJPA's primary focus is on making the vast amount of policy-relevant material accessible and available to all those who seek it. Launched in October 2008, BJPA's free and searchable online archive spans from the early twentieth century into the twenty-first, and is bridging into the future with continually updated print and web-based sources. In placing this material into a comprehensive database - the first of its kind—BJPA aims to encourage thoughtful and informed policy discourse in the Jewish community. Its library can also be found as a special Research Collection within the Policy Archive of the Center for Governmental Studies. In its institutional and intellectual home at NYU Wagner, BJPA produces reports on current topics and hosts

conferences, forums, and other events to engage the public in issues of pressing concern to the community at large. In so doing, BJPA hopes to create a rich, comprehensive, and usable intellectual legacy, animating research on Jewish life for the present and for generations to come.

#### *RESEARCH CENTER FOR LEADERSHIP IN ACTION*

The Research Center for Leadership in Action (RCLA) creates collaborative learning environments that break down this isolation, foster needed connections and networks, and yield new and practical insights and strategies. We engage the leadership of a diverse spectrum of public service organizations from government agencies to nonprofits large and small to community-based and social change groups, both across the country and around the world. Launched in 2003 with core funding from the Ford Foundation, RCLA crafts and runs customized, experiential leadership programs that both expand individuals' skills and strengthen the organizations in which they work. It develops structured convenes where leaders explore the complexity of the challenges they face and together advance their efforts to make change possible. As an academic center, RCLA conducts rigorous social science research, employing a variety of innovative and participatory methodologies to the issues of contemporary leadership. All of the Center's work exemplifies NYU Wagner's core commitment to integrating theory and practice. RCLA's programs, developed from the "ground up" in collaboration with leaders in the field, draw on the best of the leadership literature, practitioner wis-

dom, and peer-learning. RCLA's efforts in the United States and globally continue to garner broad support from a wide range of partners. These have included—in addition to the Ford Foundation-Rockefeller Foundation, Open Society Institute, Annie E. Casey Foundation, AVINA Foundation, Edna McConnell Clark Foundation, Center for Creative Leadership, Center for Action Research in Professional Practice, Accenture, and a broad network of leaders in the field.

#### *RUDIN CENTER FOR TRANSPORTATION POLICY AND MANAGEMENT*

The Rudin Center for Transportation Policy and Management at NYU's Wagner school explores current and emerging challenges in transportation and infrastructure. The Center draws upon faculty and graduate students from NYU to conduct research on issues such as cities and mobility, the role of communications in mobility, the neuroscience of walking, and aviation and economic development. The Rudin Center explores key issues in transportation, including information technology, the location of economic activity, and emerging trends in travel and work. The Rudin Center was named in recognition of a gift from civic leader Lewis Rudin and receives support from leading firms in transportation, finance, and communications. The director of the Center is Mitchell L. Moss, Henry Hart Rice Professor of Urban Policy and Planning.

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NEW YORK UNIVERSITY BULLETIN  
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*Degree and Special  
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# Master of Public Administration Program in Public and Nonprofit Management and Policy

**T**he M.P.A. Program in Public and Nonprofit (P.N.P.) Management and Policy prepares students to work as policy analysts, financial analysts, and front-line public and nonprofit administrators in diverse public service settings such as local, state, and federal governments; nonprofit organizations and foundations; and private sector

firms that serve the public interest.

The P.N.P. program is designed to provide students with a learning environment that promotes critical thinking and the capacity for ethical action involving public services and the public and nonprofit organizations that provide them. The curriculum teaches students research, analytical, and leadership skills in the design, management, finance, and

evaluation of public and nonprofit organizations. Students have opportunities to apply concepts, methods, and personal and interpersonal skills in a changing world and by drawing on the extensive network of Wagner alumni and friends.

*(Note: The M.P.A. program is accredited by the National Association of Schools of Public Affairs and Administration.)*

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## Degree Requirements

M.P.A. program requirements consist of a minimum of the equivalent of 15 graduate courses, including the completion of a capstone end event, for a total of 60 credits. The 15 courses include five required core courses, which are intended to equip students with a set of basic concepts and analytical tools for thinking about and making decisions on public policy and public management questions. The core courses are concerned with quantitative and economic analysis, tools and concepts, the nature of the public policy process in the United States, and the way public service organizations are financed and managed. Students must also demonstrate statistical software proficiency and must concentrate in at least one area of specialization (management, finance, policy, or international).

Specialty clusters of courses offer students the opportunity for further elective concentration. In addition, a series of 2-credit courses is available as electives in a variety of areas.

All students are required to graduate with field experience that is relevant to their degree program. Students who enter the program with fewer than two years of full-time relevant experience in the field must show proof of having completed an internship or work experience relevant to their degree program while at Wagner before enrollment in capstone.

### SCHOOLWIDE CORE COURSES

The following are the five required core courses that must be taken by all students, unless waived or transferred:

#### 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 still 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 (Note: Students who take Financial Management and require extra Excel practice may take an optional NONCR-GP 932 Excel module.)

CORE-GP 1022 Introduction to Public Policy

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## AREAS OF SPECIALIZATION

The faculty of the Wagner School has specified the following four areas of specialization, supported by course work available within the School and, in some instances, in other graduate schools at New York University. For detailed information about the areas of specialization, visit <http://wagner.nyu.edu/academics>

### *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 appreciate the demands and constraints of the other sectors. To help students develop the appropriate breadth and depth of skills after completing the core management course, 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 have gone on to a wide array of careers such as program management, research management, budget analysis, fund-raising and development, public affairs, and advocacy.

#### *Core Management 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 8 credits from the approved list of management courses listed in the Degree Requirement Checklist.

#### *Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: CAP-GP 3110 and CAP-GP 3111

### **Capstone: Advanced Projects in Public and Nonprofit Management and Finance**

or  
CAP-GP 3116 and CAP-GP 3117  
**Capstone: Advanced Projects in Public and Nonprofit Management**  
or  
CAP-GP 3175 and CAP-GP 3176  
**Capstone: Advanced Projects in Public and Nonprofit Policy and Management**  
or  
CAP-GP 3120 and CAP-GP 3121  
**Capstone: Advanced Projects in PNP Finance, Management and Policy**  
or  
CAP-GP 3401 and CAP-GP 3402  
**Capstone: Advanced Projects in Public Service: Governance Lab**  
or  
CAP-GP 3148 and CAP-GP 3149  
**Capstone: Applied Research in Public Finance and Policy**

### *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, thereby 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 gone on to 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 Finance 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 12 credits from the approved list of finance courses in the Degree Requirement Checklist.

### *Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: CAP-GP 3110 and CAP-GP 3111

### **Capstone: Advanced Projects in Public and Nonprofit Management and Finance**

or  
CAP-GP 3142 and CAP-GP 3143

### **Capstone: Applied Research in Public and Nonprofit Finance and Policy**

or  
CAP-GP 3120 and CAP-GP 3121

### **Capstone: Advanced Projects in PNP Finance, Management and Policy**

or  
CAP-GP 3401 and CAP-GP 3402

### **Capstone: Advanced Projects in Public Service: Governance Lab**

or  
CAP-GP 3148 and CAP-GP 3149

### **Capstone: Applied Research in Public Finance and Policy**

### *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 develop the critical conceptual, analytical and quantitative skills 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 Policy 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:

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**PADM-GP 2875 Estimating Impacts in Policy Research** (For analysis-oriented positions, such as policy analysts in a government agency, evaluation work in a non-profit, 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.

*Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: CAP-GP 3142 and CAP-GP 3143

**Capstone: Advanced Projects in Public and Nonprofit Finance and Policy**  
or

CAP-GP 3170 and CAP-GP 3171

**Capstone: Advanced Projects in Public and Nonprofit Policy**  
or

CAP-GP 3175 and CAP-GP 3176

**Capstone: Advanced Projects in Public and Nonprofit Policy and Management**  
or

CAP-GP 3120 and CAP-GP 3121

**Capstone: Advanced Projects in PNP Finance, Management and Policy**  
or

CAP-GP 3401 and CAP-GP 3402

**Capstone: Advanced Projects in Public Service: Governance Lab**  
or

CAP-GP 3148 and CAP-GP 3149

**Capstone: Applied Research in Public Finance and Policy**

*International Policy and Management*

This specialization provides the skills for students to become professionals who are interested in international public service work. Specifically, 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 International Policy and Management 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 8 credits from the approved list of international courses in the Degree Requirement Checklist.

*Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: CAP-GP 3226 and CAP-GP 3227

**Capstone: Advanced International Projects**  
or

CAP-GP 3170 and CAP-GP 3171

**Capstone: Advanced Projects in Public and Nonprofit Policy**  
or

CAP-GP 3401 and CAP-GP 3402

**Capstone: Advanced Projects in Public Service: Governance Lab**  
or

CAP-GP 3148 and CAP-GP 3149

**Capstone: Applied Research in Public Finance and Policy**

**DETAILED REQUIREMENTS**

Candidates for the M.P.A. degree must complete 60 credits with a B (3.0) or better average. A minimum of 32 credits must be completed while matriculated in the Wagner School. 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. The academic work includes (1) five required

core courses; (2) at least five specialization courses; and (3) an end event, which is a capstone course taken over the fall and spring semesters.

**Waivers.** Students who have acquired knowledge of the subject matter of any of the core courses prior to enrolling at the Wagner School 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 Student and Program Services. Course waivers do not reduce the 60-credit degree requirement, but they do provide students with the opportunity to take additional electives.

**Professional Experience Requirement.** All M.P.A./M.U.P. students are required to graduate with field experience that is relevant to their degree program. Students who enter the program with fewer than two years of full-time relevant experience in the field must show proof of having completed a an internship or work experience relevant to their degree program while at Wagner before enrollment in capstone.

**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.

Students are encouraged to consider relevant courses offered at the Wagner School, as well as at other graduate schools within NYU.

**Capstone Requirement.** Required of all M.P.A. and M.U.P. students. 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.

(Note: M.P.A. and M.U.P. 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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# *Master of Public Administration Program in Health Policy and Management*

**A**s part of the Robert F. Wagner Graduate School of Public Service, the M.P.A. Program in Health Policy and Management shares the School's mission of educating professionals for public service careers. The M.P.A. health program contributes to this broad mission by preparing students for a variety of professional

roles in management, finance, and policy across the range of health care-related settings.

The diverse student body in the program is composed of people with work experience in health care organizations and individuals who are just beginning their careers in health policy and management.

The curriculum prepares graduates to meet the chal-

lenges of the rapidly evolving health care world—in hospitals, health maintenance organizations, government institutions, managed care networks, and nonprofit and for-profit health institutions.

*(Note: The M.P.A. program is accredited by the National Association of Schools of Public Affairs and Administration. The management specialization of the M.P.A. health program is accredited by the Commission for the Accreditation of Health Management Education.)*

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## *Degree Requirements*

The M.P.A. health program requirements consist of a minimum of the equivalent of 15 graduate courses, including a capstone end event, for a total of 60 credits. The 15 courses include five school-wide core courses required of all M.P.A. candidates, two to three core health courses, three to five advanced courses in an area of specialization, an end event, and two to four electives, which can be any appropriate graduate courses at the University for which the student has satisfied the posted prerequisites. Students who enter the program with fewer than two years of full-time relevant experience in the field must show proof of having completed an internship or work experience relevant to their degree program while at Wagner before enrollment in capstone.

### **SCHOOLWIDE CORE COURSES**

The following are the five required core courses that must be taken by all students, unless waived or transferred:

#### **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 still 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** (Note: Students who take Financial Management and require extra Excel practice may take an optional NONCR-GP 932 Excel module.)

**CORE-GP 1022 Introduction to Public Policy**

### **CORE HEALTH COURSES**

The following courses are required of all health policy and management 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**

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## AREAS OF SPECIALIZATION

Students must select or design an area of specialization. The faculty of the health program has designed four options that are suited to many students' interests: (1) health services management, (2) health policy analysis, (3) health finance (either health services financial management or health care public finance), and (4) international health. Students also have the opportunity to design a customized area of specialization appropriate to their interests and career plans.

### **Health Policy**

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 health care delivery system. Sometimes this role is played in a governmental agency responsible for regulating and financing health services. Sometimes a policy analyst works for an organization that provides health care services, a nonprofit service organization, or a professional association or foundation. Responsibilities often include the development and analysis of data to support policy initiatives; an assessment of new health care initiatives using techniques such as cost-benefit analysis, program evaluation, and implementation analysis; and the development of formal health plans to anticipate future needs for health care resources.

#### *Core Health Policy Courses*

PADM-GP 2171 Program Analysis & Evaluation  
HPAM-GP 2836 Current Issues in Health Policy  
PADM-GP 2902 Multiple Regression and Introduction to Econometrics  
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 4 credits from the approved list of policy courses listed in the Degree Requirement Checklist.

### *Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: CAP-GP 3870 and CAP-GP 3871  
**Capstone: Advanced Projects in Health Policy and Management**  
or  
CAP-GP 3148 and CAP-GP 3149  
**Capstone: Applied Research in Public Finance and Policy**  
or  
CAP-GP 3401 and CAP-GP 3402  
**Capstone: Advanced Projects in Public Service: Governance Lab**

### *Health Management*

This specialization provides frameworks within which to understand the challenges of managing health care 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, the personnel function and human resources management in health settings, financial planning and decision making as applied to health care organizations, information systems, and marketing and strategic planning.

#### *Core Health Services Management 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 Health Care Management I: Control and Organizational Design  
HPAM-GP 4834 Health Care Management II: Adaptation and the Professional Manager  
HPAM-GP 4835 Principles of Human Resources Management for Health Care Organizations  
HPAM-GP 4840 Financial Management for Health Care Organizations - I: Financial Management and Budgeting

## *Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: CAP-GP 3851 and CAP-GP 3852  
**Capstone: Advanced Projects in Health Services Management and Finance**  
or

CAP-GP 3870 and CAP-GP 3871  
**Capstone: Advanced Projects in Health Policy and Management**  
or  
CAP-GP 3148 and CAP-GP 3149  
**Capstone: Applied Research in Public Finance and Policy**  
or  
CAP-GP 3401 and CAP-GP 3402  
**Capstone: Advanced Projects in Public Service: Governance Lab**

### *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 the organization, plan for investments in buildings and new technology, and forecast future surpluses and deficits for the organization as a whole and its various departments. Financial managers work closely with accountants, administrators, computer programmers, records managers, and planners whose decisions have a considerable impact on the financial status of organizations. They, in turn, rely on the financial manager's skills and advice to assist them in fulfilling their responsibilities.

#### *Core Health Financial Management Courses*

HPAM-GP 2845 Advanced Health Care Payment Systems  
PADM-GP 4130 Fundamentals of Accounting  
HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy

HPAM-GP 4833 Health Care Management I: Control and Organizational Design  
HPAM-GP 4840 Financial Management for Health Care Organizations - I: Financial Management and Budgeting  
HPAM-GP 4841 Financial Management Health Care Organizations - II: Capital Financing and Advanced Issues

*Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: CAP-GP 3851 and CAP-GP 3852  
**Capstone: Advanced Projects in Health Services Management and Finance**  
or  
CAP-GP 3148 and CAP-GP 3149  
**Capstone: Applied Research in Public Finance and Policy**  
or  
CAP-GP 3401 and CAP-GP 3402  
**Capstone: Advanced Projects in Public Service: Governance Lab**

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

**Core Health Public Finance Courses**  
PADM-GP 2140 Public Economics and Finance  
HPAM-GP 2845 Advanced Health Care Payment Systems  
or  
HPAM-GP 2848 The Business of Healthcare  
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

*Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: CAP-GP 3851 and CAP-GP 3852  
**Capstone: Advanced Projects in Health Services Management and Finance**  
or  
CAP-GP 3148 and CAP-GP 3149  
**Capstone: Applied Research in Public Finance and Policy**  
or  
CAP-GP 3401 and CAP-GP 3402  
**Capstone: Advanced Projects in Public Service: Governance Lab**

*International Health*

This specialization provides the skills for students to become professionals who are interested 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 International Health 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 Health Care Management I: Control and Organizational Design

Students must also take a total of 8 credits from the approved list of international health courses listed in the Degree Requirement Checklist.

*Capstone Requirement*

The capstone requirement is satisfied by taking the yearlong: 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**  
or

CAP-GP 3401 and CAP-GP 3402  
**Capstone: Advanced Projects in Public Service: Governance Lab**

**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.

**DETAILED REQUIREMENTS**

Candidates for the M.P.A. degree in health policy and management must complete 60 credits with a B (3.0) or better average. A minimum of 32 credits must be completed while matriculated in the Wagner School. 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. The academic work includes the five schoolwide core courses, two to three core health courses, three to five advanced courses within an area of specialization, two to four electives, and the completion of an end event (capstone).

*Required Courses.* The required core courses should be taken early in the program as they are prerequisites for many of the advanced health courses and provide an essential intellectual base for course work for the M.P.A.

*Waivers.* Students who have acquired knowledge of the subject matter of any of the core courses prior to enrolling at the Wagner School are encouraged to consider applying for a waiver. In order to be waived from a course, students need to review the relevant waiver

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policy on the Wagner website. Course waivers do not reduce the 60-credit degree requirement, but they do provide students with the opportunity to take additional electives.

*Professional Experience Requirement.* All students are required to graduate with field experience that is relevant to their degree program. Students who enter the program with fewer than two years of full-time relevant experience in the field must show proof of having completed an internship or work

experience relevant to their degree program while at Wagner before enrollment in capstone.

*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. Students are encouraged to consider relevant courses offered at the Wagner School, as well as at other graduate schools within NYU.

*Capstone Requirement.* Required of all M.P.A. and M.U.P. students. 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. (Note: M.P.A. and M.U.P. students commencing study in the spring semester will require two and one-half years to complete the program due to course sequencing.)

# Master of Urban Planning

**A**s part of the Robert F. Wagner Graduate School of Public Service, the Urban Planning Program prepares students for careers in local and state governments, public authorities, and nonprofit and for-profit organizations. There are three areas of emphasis in the Master of Urban Planning (M.U.P.) program: environment, infrastructure, and transportation planning; economic development and housing;

and international development planning.

The overall goal of the M.U.P. curriculum is to prepare students to work as planners in a variety of settings, including nonprofit organizations, private agencies, and the public sector. Students in the program acquire analytical skills and substantive knowledge to undertake these professional responsibilities, especially in the areas of urban and regional planning, environment, infrastructure, trans-

portation, urban economic development, housing, and, increasingly, the field of international urbanization. Students develop the skills to work well in teams and with multicultural populations.

Graduates of the Urban Planning Program are prepared to work in consulting firms, planning agencies, financial investment firms, and public agencies across the country.

*(Note: The M.U.P. program is accredited by the Planning Accreditation Board.)*

## Degree Requirements

Master of Urban Planning (M.U.P.) requirements consist of a minimum of the equivalent of 15 graduate courses, including required and elective courses and a capstone end event, for a total of 60 credits. All M.U.P. students are required to complete four school-wide core courses and five urban planning core courses and to 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. M.U.P. students are encouraged to either cluster their electives in one of two areas—environment, infrastructure, and transportation planning or economic development and housing—or pursue a specialization in international development planning. Electives may consist of courses in the Urban Planning Program or within the Wagner

School as well as from other graduate schools of New York University. Using the resources of New York University, it is possible to acquire additional expertise relevant for professional urban planners. Urban planning students are eligible to enroll in courses offered by New York University's Schack Institute of Real Estate as part of their M.U.P. program. Students interested in transportation planning may enroll in courses at Polytechnic Institute of NYU (NYU-Poly).

Students who enter the program with fewer than two years of full-time relevant experience in the field must show proof of having completed an internship or work experience relevant to their degree program while at Wagner before enrollment in capstone.

## SCHOOLWIDE CORE COURSES

The following are the four required core courses that must be taken by all M.U.P. students, unless covered by transfer credit or waivers:

### 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 still 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

(Note: Students who take Financial Management and require extra Excel practice may take an optional NONCR-GP 932 Excel module. Students who pass Financial Management are considered to be proficient in Excel.)

### **URBAN PLANNING CORE COURSES**

*Urban Planning Core Courses for the Elective Cluster Tracks—Environment, Infrastructure, and Transportation*

and

*Economic Development and Housing*  
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 Requirement*

The capstone requirement is satisfied by taking the yearlong:

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

or

CAP-GP 3148 and CAP-GP 3149 Capstone: Applied Research in Public Finance and Policy

#### *Urban Planning Core Courses for the 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 Requirement*

The capstone requirement is satisfied by taking the yearlong:

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

### **DETAILED REQUIREMENTS**

Candidates for the M.U.P. degree must complete 60 credits with a B (3.0) or better average. A minimum of 32 credits must be completed while matriculated in the Wagner School. All degree requirements must be completed within five years—no credit toward the degree will be granted for course work taken as part of another completed graduate degree or completed more than five years before the granting of the degree. This also applies to transfer credit.

All M.U.P. students are required to demonstrate computer proficiency and to complete (1) four schoolwide core courses; (2) five required urban planning core courses; (3) a required capstone experience in the form of a professional practice; and (4) twenty credits of elective courses in urban planning or related subjects. Students pursuing the international urban planning specialization are required to complete the five courses of the international development planning core instead of the five courses of the urban planning core for the elective cluster track.

**Waivers.** Students who have acquired knowledge of the subject matter of any of the core courses prior to enrolling at the Wagner School 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 Student and Program Services. Course waivers do not reduce the 60-credits degree requirement, but they do provide students with the opportunity to take additional electives.

**Professional Experience Requirement.** All students are required to graduate with field experience that is relevant to their degree program. Students who enter the program with fewer than two years of full-time relevant experience in the field must show proof of having completed an internship or work experience relevant to their degree program while at Wagner before enrollment in capstone.

**Electives.** 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.

**Capstone Requirement.** Required of all M.P.A. and M.U.P. students. Students work in teams either to address challenges and identify opportunities for a client organization or to conduct research on a pressing social question. (Note: M.P.A. and M.U.P. students commencing study in the spring semester will require at least two and one-half years to complete the program due to course sequencing.)

# *Master of Public Administration, Executive Programs and Concentration*

**N**YU Wagner's Master of Public Administration Executive programs and concentrations prepare seasoned professionals to have the greatest impact and achieve the highest level of success in public service. NYU Wagner offers Executive

Masters of Public Administration (EMPA) degrees to public service leaders and managers, global policy leaders and nurse leaders.

EMPA 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 EMPA program make a lasting impact leading agencies, companies, and organizations around the world and benefit from NYU Wagner's deep connections throughout New York City and the globe.

## *Master of Public Administration, Executive Program for Service Leaders and Managers*

**DEGREE REQUIREMENTS**  
The requirements for the Executive M.P.A. program for public service leaders and managers consist of a minimum of nine graduate courses, or 36 credits, including three required courses (12 credits). 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.

### **COURSEWORK**

Executive M.P.A. students may tailor their program by selecting elective courses from one or more of the School's areas of specialization or course topic areas (see list below). All Executive M.P.A. students must demonstrate proficiency in public service leadership

and management, and financial management. Proficiency in these critical areas is accomplished by taking EXEC-GP 1194 Strategic Leadership, EXEC-GP 3190 Leadership Confronted and CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations (or by meeting the requirements for a waiver).

Normally, students may not take more than two of the school-wide core courses. Up to 8 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. If the maximum number of transfer credits is awarded, all of the remaining courses must be taken at the Robert F. Wagner Graduate School of Public Service.

All Executive M.P.A. degree students are required to complete

an end event that provides an opportunity for assessment of overall accomplishment. EXEC-GP 3190 Leadership Confronted should be taken in a student's final spring semester and provides an integrative experience for Executive M.P.A. students.

**Elective Courses:** Students have elective credits that provide them with the opportunity to gain additional expertise in important areas, depending on their degree requirements. Students are encouraged to consider relevant courses offered at NYU Wagner, as well as at other graduate schools within NYU.

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## *Master of Public Administration, Executive Program in Global Public Policy and Management (Global E.M.P.A.) (joint-degree with University College London)*

Established in 2012, the Global E.M.P.A. program will receive its first incoming class in the fall of 2014.

The innovative one-year joint degree was created in partnership with University College London and its School of Public Policy. Intended for experienced leaders, the program will improve students' ability to craft effective solutions to problems in the face of global and local policy and management challenges. Accomplished professionals in the program learn to balance advantages of public and private sector actors; promote successful inter-governmental cooperation at all levels; more effectively link policy analysis with

policy implementation; and broadly ensure that policy is meeting its intended objectives and improving human welfare.

### **COURSEWORK**

The program is a one-year full-time program, commencing each fall. Students spend the first semester (August - December) at the Wagner School enrolled in two required courses and two electives. Students spend the spring term (January - May) at University College London enrolled in two required courses and two elective courses. The summer is spent in locations across the globe working on an executive level client-based capstone project.

Students must complete 36 credits to graduate, consisting of the four required courses (16 credits), four elective courses (16 credits), and Capstone (4 credits).

#### *Global Capstone*

In the Global E.M.P.A. capstone program students work in teams to address challenges and identify opportunities for client organizations across the globe. The course is completed in the summer term and provides students with an end-event course that allows them to focus on a specific content or issue area; enhance key process skills, such as project management and teamwork; and improve their competency in gathering, analyzing, and reporting on data.

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## *Master of Public Administration, Executive Concentration for Nurse Leaders*

### **COURSEWORK**

The curriculum for the Executive M.P.A. Program's concentration for nurse leaders combines the latest in health care management research with opportunities for real-world application. The program prepares nursing professionals to provide effective leadership in today's complex hospital and health care systems.

On a part-time basis, students complete 36 credits, consisting of five core courses and four electives. Students begin their first semester with EXEC-GP 1830

**Introduction to Health Policy and Management for Nurse Leaders, HPAM-GP 4833 Health Care Management I: Control and Organizational Design, and HPAM-GP 4834 Health Care Management II: Adaptation and the Professional Manager.** In their second semester, students complete EXEC-GP 1821 **Financial Management for Nurse Leaders** and EXEC-GP 2810 **Service Excellence for Nurse Leaders.** The final core course is taken in a student's final year: CAP-GP 3890 and CAP-GP 3891 **Capstone: Advanced Project for Nurse Leaders.**

#### *Capstone*

Students in the Executive M.P.A. nurse leaders program fulfill the end event requirement via the School's capstone course. Working in teams and under the supervision of a Wagner faculty member, students use an evidence-based approach to design and recommend management interventions to respond to organizational challenges and opportunities for a client organization in the health care field. The capstone course is completed during the student's final year in the program.



# Dual-Degree Programs

## *Undergraduate Programs*

The Robert F. Wagner Graduate School of Public Service jointly offers dual-degree programs with three undergraduate schools at NYU: the College of Arts and Science (B.A./M.P.A. and B.A./M.U.P.), the Gallatin School of Individualized Study (B.A./M.P.A.), and the Liberal Studies Program (B.A./M.P.A.). 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.

Under these programs, students who enter them as soon as they become eligible and who plan their programs 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 track is open to students who have completed at least 64 credits toward the B.A. degree. Students may complete a maximum 28 of the 60 credits required for the M.P.A. or the M.U.P. 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 M.P.A. or the M.U.P.

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 dual-degree program track by their school. During the year in which they intend to graduate from their bachelor's program, these students must then apply to the Wagner School 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 B.A. is awarded.

### *B.A./M.P.A.*

Although undergraduates with any B.A. 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 B.A./M.P.A., 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 School courses open to undergraduates. At the Wagner School, students may pursue any of the M.P.A. specializations in the Public and Nonprofit Policy and Management Program or the Health Policy and Management Program.

### *B.A./M.U.P. PROGRAM*

The undergraduate College of Arts and Science and the Robert F. Wagner Graduate School of Public Service also offer a B.A./M.U.P. dual-degree program, which is open to students in any of five relevant majors: Urban Design, Metropolitan Studies, Economics, International Relations, and Sociology. Students who enter this program as soon as they become eligible and who carefully plan their course of study, 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 the Wagner School, B.A./M.U.P. students may pursue any of the M.U.P. specializations. With Wagner advisement, they may take urban planning core courses as juniors or seniors.

## *Graduate Programs*

### *J.D./M.P.A. AND J.D./M.U.P. PROGRAMS*

The faculties of the School of Law and the Robert F. Wagner Graduate School of Public Service jointly sponsor two programs in which a student may simultaneously pursue study leading to the degrees of Juris Doctor and Master

of Public Administration or Juris Doctor and Master of Urban Planning. Students enrolled in these programs may complete the requirements for both degrees one year earlier than if the degrees were pursued independently.

Applications for admission are made simultaneously to the School of Law and the Robert F. Wagner

Graduate School of Public Service. Applicants may also begin studies at the School of Law and apply to the Wagner School during their first or second year. The applicant must meet the admission requirements in each school and must be accepted by each to be eligible for the programs.

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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 32 credits must be completed while matriculated in the Wagner School. 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.

#### *M.D./M.P.A. PROGRAM*

Recognizing that physicians increasingly have the need to understand principles of management, finance, and policy, the New York University School of Medicine and the Robert F. Wagner Graduate School of Public Service have created a program in which students may simultaneously earn Doctor of Medicine and Master of Public Administration degrees. Students electing to pursue this dual-degree program may complete the requirements for both degrees one year earlier than if the degrees were pursued independently.

Applications for admission may be made simultaneously to the School of Medicine and the Wagner School. However, applicants are generally advised to begin studies at the School of Medicine first and apply to the Wagner School during their third year at the School of Medicine. The applicant must meet the admission requirements in each school and must be accepted by each to be eligible for the program.

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 the Wagner School. The fourth year is spent in residence at the Wagner School, and in the fifth year, students return to the School of Medicine to complete their clinical assignments while also completing the capstone program at the Robert F. Wagner Graduate School of Public Service.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 32 credits must be completed while matriculated in the Wagner School. 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.

#### *M.P.H./M.P.A. PROGRAM*

The M.P.H./M.P.A. dual-degree program with NYU's Master's of Public Health Program and its Global Health Leadership concentration combines public service and public health in a global focus. The dual degree curriculum prepares students for leadership roles in community healthcare settings, government agencies, and nonprofit organizations in the United States and across the world.

Students in the program enroll full-time, taking courses within the M.P.A. and M.P.H. program concurrently and completing the dual-degree program in three years. Students choose a specialization area within NYU Wagner's Public and Nonprofit Management and Policy program, or the Health Policy and Management program, and follow the M.P.H. Global Health Leadership concentration.

Applications for admission are made simultaneously to both schools. The applicant must meet the admission requirements in each school and must be accepted by each to be eligible for the program.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 32 credits must be completed while matriculated in the Wagner School. 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.

#### *M.B.A./M.P.A. PROGRAM*

The faculties of the Leonard N. Stern School of Business and the Robert F. Wagner Graduate School of Public Service jointly sponsor a degree program for individuals

interested in both policy issues and business administration. The dual-degree 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. The applicant must meet the admission requirements in each school and must be accepted by each to be eligible for the program.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 32 credits must be completed while matriculated in the Wagner School. 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.

#### *M.S.W./EXECUTIVE M.P.A. PROGRAM*

The Silver School of Social Work and the Robert F. Wagner Graduate School of Public Service jointly sponsor a dual-degree program for individuals interested in careers in the management of social work agencies. The Executive M.P.A. is designed for professionals in a variety of fields who have assumed managerial functions 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. The applicant must meet the admission requirements in each school and must be accepted by each to be eligible for the program.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 28 credits must be completed while matriculated in the Wagner School. 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 M.P.A. depends on prior or concurrent successful completion of the requirements for the M.S.W. degree.

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### ***M.A./M.P.A. PROGRAM***

The Skirball Department of Hebrew and Judaic Studies in the Graduate School of Arts and Science and the Robert F. Wagner Graduate School of Public Service sponsor a dual-degree program in nonprofit management and Judaic studies. Students completing this program receive a Master of Public Administration (M.P.A.) degree and a Master of Arts (M.A.) degree in Hebrew and Judaic studies. Students can expect to complete their degrees in two and one-half to three years, attending full time.

At the Wagner School, students are expected to complete the required 60 credits, including the core requirements (20 credits), specialization requirements (20 credits), the Taub Seminar (4 credits), the capstone course (4 credits), and a range of electives (12 credits).

Eight credits of course work are shared between Wagner and the Skirball Department and count toward both degrees. All students in the dual-degree program take the Taub Seminar in the second semester.

At the Skirball Department, students are expected to complete 32 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). The Wagner School Taub Seminar and the capstone course count as 8 credits toward the 32 required credits. In addition, students must pass a Hebrew language proficiency exam and comprehensive exam.

Applications for admission are made simultaneously to both schools. The applicant must meet the admission requirements in each school and must be accepted by each to be eligible for the program.

Candidates of dual degrees must maintain a B (3.0) or better average. A minimum of 32 credits must be completed while matriculated in the Wagner School. 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 with the Wagner School, including specific requirements, can be found at [wagner.nyu.edu/dualdegrees](http://wagner.nyu.edu/dualdegrees).

# Ph.D. Program in Public Administration

The Robert F. Wagner Graduate School of Public Service offers a Doctor of Philosophy (Ph.D.) program in public administration. This program is intended to prepare students for scholarly careers

in social science research. Typical careers of our graduates include faculty and research positions in university settings, think tanks, research firms, and research units of public, quasi-public and private organizations as well as other positions with

substantial responsibilities for the supervision and administration of research. Ph.D. study is a demanding and time-consuming endeavor that requires sustained dedication and commitment.

## *Nature and Purposes of the Program*

The doctoral program at the Robert F. Wagner Graduate School of Public Service 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, non-profit, welfare, education, or international development. Doctoral

students are encouraged to design a plan of study that draws from several disciplines and to take advantage of course offerings at Wagner and at NYU's other graduate schools. 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/or to participate 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 the breadth and depth of knowledge, including research methods and the fields of management, policy, and finance.

## *Program Requirements*

### *PROCEDURES AND REQUIREMENTS*

#### *Admission*

Applicants must submit the prescribed application for the Ph.D. program at the Wagner School. The application is available online at [wagner.nyu.edu/admissions/application](http://wagner.nyu.edu/admissions/application).

The application must include a written statement of purpose for pursuing Ph.D. 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; curriculum vitae; and a completed application form.

A master's degree in public administration or a related field

(for example, an M.P.H. or M.B.A.) is preferred for students seeking admission to the Ph.D. program, but exceptional students are admitted without a prior masters degree.

#### *Academic Requirements*

The basic academic requirements include course work, the preliminary qualifying examination, comprehensive examinations, a third year paper\*, the foreign language requirement, and the dissertation. Candidates for the Ph.D. 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 for the Ph.D. in the Robert F. Wagner Graduate School of Public Service, 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 his or her 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 Ph.D., then he or she must complete the requirements within seven years.

\*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.

### **Pb.D. 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 five established fields of study. They are (1) management, (2) finance, (3) policy, (4) health policy, and (5) 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.

Ph.D. students concentrate in three fields of study drawn from the five established fields listed above.

- The first concentration must be in management, finance, or policy.
- The second concentration may be selected from fields 1-5 or an approved customized field.

### **Course Work**

Careful planning of course work by Ph.D. 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 2902 Multiple Regression and Introduction to Econometrics (or an equivalent course), PHD-GP 5905 Qualitative Research Methods (or equivalent), PHD-GP 5910 and PHD-GP 5911 NYU Wagner Research Colloquium, and at least one of the Wagner Doctoral Seminars in Policy, Management or Finance.

In addition, students choose courses from a menu of 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 Ph.D. 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 the School 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, policy or finance. The second exam may be in any of the established fields 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 Ph.D. students are required to demonstrate proficiency in a foreign language. Proficiency can be demonstrated by passing an approved examination given by the Wagner School 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 Ph.D. 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 Ph.D. This course work must meet New York University Ph.D. 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 Ph.D., 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

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qualifying examination and has an approved program of study may be awarded transfer credit.

The 32 credits in residence for the Ph.D. 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***

The final Ph.D. 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 Ph.D. 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 approval of the dissertation proposal has been secured, the candidate proceeds with the 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.

#### ***MASTER OF PHILOSOPHY***

Ph.D. candidates who have fulfilled all the requirements for the degree except the dissertation may be eligible for the Master of Philosophy (M.Phil.) degree. The minimum requirements for the M.Phil. degree are (1) satisfactory completion of 72 credits approved for Ph.D. 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, the two comprehensive field examinations, and the third year paper. Ph.D. 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 M.Phil. degree. There must be a one-year interval between the awarding of the M.Phil. and the Ph.D.

# Advanced Professional Certificate Programs

**N**YU Wagner's Advanced Professional Certificate programs serve leaders of public and nonprofit 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 health care, nonprofit management and finance, public policy analysis, managing in a global context, 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

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 (16 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 the Wagner School 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 in the Wagner School.

## 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 4 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	HPAM-GP 2852 Comparative Health Systems or HPAM-GP 2867 Health Care Reform: Comparative Perspectives	URPL-GP 4638 Housing and Community Development Policy PADM-GP 4121 Governmental Financial Condition Analysis
<b>3. Public Policy Analysis</b> PADM-GP 2140 Public Economics and Finance PADM-GP 2171 Program Analysis and Evaluation 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	<b>7. Managing in a Global Context</b> PADM-GP 2135 Developing Human Resources PADM-GP 2142 Financial Management of Nonprofit and NGOs PADM-GP 2210 International Organizations and Their Management: The UN System PADM-GP 2211 Program Development and Management for International Organizations PADM-GP 2216 International Organizations: NGOs	<b>HEALTH POLICY AND MANAGEMENT MODULES</b> For each module, four courses (16 credits) are required.
<b>4. Urban Public Policy</b> PADM-GP 2411 Policy Formation and Policy Analysis URPL-GP 2415 Public Policy and Planning in New York PADM-GP 2443 Financing Urban Government PADM-GP 2445 Poverty, Inequality, and Policy URPL-GP 4620 Race and Class in American Cities	<b>URBAN POLICY AND PLANNING MODULES</b> Certificate candidates choose, with the approval of a faculty adviser, from among the courses listed under each of the modules. One of the four courses (or 4 credits) required for the certificate may be from another field.	<b>1. Health Services Management</b> HPAM-GP 4833 Health Care Management I: Control and Organizational Design HPAM-GP 4834 Health Care Management II: Adaptation and the Professional Manager HPAM-GP 4822 Healthcare Information Technology: Public Policy and Management HPAM-GP 2825 Continuous Quality Improvement Principles of Human Resources Management for Health Care Organizations HPAM-GP 4836 Issues in Human Resources Management for Health Care Organizations HPAM-GP 4840 Financial Management for Health Care Organizations - I: Financial Management and Budgeting HPAM-GP 4841 Financial Management Health Care Organizations - II: Capital Financing and Advanced Issues
<b>5. Human Resources Management</b> PADM-GP 2131 Organizational and Managerial Development PADM-GP 2132 Organizational Design and Social Change PADM-GP 2135 Developing Human Resources	URPL-GP 4648 Geographic Information Systems in Urban Planning I URPL-GP 4649 Geographic Information Systems in Urban Planning II URPL-GP 2608 Urban Economics PADM-GP 2902 Multiple Regression and Introduction to Econometrics	<b>2. Health Financial Management</b> 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
<b>6. International Economic Development</b> PADM-GP 2245 Financing Local Government in Developing Countries PADM-GP 2202 Politics of International Development PADM-GP 2203 International Economic Development: Governments, Markets, and Communities URPL-GP 2665 Decentralized Development Planning and Policy Reform in Developing Countries HPAM-GP 4832 Health Economics: Topics in International Health Policy	URPL-GP 1605 Land Use Law URPL-GP 4638 Housing and Community Development Policy URPL-GP 2639 Real Estate Finance	HPAM-GP 4840 Financial Management for Health Care Organizations - I: Financial Management and Budgeting HPAM-GP 4841 Financial Management Health Care Organizations - II: Capital Financing and Advanced Issues HPAM-GP 2845 Advanced Health Care Payment Systems PADM-GP 4142 Tools for Managing Nonprofits: Compliance, Internal Control, and Ethics
<b>3. Public Economics</b> 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		

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  
HPAM-GP 2855 Budgeting for Health Professionals

**3. 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 4 credits from the following to substitute for one course above:  
HPAM-GP 1830 Introduction to Health Policy and Management  
HPAM-GP 4830 Health Economics: Principles  
HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy  
HPAM-GP 2852 Comparative Health Systems

**A**s part of NYU's global network university, the Wagner School promotes an understanding of the global and cultural factors affecting the theories and practice of public service and helps students develop

cross-cultural competencies and perspectives.

The Wagner School offers opportunities for students to expand their global perspective via its curriculum, events, workshops, and professional experiences abroad.

Building on a tradition of excellence in professional graduate education for practice-oriented international public service, the Wagner School offers international specializations in all master's degree programs.

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### *Wagner's Office of International Programs*

As an integral component of Wagner's international activities, the Office of International Programs (OIP) supports a school-wide effort to foster a global perspective for the student body, faculty, and curriculum at Wagner. The office manages summer courses abroad and an academic exchange program, assists international faculty in their work, advocates for the international interests

of the student body, links Wagner to other international activities at NYU, and generally supports ongoing efforts to develop Wagner's international programs.

For further information on Wagner's global programs, visit [nyu.edu/wagner/international](http://nyu.edu/wagner/international) or contact the following:

Office of International Programs  
Wagner Graduate School of  
Public Service  
New York University  
Telephone: 212-998-7411  
E-mail: [wagner.international@nyu.edu](mailto:wagner.international@nyu.edu)

# *Admission, Financial Aid, Tuition, and Fees*

## *Admission*

Admission to the Robert F. Wagner Graduate School of Public Service is open to all qualified women and men who hold a bachelor's degree from an accredited undergraduate institution or a first professional degree from an accredited professional school. No specific undergraduate course prerequisites or fields of concentration are required.

Applicants who are neither U.S. citizens nor permanent residents of the United States should refer to the *Applicants with Foreign Credentials and/or Nonimmigrant Visas* section below.

The mission of the Wagner School is to educate students to be leaders in the field of public service. Our application procedure is designed to identify individuals we believe will make contributions to the leadership of nonprofit, public and private sector organizations.

The admissions process is designed to review the overall potential of applicants for success at Wagner and after Wagner. Decisions are not based on any one single indicator and include the criteria found on this page: <http://wagner.nyu.edu/admissions/criteria>.

The Wagner School has a commitment to enroll a diverse student body—one that is ethnically, racially, and geographically mixed with students who bring with them a broad range of professional and personal experiences and perspectives—and believes that such diversity enhances the character and quality of the Wagner community. The School encourages applications from members of historically underrepresented groups.

## *APPLICATION PROCESS*

Students applying for admission to any of the School's programs must submit an application for admission to the Office of Admission, Robert F. Wagner Graduate School of Public Service, New York University, online at [wagner.nyu.edu](http://wagner.nyu.edu). Students who wish to apply for financial aid should complete the Free Application for Federal Student Aid (FAFSA) online at [fafsa.ed.gov](http://fafsa.ed.gov). For further information, see the Financial Aid section. Wagner students presently matriculated at the School for the M.P.A. or M.U.P. program and interested in continuing their studies in a doctoral program must make formal application in the manner described above. Admission is not automatic and is granted only to students who have achieved superior records in their master's programs and who demonstrate a commitment to developing a scholarly career.

## *APPLICANTS WITH FOREIGN CREDENTIALS AND/OR NONIMMIGRANT VISAS*

NYU Wagner requires that all students with transcripts from undergraduate institutions outside the US must have their transcript verified by an International Credential Evaluation Service. There is a list of such services here: [http://wagner.nyu.edu/files/admissions/ice\\_overview.pdf](http://wagner.nyu.edu/files/admissions/ice_overview.pdf). All evaluations and transcripts must be submitted by the deadline.

## *OFFICE FOR GLOBAL SERVICES—STUDENT VISAS*

The Office for Global Services (OGS) is responsible for processing student visas for non-U.S. citizens and non-U.S. permanent residents. International students must provide proof of financial ability before they will be issued certificates for student visas (Form I-20) or exchange visitor visas (Form DS-2019).

## *ADMISSION CLASSIFICATIONS*

### *Matriculant*

A student admitted with no conditions for the purpose of pursuing a specified degree program.

### *Nonmatriculant*

A student admitted for the purpose of taking a limited amount of course work at the Robert F. Wagner Graduate School of Public Service. Such students are of two types: special students and visiting students.

### *Special Students*

This classification is provided to accommodate applicants who possess all the qualifications normally required for admission to the degree program but who desire only to take one or more courses at the Robert F. Wagner Graduate School of Public Service to augment their academic background. This classification includes non-degree and advanced professional certificate students. Applicants for admission as special students must undergo the same review process and meet the same criteria for admission as degree applicants. Special students may take up to four courses.

### **Visiting Students**

This classification is provided to accommodate applicants who are matriculated degree candidates at other academic institutions.

Visiting students may register for whatever and however many of the courses at the Robert F. Wagner Graduate School of Public Service as are certified and approved by

the dean, or other authorized official, of the parent institution, provided there is a seat available.

## **Tuition, Fees and Expenses**

Visit [nyu.edu/bursar/tuitionfees](http://nyu.edu/bursar/tuitionfees) for the most up-to-date list of tuition and fees. Visit the Wagner website for current estimates on room and board, books and supplies, transportation and personal expenses at [wagner.nyu.edu/admissions/financialaid](http://wagner.nyu.edu/admissions/financialaid).

All fees are payable by the payment deadline listed at [nyu.edu/bursar/payment.info/dates.html](http://nyu.edu/bursar/payment.info/dates.html). In the case of overpayment, the balance is refunded on request by filing a refund application with the Office of the Bursar.

A late fee will be charged if payment is not made by the due date indicated on the student's statement.

The unpaid balance of a student's account is also subject to an interest charge from the first day of class until payment is received.

Holders of New York State Tuition Assistance Program Awards will be allowed credit toward their tuition fees in the amount of their entitlement, provided they are New York State residents, are enrolled on a full-time basis, and present their schedule/bill with the Award Certificate for the applicable term.

Students who receive awards after registration will receive a check from the University after the New York State payment has been received by the Office of the Bursar, and the Office of the University Registrar has confirmed eligibility.

For more information about tuition, fees, and expenses, visit: [nyu.edu/bursar](http://nyu.edu/bursar).

### **DEFERRED PAYMENT PLAN**

The Deferred Payment Plan allows students to pay a percentage of their net balance due for the current term on the payment due date and defer the remaining percentage until later in the semester. For updated and additional information, please visit the Office of the

Bursar's website: [nyu.edu/bursar/paymentplans](http://nyu.edu/bursar/paymentplans) or contact 212-998-2806.

### **TUITIONPAY PLAN**

TuitionPay (formerly called AMS) is a payment plan administered by Sallie Mae. The plan is open to all NYU students with the exception of the SCPS noncredit division. This interest-free plan allows for all or a portion of a student's educational expenses (including tuition, fees, room, and board) to be paid in monthly installments.

The traditional University billing cycle consists of one large lump-sum payment due at the beginning of each semester. TuitionPay is a budget plan that enables a student to spread payments over the course of the academic year. By enrolling in this plan, students can spread their fall semester tuition payments over a four-month period (June through September) and their spring semester tuition payment over another four-month period (November through February).

A TuitionPay Plan application can be found on the Office of the Bursar website at [nyu.edu/bursar/paymentplans](http://nyu.edu/bursar/paymentplans). For more information, visit the TuitionPay website at [tuitionpay.com](http://tuitionpay.com) or call 800-635-0120.

### **ARREARS POLICY**

The University reserves the right to deny registration and withhold all information regarding the record of any student who is in arrears in the payment of tuition, fees, loans, or other charges (including charges for housing, dining, or other activities or services) for as long as any arrears remain.

### **DIPLOMA ARREARS POLICY**

Diplomas of students in arrears will be held until their financial obligations to the University are fulfilled and they have been cleared by the Bursar. Graduates with a diploma hold may contact the Office of the Bursar at 212-998-2806 to clear arrears or to discuss their financial status at the University.

### **WITHDRAWAL AND REFUND OF TUITION**

A student who for any reason finds it impossible to complete a course for which he or she has registered should consult with an academic adviser in the Wagner School. An official withdrawal must be filed either on Albert or in writing on a completed Program Change (drop/add) form with the Office of the University Registrar.

Withdrawal does not necessarily entitle the student to a refund of tuition paid or a cancellation of tuition still due. A refund of tuition will be made provided such a withdrawal is filed within the scheduled refund period for the term (see schedule below).

Merely ceasing to attend a class does not constitute official withdrawal, nor does notification to the instructor. A stop payment of a check presented for tuition does not constitute withdrawal, nor does it reduce the indebtedness to the University. A nonreturnable registration fee and a penalty fee for a stopped payment will be charged in addition to any tuition not canceled.

The date on which the Program Change form is filed, not the last date of attendance in class, is considered the official date of the student's withdrawal. It is this date that serves as the basis for computing any refund granted the student.

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**Refund Period Schedule (fall and spring terms only)**

This schedule is based on the total applicable charge for tuition

excluding nonreturnable fees and deposits.

A student may not withdraw from a class during the last three weeks of

the fall or spring semester or the last three days of each summer session.

**Tuition Refund Schedule—Fall and Spring**

**Withdrawal**

Through second week of classes  
After second week of classes

**Tuition Refund**

100% tuition & fees  
No Refund

The Tuition Refund Schedule is based on calendar weeks during the fall and spring semesters. The first calendar week consists of the

first seven (7) calendar days (including Saturday and Sunday) beginning with the official opening of term, not the date of the

first class meeting. The Tuition Refund Schedule in summer is greatly compressed (see below).

**Tuition Refund Schedule—Summer**

**Withdrawal**

Courses dropped or session withdrawals during the first week of the session  
Courses dropped or session withdrawals after the first week of the session

**Tuition Refund**

100% tuition & fees  
No Refund

Exceptions to the published refund schedule may be appealed in writing to the refund committee of the Wagner School and should be supported by appropriate documentation regarding the

circumstances that warrant consideration of an exception.

Students who register using Albert are subject to the above refund policy whether or not payment is made.

**Complete Withdrawal Refund Scheduled**

A student who withdraws from all courses is subject to the complete withdrawal schedule found at [nyu.edu/bursar/refunds/withdrawal](http://nyu.edu/bursar/refunds/withdrawal).

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## **NYU Financial Aid**

### **THE OFFICE OF FINANCIAL AID**

Federal student aid at New York University is managed through the FAFSA and by NYU's Office of Financial Aid. Please visit Financial Aid and Scholarships at <http://www.nyu.edu/admissions/financial-aid-and-scholarships.html> for complete details about the information summarized here.

### **HOW TO APPLY**

New York University requires students to submit only the Free Application for Federal Student Aid (FAFSA) at [fafsa.gov](http://fafsa.gov). In addition, New York State residents should complete the New York State Tuition Assistance Program (TAP) application; after completing the FAFSA, begin the online TAP application immediately using the link on the FAFSA Confirmation Page or by using the quick link at the bottom of most

pages at [besc.com](http://besc.com). To be assured of full consideration for all available support, students must apply for financial aid by the appropriate deadline.

### **ELIGIBILITY FOR FINANCIAL AID**

To be considered for financial aid, students must be officially admitted to NYU or matriculated in a degree program and making satisfactory academic progress toward degree requirements. Financial aid awards are not automatically renewed each year. Continuing students must submit the FAFSA each year, continue to demonstrate financial need, make satisfactory progress toward degree requirements, and be in good academic standing.

**Notice:** Satisfactory academic progress evaluations and policies are subject to change.

### **WITHDRAWAL**

Students receiving federal student aid who withdraw completely may be billed for remaining balances resulting from the mandatory return of funds to the U.S. government. The amount of federal aid "earned" up to that point is determined by the withdrawal date and a calculation based upon the federally prescribed formula. Generally, federal assistance is earned on a pro-rata basis.

Federal regulations require adjustments reducing financial aid if a student withdraws even after the NYU refund period. Financial aid amounts will be adjusted for students who withdraw through the ninth week of the semester and have received any federal grants or loans. This adjustment may result in the student's bill not being fully paid. NYU will bill the student for this difference. The student will be responsible for payment of this bill

before returning to NYU and will remain responsible for payment even if he or she does not return to NYU.

For any semester a student receives any aid, that semester will be counted in the satisfactory aca-

demic progress standard. This may require the student to make up credits before receiving any further aid. So as not to jeopardize future semesters of aid, master's degree students need to maintain a cumula-

tive GPA of 3.0 and doctoral students are required to maintain a cumulative GPA of 3.3 throughout their academic careers.

## *Scholarships and Grants*

Eligibility for merit-based and/or need-based scholarships at NYU is based solely on the strength of the application and the contributions the Graduate Admissions Committee believe the applicant can make to the NYU Wagner community. No additional application components are required. Please visit <http://wagner.nyu.edu/admissions/financialaid/scholarships> to learn more.

### *UNIVERSITY-SPONSORED AND UNIVERSITY-ADMINISTERED PROGRAMS*

NYU provides students with need based financial aid through the federal student aid programs. All students must complete the FAFSA to be eligible. Please visit the following site to learn more: <http://www.nyu.edu/admissions/financial-aid-and-scholarships.html>.

### *FEDERAL SCHOLARSHIPS AND GRANTS*

Eligibility is based on submission of the FAFSA, and no separate application is necessary.

### *STATE GRANTS*

New York State offers a wide variety of grants and scholarships to residents, subject to the annual availability of funds. Application is made directly to the state and grants are awarded by the state. New York State programs are listed at [hesc.com](http://hesc.com).

Some students from outside New York State may qualify for funds from their own state scholarship programs that can be used at New York University. Students should contact their state financial aid agency (call 1-800-433-3243 to get its telephone number and address) to ask about program requirements and application procedures. When students receive an eligibility notice from their state

program, they should submit it immediately to the NYU Office of Financial Aid.

### *VETERANS' BENEFITS*

The U.S. Department of Veterans Affairs offers education grant assistance to qualified U.S. military service members and their families. Further information may be obtained here: <http://www.nyu.edu/registrar/forms-procedures/veterans-benefits.html>.

### *SCHOLARSHIPS AND GRANTS FROM OTHER ORGANIZATIONS*

Students may be eligible for a private scholarship or grant from an outside agency. Some sources to explore are employers, unions, professional organizations, and community and special interest groups. A number of extensive scholarship search resources are available free online, and several are featured at <http://wagner.nyu.edu/files/admissions/externalscholarshipdirectory.pdf>.

### *EMPLOYEE EDUCATION PLANS*

Many companies pay all or part of the tuition of their employees under tuition refund plans. Employed students attending the University should ask their personnel officers or training directors about the existence of a company tuition plan. Students who receive tuition reimbursement and NYU employees who receive tuition remission from NYU must notify the Office of Financial Aid if they receive this benefit.

### *STUDENT EMPLOYMENT*

Most financial aid award packages include work-study. This means that all students, including international students are eligible to participate in the Federal Work-Study Program and may earn up

to the amount recommended in their award package.

Wasserman Center for Career Development  
133 East 13th Street, 2nd Floor;  
212-998-4730  
[nyu.edu/careerdevelopment](http://nyu.edu/careerdevelopment)

### *TUITION REMISSION*

Members of the NYU staff, teaching staff, and officers or administrators and their dependents who are eligible for NYU tuition remission are not eligible for other forms of financial aid administered by the University (including merit awards). Eligibility can be reviewed for other types of aid including: Federal Stafford Loans, Federal Unsubsidized Stafford Loans, Federal Parent Loans for Undergraduate Students (PLUS), TAP Grants, Federal Pell Grants, and some private (non-federal) alternative loan programs if the appropriate Free Application for Federal Student Aid is completed. Details about tuition remission eligibility information can be obtained at [nyu.edu/employees/benefit.html](http://nyu.edu/employees/benefit.html).

### *FEDERAL PUBLIC SERVICE LOAN FORGIVENESS PROGRAM AND INCOME-BASED REPAYMENT PLAN*

The federal Public Service Loan Forgiveness program and the Income-Based Repayment (IBR) plan are two options that will allow some borrowers to be eligible for loan forgiveness after 10 years of qualifying employment and loan payments.

For more information, visit <http://wagner.nyu.edu/admissions/financialaid/loanforgiveness>.

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## STUDENT RESPONSIBILITIES

- To be considered for most financial aid at NYU, students should complete the Free Application for Federal Student Aid by the deadline applicable. The best way to file is online at [fafsa.gov](https://fafsa.gov). Once complete, students should review the results (known as the Student Aid Report, or SAR), and make changes or corrections if necessary.
- Use NYU Albert at [albert.nyu.edu](https://albert.nyu.edu) to accept financial aid awards.
- When submitting documents to the Office of Financial Aid, include University I.D. number on each page. Do not submit originals.
- Students should understand the conditions of the awards they accept. The Office of Financial Aid should be contacted with any questions.
- Adhere to deadlines and satisfactory academic progress standards. The Office of Financial Aid will send reminders, but it is the student's responsibility to know and adhere to the information.
- Notify the Office of Financial Aid immediately if receiving an award or financial aid from any other source. A change in a student's resources may affect eligibility for student aid.
- Respond immediately to all requests from the Office of Financial Aid. Failure to comply may result in the cancellation of your aid.
- Students must consult with the Office of Financial Aid immediately if they reduce their academic program to fewer credits, or if enrolled full-time (at least 12 credits) but intend to begin part-time (less than 12 credits). The Office of Financial Aid should be contacted if there is any change in housing status. A change in enrollment or housing status may affect financial aid.
- Update contact information via NYU Albert at [albert.nyu.edu](https://albert.nyu.edu).

- Students must reapply for financial aid each year. Continuing students and graduate students should consult [nyu.edu/financial.aid](https://nyu.edu/financial.aid) for financial aid deadlines. Failure to meet the NYU deadline may result in a reduction of your aid eligibility.

## WAGNER SCHOOL ASSISTANTSHIPS, SCHOLARSHIPS, AND FELLOWSHIPS

NYU Wagner has attempted to outline information about our financial aid opportunities and policies below in an effort to provide a candid and relevant view of how to finance a graduate education. NYU Wagner sees financial assistance as a partnership between each student and the school. As our part of this partnership, we will try to assist as many students as possible within our limited fellowship and scholarship resources. The students' part of the partnership is to eliminate consumer debt, maintain realistic expectations regarding standard of living as a student, investigate all sources of outside funding, and save as much as possible before applying. Even with this level of planning, attending NYU Wagner may require significant borrowing.

All graduate students who are U.S. citizens or permanent residents may apply for need-based financial aid programs. International students are not eligible for federal and state loan programs; however, they can apply for private loans.

For more information, visit the financial aid website for international students at [nyu.edu/financial.aid/international.php](https://nyu.edu/financial.aid/international.php).

Recipients are informed via email from NYU Wagner.

Scholarship recipients are expected to excel in their academic and professional development. In keeping with these expectations, scholarship recipients must maintain a GPA of 3.0, demonstrate progress toward career goals and demonstrate continued commitment to public service.

For more information about scholarships and fellowships, visit: <http://wagner.nyu.edu/admissions/financialaid>.

## ELIGIBLE NONCITIZEN STATUS

In order to be eligible for aid from NYU and from federal and state government sources, students must be classified either as U.S. citizens or as eligible noncitizens. Students are responsible for providing documentation of their citizenship status. Students are considered to be eligible noncitizens for financial aid purposes if one of the following conditions applies:

1. U.S. permanent resident with an Alien Registration Receipt Card I-551 ("green card").
2. Other eligible noncitizens with an Arrival-Departure Record (I-94) showing any one of the following designations:
  - (a) "Refugee,"
  - (b) "Indefinite Parole,"
  - (c) "Humanitarian Parole,"
  - (d) "Asylum Granted," or
  - (e) "Cuban-Haitian Entrant."

### Eligibility

Scholarships are available to both domestic and international students, and to both full-time and part-time students. New applicants who apply by the scholarship deadline will automatically be considered for all awards and no separate application is necessary.

## SCHOLARSHIP ADJUSTMENTS

Students who drop a course after the start of the opening session will be responsible for refunding to the School the proportional scholarship share of their tuition in accordance with the refund schedule determined by the University. Students who drop courses after the refund period will be liable for returning 100 percent of their scholarship to the School.

# *Registration, Advisement, Academic Policies, and Requirements for Graduation*

## **MAINTAINING MATRICULATION**

No degree can be awarded to a student who is not matriculated. In order to maintain continuous matriculation, students must

1. Register during the fall and spring semesters for at least one credit-bearing course, unless they only have one course left to complete their degree, or
2. Pay the maintenance of matriculation fee for each term in which they are not registered for at least one credit-bearing course.

Doctoral students are reminded that they must maintain continuous matriculation while completing their degree. Continuous matriculation may be met in one of the following ways: either by (1) registering for a normal course load, (2) maintaining matriculation by payment of fees, or (3) enrolling in PHD-GP 5901 Research in Progress during dissertation research and writing.

Students enrolled for the degree of Doctor of Philosophy who have completed 72 credits of course work and all other requirements for the degree except the dissertation are permitted two terms of maintenance of matriculation by payment of fees, after which they register for the Research in Progress course (PHD-GP 5901) each fall and spring until the dissertation has been completed and the defense requirement has been met.

Students must complete degree requirements in force at the time of their initial enrollment. All requirements must be completed within five years for master's degree students and seven to ten years for doctoral students. The time to complete degree require-

ments includes any semester(s) for which students paid maintenance of matriculation or took a leave of absence (see below). Paying maintenance of matriculation does not constitute satisfactory progress toward a degree.

Students who fail to maintain continuous matriculation must apply for readmission. Applications for readmission will be evaluated on the basis of the standards used to evaluate new applicants for admission. Readmitted students must satisfy all the degree requirements and procedures in effect at the time of readmission.

## **LEAVE OF ABSENCE**

Matriculated students in good standing who wish to withdraw from school for one or more semesters for national service, serious illness, or extenuating personal emergencies are required to contact their program administrator to request a leave of absence. If granted, this leave of absence maintains matriculation and assures readmission at the expiration of one academic year. The academic year begins on September 1 and ends on August 31. Students granted leaves of absence are still required to complete all degree requirements within the specified time of initial enrollment. For more information, visit [wagner.nyu.edu/students/policies/matriculation](http://wagner.nyu.edu/students/policies/matriculation)

Any student who has not enrolled in courses for three or more semesters is required, without exception, to apply for readmission to the Wagner School.

Students who receive a Wagner School merit scholarship aid and who take a leave for a semester relinquish the scholarship.

## **GRADUATION REQUIREMENTS, GRADES, AND CREDIT**

It is the responsibility of each student to become familiar with degree requirements and with regulations or requirements subsequently adopted. Therefore, consultation with the faculty adviser to whom each student is assigned is necessary throughout his or her period of matriculation.

Students must satisfy the degree requirements in force at the time of their initial registration. All course work for master's degree recipients must be completed within five years. Students who fail to maintain matriculation and are readmitted will be expected to meet any new requirements that have been adopted in the interim.

### ***Computer Proficiency***

In order to graduate, all students must demonstrate computer proficiency in statistical software.

### ***Statistical Software Proficiency***

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. Students must register

for the test and/or module at the beginning of the semester via Albert.

#### **Grading**

To receive credit for a course, a student must be in regular attendance and satisfactorily complete all examinations and other assignments prescribed by the instructor.

Students receive grades according to the following scale. This grade scale applies to all courses regardless of the school in which the course is taken.

A	=	4.0 points
A-	=	3.7 points
B+	=	3.3 points
B	=	3.0 points
B-	=	2.7 points
C+	=	2.3 points
C	=	2.0 points
C-	=	1.7 points
F (fail)	=	0 points
R (registered auditor)	=	0 points
P (pass)	=	0 points
IP (incomplete but passing)	=	0 points
IF (incomplete and failing)	=	0 points
N (no grade; unofficial withdrawal)	=	0 points
W (withdrawal)	=	0 points

P (pass) is recorded only for Reflective Practice: Learning from Work (PADM-GP 1901), Research in Progress (PHD-GP-GP 5902), and specified noncredit courses.

Under special circumstances, the temporary grade of IP or IF may be reported for students who are unable to complete all of the required course work on time. (An IP indicates that the student was passing the course at the time of the request. An IF indicates that the student was failing the course

at the time of the request.) Students should make requests for an incomplete grade on the Incomplete Request Form available in the Office of Academic Services. The form should indicate the reason for the request (e.g., medical emergency) and a specific plan for completing all remaining requirements and should be signed by the student and the faculty member teaching the course. In all cases, incomplete grades must be removed by the end of one calendar year; if not removed, an IP automatically reverts to an N on the student's transcript, and an IF automatically reverts to an F. After this period, students will be required to re-register and pay for the course to graduate. If the agreed-upon plan of action requires that the student audit the course within the one-year period, an audit fee will be charged.

The grade W is used to report an authorized withdrawal from the course and is assigned by the Registrar.

For more information, visit: [wagner.nyu.edu/students/policies/grading](http://wagner.nyu.edu/students/policies/grading).

#### **Academic Standing**

Throughout their academic career, students are expected to maintain a minimum grade point average of 3.0 (this is a requirement for graduation).

Those with a GPA less than 3.0 are placed on academic probation and closely monitored for academic progress. Academic probation can result in the blocking of future registration and/or restriction in the number of courses a student can take until his or her GPA is raised to 3.0. If a student's GPA remains below 3.0 for two consecutive semesters, the student may be asked to withdraw from the School.

For more information, visit: [wagner.nyu.edu/students/policies/grading](http://wagner.nyu.edu/students/policies/grading).

#### **Core Course Waivers**

Students who have acquired knowledge of the subject matter of a core course prior to enrolling at the Wagner School are encouraged to pursue a course waiver. In order to be waived from a course, students should consult the waiver policies online and submit the appropriate documentation. Waivers do not reduce the 60-credit degree requirement but do allow students to take more electives.

For more information, visit: [wagner.nyu.edu/students/registration/waivers](http://wagner.nyu.edu/students/registration/waivers).

#### **Credit for Courses Taken Elsewhere**

Credit toward the total credit requirement for the degree may be awarded for graduate courses taken elsewhere if they meet the following conditions: (1) they are appropriate to the degree sought; (2) they were completed with a grade of B or better; (3) they were earned at an institution of established academic reputation; and (4) the course work was taken within the last five years, except for doctoral students with master's degrees, and those credits remain valid.

Transfer credit applies to graduate courses taken prior to entering the Wagner School. Except under very special circumstances, credits earned after matriculation cannot be transferred. (Note: credits from one master's degree cannot be used toward another master's degree.)

For more information, visit: [wagner.nyu.edu/students/policies/transfer](http://wagner.nyu.edu/students/policies/transfer).

## **University Policies**

### **ARREARS POLICY**

The University reserves the right to deny registration and withhold all information regarding the record of any student who is in arrears in the payment of tuition, fees, loans, or other charges (including charges for housing, dining, or other activities or services) for as long as any arrears remain.

### **DIPLOMA ARREARS POLICY**

Diplomas of students in arrears will be held until their financial obligations to the University are fulfilled and they have been cleared by the Bursar. Graduates with a diploma hold may contact the Office of the Bursar at 212-998-2806 to clear arrears or to discuss their financial status at the University.

### **NYU ACADEMIC INTEGRITY**

At NYU, a commitment to excellence, fairness, honesty, and respect within and outside the classroom is essential to maintaining the integrity of our community. All students should read and be familiar with the NYU Academic

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Integrity Policy Statement, available at [nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/academic-integrity-for-students-at-nyu.html](http://nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/academic-integrity-for-students-at-nyu.html).

## ACADEMIC CODE— STUDENT DISCIPLINARY PROCEDURES

### A. Introduction

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

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

### B. Disciplinary Violations

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

All students are required to review and acknowledge an online “Academic Oath,” explaining these policies and procedures prior to the beginning of classes. Each student “signs” the oath, indicating understanding of the academic code, resources to consult regarding academic integrity, and potential ramifications of violations. Student Services administrators maintain date and time stamped records of each student’s electronic acknowledgement.

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

#### 1. Charges of Academic Dishonesty

Academic disciplinary violations include, but are not limited to: cheating on exams or assignments,

submitting your own work towards requirements in more than one class without the explicit prior permission of the instructors, providing your work for someone else to submit as his or her own, collaborating on work intended to be done individually, forgery of academic documents, and plagiarism. Plagiarism consists of presenting ideas or words without adequate acknowledgement of their source and, as with other acts of academic fraud, is a violation based on fact rather than intent. Any of the following acts constitutes plagiarism:

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

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

1. Bibliographic and Footnote Style Guide - Citing Sources, New York University Libraries,
2. “Plagiarism: What is It and How to Recognize and Avoid It,” The Writing Center at Indiana University,
3. “Principles Regarding Academic Integrity,” Northwestern University,
4. “Sources,” Dartmouth College, and “A Note on Plagiarism,” Augusta State University.

### 2. Offenses Against the Community

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

### C. Disciplinary Procedures

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

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

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

If the Associate Dean determines that the complaint may warrant proceeding with a formal hearing, the Associate Dean will consult with the Chair of the Discipline Committee. If they determine that a formal hearing is

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\*In cases involving sexual assault, harassment and other forms of sexual misconduct the policies and procedures outlined in the New York University policy will be followed.

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

#### **1. Discipline Committee**

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

#### **2. The Hearing Panel**

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

#### **3. Hearings**

The Hearing Panel shall control the conduct of the hearing proceedings. The Chair shall instruct everyone participating in the disciplinary proceeding of the confidentiality of such proceedings. The hearing shall not be governed by formal rules of evidence.

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

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

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

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

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

#### **4. Rights of the Student**

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

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

the hearing body. The method shall be determined by the hearing body and may be altered by it at any time.

#### **5. Disciplinary Sanctions**

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

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

**Warning**—Notice to the Student, orally or in writing, that continuation or repetition of the conduct found wrongful, or participation in similar conduct, within a period of time stated in the warning, shall be a cause for disciplinary action.

**Censure**—Written reprimand for violation of specified regulation, including the possibility of more severe disciplinary sanction in the event of conviction of another violation of a University regulation within a period of time stated in the reprimand.

**Disciplinary Probation**—Exclusion from participation in privileges or extracurricular University activities as set forth in the notice of disciplinary probation. Notification that a more severe disciplinary sanction may be imposed if the Student commits a second disciplinary offense while on disciplinary probation.

**Restitution**—Reimbursement for damage to or misappropriation of property.

Reimbursement may take the form of appropriate service to repair or otherwise compensate for damages.

**Monetary Fines**—For any offenses as determined by the Committee.

Suspension—Exclusion from classes and other privileges or extracurricular activities as set forth in the notice of suspension. Dismissal—Termination of student status for an indefinite period. The conditions for readmission, if any permitted, shall be stated by the panel in the order of dismissal. Expulsion—Permanent termination of a student's status. Community Service—Specific service as deemed appropriate given the violation.

## 6. Appeals

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

## 7. Criminal Investigations/Convictions

The Wagner School recommends that students receive degrees upon the faculty's certification to the President that students are qualified to earn them. The President recommends qualified candidates

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

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

## 8. Recording/Record Keeping

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

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

## STUDENT GRIEVANCE PROCEDURE

In order to appeal a grade, students should first consult with their professor. If a resolution is not reached, consider filing a grievance by contacting the Director of Student Services.

Student grievances alleging a violation of the University's policies on sexual harassment or discrimination based on race, color, religion, gender, sexual orientation, national origin, marital or parental status, age, or handicap should also be directed to the Director of Student Services. The goal of the School is to resolve these grievances informally and quickly, at the same time ensuring that both the grievant and respondent are treated appropriately.

A student seeking resolution of a grievance should follow the steps outlined below. (*Statements in italics are derived from New York University policy.*)

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

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should be placed at resolving the grievance at this level.

2. If the grievance is not informally resolved between the grievant and respondent, in order to obtain further review, the grievant may make a written statement describing the grievance and present it to the Director of Student Services.

*The written document shall state the written policy of the school or University that has allegedly been violated, describe the facts and evidence supporting the alleged violations, indicate what redress the grievant seeks and provide a brief history of the attempts to resolve the grievance.*

3. If unresolved, the grievant and respondent may request to meet with the Associate Dean for Student Affairs and Administration of the Wagner School (and the Director of Student Services if the grievant or respondent requests it) who may, if deemed appropriate by the Associate Dean, form a

grievance committee composed of the Associate Dean, a student representative, and a faculty representative. The student and faculty member would be selected by the Associate Dean after consulting with the grievant and the respondent. A resolution should be sought. A written statement of the grievance committee's findings will be provided to the grievant and the respondent.

4. If the grievance remains unresolved, the grievant or respondent can appeal to the Dean of the Wagner School on any grievance related to an educational program or the highest ranking University officer in the field, other than the President, responsible for the subject matter of the grievance (e.g., the Vice President for Administration, External Affairs, or Student Affairs).

5. The Dean or University Officer shall meet with the grievant and with other persons deemed

appropriate for purpose of ascertaining the facts and attempting to resolve the grievance. Then, the Dean or Officer shall render a written decision on the merits to the grievant, the respondent, and the Executive Assistant to the President.

6. If either the student or the respondent appeals the decision of the Dean or University Officer, the grievance will be presented to the University Judicial Board following the procedures presented in the University's Student Guide to New York University.

Students who would like to raise issues not specified above are encouraged to speak with the Director of Student Services who will attempt to find a satisfactory resolution for the issue. The staff and faculty of the Wagner School are committed to being responsive to the interests of students.

# List of Courses

<b>COURSE NUMBERING SYSTEM</b>
<b>Core Courses: CORE-GP</b>
Public and Nonprofit Management and Policy: PADM-GP
Urban Planning: URPL-GP
Health Policy and Management: HPAM-GP
Independent Reading: INDEP-GP
Research and Fieldwork: PHD-GP
Undergraduate Courses: UPADM-GP
Reynolds Courses: REYN-GP
<b>CORE COURSES</b>
CORE-GP 1011 (4 credits) Statistical Methods for Public, Nonprofit, and Health Management
CORE-GP 1018 (4 credits) Microeconomics for Public Management, Planning, and Policy Analysis
CORE-GP 1020 (4 credits) Managing Public Service Organizations
CORE-GP 1021 (4 credits) Financial Management for Public, Nonprofit, and Health Organizations
CORE-GP 1022 (4 credits) Introduction to Public Policy
<b>PUBLIC AND NONPROFIT MANAGEMENT AND POLICY</b>
PADM-GP 1901 (4 credits) Reflective Practice: Learning from Work <i>Prerequisite: CORE-GP 1020</i>

PADM-GP 2106 (4 credits) Community Organizing
PADM-GP 2107 (4 credits) Nonprofit Law
PADM-GP 2109 (4 credits) Legal Context for Policy and Public Management <i>Prerequisites: CORE-GP 1022</i>
PADM-GP 2110 (4 credits) Strategic Management <i>Prerequisite: CORE-GP 1020</i>
PADM-GP 2112 (4 credits) Women and Men in the Workplace
PADM-GP 2116 (4 credits) Developing Management Skills <i>Prerequisite: CORE-GP 1020</i>
PADM-GP 2117 (4 credits) Information Management and Systems in Public and Nonprofit Service Organizations <i>Prerequisites: CORE-GP 1020</i>
PADM-GP 2119 (4 credits) Marketing for Nonprofit Organizations <i>Prerequisite: CORE-GP 1020</i>
PADM-GP 2125 (4 credits) Foundations of Nonprofit Management <i>Prerequisite: CORE-GP 1020</i>
PADM-GP 2126 (4 credits) Leading Value-Based Culture in Nonprofit Organizations <i>Prerequisites: CORE-GP 1020</i>
PADM-GP 2129 (4 credits) Race, Identity and Inclusion in Organizations <i>Prerequisites: CORE-GP 1020</i>
PADM-GP 2131 (4 credits) Organizational and Managerial Development <i>Prerequisite: CORE-GP 1020</i>
PADM-GP 2132 (4 credits) Organizational Design and Social Change <i>Prerequisites: CORE-GP 1020, CORE-GP 1011; and PADM-GP 2170, or PADM-GP 2171, or PADM-GP 2875</i>
PADM-GP 2135 (4 credits) Developing Human Resources <i>Prerequisite: CORE-GP 1020</i>
PADM-GP 2138 (4 credits) Macroeconomics, Global Markets, and Policy <i>Prerequisites: CORE-GP 1021</i>
PADM-GP 2140 (4 credits) Public Economics and Finance <i>Prerequisites: CORE-GP 1011, CORE-GP 1018; CORE-GP 1021 concurrently</i>
PADM-GP 2142 (4 credits) Financial Management for Nonprofit Organizations <i>Prerequisite: CORE-GP 1021</i>
PADM-GP 2143 (4 credits) Government Budgeting <i>Prerequisites: CORE-GP 1011, CORE-GP 1018, and CORE-GP 1021</i>
PADM-GP 2144 (4 credits) Debt Financing and Management for Public Organizations <i>Prerequisite: CORE-GP 1021</i>
PADM-GP 2145 (4 credits) Design Thinking: A Creative Approach to Problem Solving and Creating Impact

PADM-GP 2146 (4 credits) <b>Topics in Municipal Finance</b> Prerequisites: CORE-GP 1021	PADM-GP 2203 (4 credits) <b>International Economic Development: Governments, Markets and Communities</b> Prerequisites: CORE-GP 1011 and CORE-GP 1018	PADM-GP 2245 (4 credits) <b>Financing Local Government in Developing Countries</b> Prerequisites: CORE-GP 1018 and PADM-GP 2201
PADM-GP 2147 (4 credits) <b>Corporate Finance and Public Policy</b> Prerequisites: CORE-GP 1018, CORE-GP 1021	PADM-GP 2204 (4 credits) <b>Development Assistance, Accountability and Aid Effectiveness</b> Prerequisites: CORE-GP 1018 and CORE-GP 1022	PADM-GP 2250 (4 credits) <b>Hunger and Food Security in a Global Perspective (Accra, Ghana)</b> Prerequisites: CORE-GP 1018, CORE-GP 1011, CORE-GP 1022 or permission from the instructor.
PADM-GP 2170 (4 credits) <b>Performance Measurement and Management for Public, Nonprofit, and Health Care Organizations</b> Prerequisite: CORE-GP 1020	PADM-GP 2210 (4 credits) <b>International Organizations and Management: The UN System</b>	PADM-GP 2252 (4 credits) <b>Environmental Policy, Sustainable Development, and the Economics of Climate Change (Cape Town, South Africa)</b> Prerequisites: CORE-GP 1018 or permission from instructor
PADM-GP 2171 (4 credits) <b>Program Analysis and Evaluation</b> Prerequisites: CORE-GP 1011 and CORE-GP 1022	PADM-GP 2211 (4 credits) <b>Program Development and Management for International Organizations</b> Prerequisite: PADM-GP 2201	PADM-GP 2310 (4 credits) <b>Understanding Social Entrepreneurship</b>
PADM-GP 2172 (4 credits) <b>Advanced Empirical Methods for Policy Analysis</b> Prerequisites: PADM-GP 2902	PADM-GP 2215 (4 credits) <b>Globalization and Its Impact on the State</b>	PADM-GP 2407 (4 credits) <b>Advocacy Lab: How to Make Change Happen</b> Prerequisites: CORE-GP 1022
PADM-GP 2173 (4 credits) <b>Operations Management for Public, Nonprofit and Health Contexts</b> Prerequisites: CORE-GP 1020, CORE-GP 1011, and NONCR-GP 932 Excel I (or equivalent)	PADM-GP 2216 (4 credits) <b>International Organizations: NGOs</b>	PADM-GP 2411 (4 credits) <b>Policy Formation and Policy Analysis</b> Prerequisite: CORE-GP 1022
PADM-GP 2178 (4 credits) <b>Power and Influence in Organizations and Politics</b> Prerequisite: CORE-GP 1020	PADM-GP 2223 (4 credits) <b>The International Human Rights Movement: Past Present, and Future</b>	PADM-GP 2413 (4 credits) <b>Philanthropy and Public Policy</b>
PADM-GP 2186 (4 credits) <b>Leadership and Social Transformation</b> Prerequisites: CORE-GP 1022	PADM-GP 2224 (4 credits) <b>Human Rights, Democracy, and Transitional Justice</b> Prerequisite: PADM-GP 2201	PADM-GP 2414 (4 credits) <b>Public Policy for Metropolitan Regions</b>
PADM-GP 2196 (4 credits) <b>Public Leadership and Moral Courage</b>	PADM-GP 2225 (4 credits) <b>Organizing for Human Rights Change</b>	PADM-GP 2425 (4 credits) <b>Government 3.0: Rethinking Governance in the 21st Century</b> Prerequisites: CORE-GP 1020
PADM-GP 2197 (4 credits) <b>Taub Seminar</b> Prerequisites: Permission of instructor. In conjunction with Skirball MA in Judaic Studies.	PADM-GP 2226 (4 credits) <b>Innovative Leadership for Human Development: The UN and the MDGs</b> Prerequisites: CORE-GP 1020	PADM-GP 2430 (4 credits) <b>Multi-Sector Partnerships: A Comparative Perspective</b> Prerequisites: CORE-GP 1020 or CORE-GP 1022
PADM-GP 2201 (4 credits) <b>Institutions, Governance, and International Development</b>	PADM-GP 2236 (4 credits) <b>Protecting Rights and Promoting Development: Labor and Environmental Standards in the Global Economy</b> Prerequisites: CORE-GP 1022 or URPL-GP 2660	PADM-GP 2441 (4 credits) <b>The Economics of Education: Policy and Finance</b> Prerequisites: CORE-GP 1011, CORE-GP 1018, and PADM-GP 2902
PADM-GP 2202 (4 credits) <b>Politics of International Development</b> Prerequisites: CORE-GP 1018, CORE-GP 1022 or URPL.GP 2660, and PADM-GP 2201	PADM-GP 2242 (4 credits) <b>Financial Management for International Organizations</b> Prerequisites: CORE-GP 1021	PADM-GP 2443 (4 credits) <b>Financing Urban Government</b> Prerequisites: CORE-GP 1018 and PADM-GP 2140

PADM-GP 2444 (4 credits) <b>LGBT Issues in Public Policy</b> <i>Prerequisites: CORE-GP 1022</i>	PADM-GP 4114 (2 credits) <b>Surveys and Interviews: A Laboratory on Techniques of Sampling, Designing, Conducting and Analyzing Surveys and Interviews</b> <i>Prerequisite: CORE-GP 1011</i>	PADM-GP 4138 (2 credits) <b>Financial Accounting in Government, Not-for-Profit, and Health Organizations</b> <i>Prerequisites: CORE-GP 1021, PADM-GP 4130</i>
PADM-GP 2445 (4 credits) <b>Poverty, Inequality, and Policy</b> <i>Prerequisites: CORE-GP 1018, CORE-GP 1011, and CORE-GP 1022 or URPL-GP 2660</i> <i>Recommended Prerequisite: PADM-GP 2902 (or concurrently)</i>	PADM-GP 4116 (2 credits) <b>Participatory Policymaking: Co-Production of Knowledge in Nonprofits in Communities of Color</b>	PADM-GP 4139 (2 credits) <b>Investment Management for Public and Nonprofit Organizations</b> <i>Prerequisites: CORE-GP 1021</i>
PADM-GP 2446 (4 credits) <b>Public Policy and the Arts</b> <i>Prerequisite: CORE-GP 1022</i>	PADM-GP 4120 (2 credits) <b>Labor Management Cooperation</b>	PADM-GP 4142 (2 credits) <b>Tools for Managing Nonprofits: Compliance, Internal Controls, and Ethics</b>
PADM-GP 2472 (4 credits) <b>Environmental Economics</b> <i>Prerequisites: CORE-GP 1018</i>	PADM-GP 4121 (2 credits) <b>Governmental Financial Condition Analysis</b> <i>Prerequisites: CORE-GP 1011, CORE-GP 1018, and CORE-GP 1021</i>	PADM-GP 4143 (2 credits) <b>Research Tools for Methods for Public Service</b> <i>Prerequisites: CORE-GP 1011</i>
PADM-GP 2875 (4 credits) <b>Estimating Impacts in Policy Research</b> <i>Prerequisites: PADM-GP 2171 and PADM-GP 2902</i>	PADM-GP 4122 (2 credits) <b>Cost Effectiveness in Nonprofit and Public Sectors</b> <i>Prerequisites: CORE-GP 1018 and CORE-GP 1021. PADM-GP 2140 is recommended but not required</i>	PADM-GP 4150 (2 credits) <b>Leveraging I.T. for Performance Management</b> <i>Prerequisites: CORE-GP 1021 and/or familiarity with Excel</i>
PADM-GP 2902 (4 credits) <b>Multiple Regression and Introduction to Econometrics</b> <i>Prerequisite: CORE-GP 1011</i>	PADM-GP 4128 (2 credits) <b>Financial Statement Analysis for Healthcare and Not-for-Profit Organizations</b> <i>Prerequisites: CORE-GP 1021</i>	PADM-GP 4152 (2 credits) <b>Ethical Issues in Public Service</b> <i>Prerequisites: CORE-GP 1020</i>
PADM-GP 4101 (2 credits) <b>Conflict Management and Negotiation</b>	PADM-GP 4130 (2 credits) <b>Fundamentals of Accounting</b> <i>Prerequisite: CORE-GP 1021</i>	PADM-GP 4189 (2 credits) <b>Capital Acquisition and Sustainability in Social Entrepreneurship</b> <i>Prerequisites: CORE-GP 1020</i>
PADM-GP 4105 (2 credits) <b>Cultural Negotiation, Inter-Group Conflict Resolution, and the Role of NGOs</b> <i>Prerequisites: PADM-GP 4101 or URPL-GP 4604</i>	PADM-GP 4131 (2 credits) <b>Fund-Raising for Public and Nonprofit Organizations</b> <i>Prerequisite: CORE-GP 1020</i>	PADM-GP 4224 (2 credits) <b>The United States and the World: Foreign Policy</b>
PADM-GP 4108 (2 credits) <b>Advanced Negotiation and Mediation Skills for Managers</b> <i>Prerequisites: PADM-GP 4101 or URPL-GP 4604</i>	PADM-GP 4132 (2 credits) <b>Governance of Public/Private Finance: Policy, Law &amp; Business</b> <i>Prerequisite: CORE-GP 1020</i>	PADM-GP 4250 (2 credits) <b>Hunger and Food Security in a Global Perspective (meets in New York only)</b> <i>Prerequisites: CORE-GP 1018; CORE-GP 1011; CORE-GP 1022; or equivalents or permission from the instructor.</i>
PADM-GP 4110 (2 credits) <b>Project Management</b>	PADM-GP 4134 (2 credits) <b>Managing Corporate Partnerships and Social Responsibility</b>	PADM-GP 4340 (2 credits) <b>Digital Innovation Lab</b>
PADM-GP 4111 (2 credits) <b>Managing Service Delivery</b> <i>Prerequisites: CORE-GP 1020</i>	PADM-GP 4135 (2 credits) <b>Nonprofit Governance</b> <i>Prerequisite: CORE-GP 1020</i>	PADM-GP 4401 (2 credits) <b>Community Issues in Criminal Justice</b> <i>Prerequisites: CORE-GP 1011 and CORE-GP 1022 (or URPL-GP 2660)</i>
PADM-GP 4112 (2 credits) <b>Building Effective Teams</b>	PADM-GP 4137 (2 credits) <b>Strategic Communications for Nonprofit and Public Managers</b>	PADM-GP 4402 (2 credits) <b>Juvenile Justice Issues: New York's Response to Juvenile Crime and Delinquency</b> <i>Prerequisites: CORE-GP 1022</i>

PADM-GP 4413 (2 credits) Topics in Philanthropy	URPL-GP 2415 (4 credits) Public Policy and Planning in New York Prerequisites: CORE-GP 1022 or URPL-GP 2660	URPL-GP 2652 (4 credits) International Development Project Planning Prerequisites: CORE-GP 1018, CORE-GP 1021, PADM-GP 2201
PADM-GP 4420 (2 credits) Current Debates in U.S. National Food Politics/Policy Prerequisites: CORE-GP 1022	PADM-GP 2445 (4 credits) Poverty, Inequality, and Policy Prerequisites: CORE-GP 1018; CORE-GP 1011 and CORE-GP 1022 or URPL-GP 2660	URPL-GP 2660 (4 credits) History and Theory of Planning
PADM-GP 4619 (2 credits) The Arts and Artist in Urban Revitalization Prerequisite: CORE-GP 1022 or permission of the instructor	URPL-GP 2452 (4 credits) Transformation of the Urban Economy: Case Studies Prerequisites: CORE-GP 1011; PADM-GP 2140 or URPL-GP 2608	URPL-GP 2665 (4 credits) Decentralized Development Planning Prerequisite: CORE-GP 1022 or URPL-GP 2660
PADM-GP 4620 (2 credits) Topics in Arts Policy	URPL-GP 2470 (4 credits) Transportation Policy Prerequisites: CORE-GP 1022 or URPL-GP 2660	URPL-GP 2666 (4 credits) Water Sourcing and Climate Change Prerequisite: PADM-GP 2201
INDEP-GP 1900 (1-4 credits, by arrangement with the adviser) Independent Reading Studies Open only to students who have completed at least eight courses or 32 credits of graduate study. Prerequisites: Approval of the faculty member with whom the student will study and of the student's program adviser.	URPL-GP 2608 (4 credits) Urban Economics Prerequisite: CORE-GP 1018. Pre- or co-requisite: CORE-GP 1011	URPL-GP 2670 (4 credits) Land Use, Housing and Community Development Seminar Prerequisite: By application only.
INDEP-GP 1906 (1-4 credits, by arrangement with the adviser) Independent Reading in International Studies Open only to students who have completed at least eight courses or 32 credits of graduate study. Prerequisites: Approval of the faculty member with whom the student will study and of the student's program adviser.	URPL-GP 2610 (4 credits) Environmental Impact Assessment Process and Procedures	URPL-GP 2680 (4 credits) Advanced Urban Physical Design Prerequisite: URPL-GP 1620
URBAN PLANNING	URPL-GP 2612 (4 credits) Adapting the Physical City: Innovations in Energy, Transportation, and Water	URPL-GP 2690 (4 credits) Advanced Geographic Information Systems (GIS) and Data Management Prerequisite: URPL-GP 4648 and URPL-GP 4649
URPL-GP 1603 (4 credits) Urban Planning: Methods and Practice Pre- or co-requisite: CORE-GP 1011	URPL-GP 2613 (4 credits) Sustainable Cities in a Comparative Perspective Prerequisite: CORE-GP 1018	URPL-GP 4237 (2 credits) Urbanization in Developing Countries
URPL-GP 1605 (4 credits) Land Use Law	URPL-GP 2615 (4 credits) Environment and Urban Dynamics	URPL-GP 4611 (2 credits) Intelligent Cities: Technology, Policy and Planning
URPL-GP 1620 (4 credits) Introduction to Urban Physical Design	URPL-GP 2616 (4 credits) Colloquium on the Law, Politics, and Economics of Urban Affairs Prerequisites: CORE-GP 1011, CORE-GP 1018, and URPL-GP 2608	URPL-GP 4617 (2 credits) Environmental Law
URPL-GP 2251 (4 credits) Urbanization and Sustainable Development in a Transitional Economy (Shanghai, China)	URPL-GP 2639 (4 credits) Real Estate Finance Prerequisites: CORE-GP 1018 and CORE-GP 1021	URPL-GP 4620 (2 credits) Race and Class in American Cities
PADM-GP 2414 (4 credits) Public Policy for Metropolitan Regions	URPL-GP 2645 (4 credits) Planning for Emergencies and Disasters	URPL-GP 4622 (2 credits) Wealth and Inequality: Asset Development and Poverty Reduction Policies in the U. S.
		URPL-GP 4630 (2 credits) Leveraging Transportation Planning for Social Policy
		URPL-GP 4631 (2 credits) Transportation, Land Use and Urban Form
		URPL-GP 4632 (2 credits)

Planning Healthy Neighborhoods <i>Prerequisites: CORE-GP 1022 or URPL-GP 2660</i>	<b>HEALTH POLICY AND MANAGEMENT</b> HPAM-GP 1830 (4 credits) <b>Introduction to Health Policy and Management</b>	PADM-GP 2875 (4 credits) <b>Estimating Impacts in Policy Research</b> <i>Prerequisites: PADM-GP 2171 and PADM-GP 2902</i>
URPL-GP 4635 (2 credits) <b>Select Topics in Community Equity and Wealth Building</b> <i>Prerequisites: CORE-GP 1022 or URPL-GP 1603</i>	HPAM-GP 1831 (4 credits) <b>Global Health Policy</b>	PADM-GP 2902 (4 credits) <b>Multiple Regression and Introduction to Econometrics</b> <i>Prerequisite: CORE-GP 1011</i>
URPL-GP 4636 (2 credits) <b>Special Topics in Housing: Informal Settlements</b>	HPAM-GP 2242 (4 credits) <b>International Health Policy and Prospects (Geneva, Switzerland)</b> <i>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)</i>	HPAM-GP 4821 (2 credits) <b>Locating Evidence for Health Management</b>
URPL-GP 4638 (2 credits) <b>Housing and Community Development Policy</b> <i>Prerequisites: CORE-GP 1022 or URPL-GP 2660</i>	HPAM-GP 2244 (4 credits) <b>Global Health Governance and Management</b> <i>Prerequisites: CORE-GP 1022 and PADM-GP 2201</i>	HPAM-GP 4822 (2 credits) <b>Healthcare Information Technology: Public Policy and Management</b> <i>Prerequisites: HPAM-GP 4833 or permission of instructor</i>
URPL-GP 4639 (2 credits) <b>Building Green Housing and Sustainable Communities</b> <i>Prerequisites: CORE-GP 1022 or URPL-GP 2660</i>	HPAM-GP 2825 (4 credits) <b>Continuous Quality Improvement</b> <i>Prerequisites: CORE-GP 1011 and HPAM-GP 1830</i>	HPAM-GP 4823 (2 credits) <b>Healthcare Information Technology for Managers</b> <i>Prerequisites: HPAM-GP 4822, HPAM-GP 4833 or instructor permission</i>
URPL-GP 4648 (2 credits) <b>Geographic Information Systems in Urban Planning I</b>	HPAM-GP 2836 (4 credits) <b>Current Issues in Health Policy</b>	HPAM-GP 4830 (2 credits) <b>Health Economics: Principles</b> <i>Prerequisites: CORE-GP 1011, CORE-GP 1018</i>
URPL-GP 4649 (2 credits) <b>Geographic Information Systems in Urban Planning II</b> <i>Prerequisite: URPL-GP 4648</i>	HPAM-GP 2845 (4 credits) <b>Advanced Health Care Payment Systems</b> <i>Prerequisites: HPAM-GP 4830 and HPAM-GP 4840</i>	HPAM-GP 4831 (2 credits) <b>Health Economics: Topics in Domestic Health Policy</b> <i>Prerequisites: CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830 or PADM-GP 2203</i>
INDEP-GP 1900 (1-4 credits, by arrangement with the adviser) <b>Independent Reading Studies</b> <i>Open only to students who have completed at least eight courses or 32 credits of graduate study. Prerequisites: Approval of the faculty member with whom the student will study and of the student's program adviser.</i>	HPAM-GP 2848 (4 credits) <b>The Business of Health Care</b> <i>Prerequisite: HPAM-GP 4830 or permission of the instructor.</i>	HPAM-GP 4832 (2 credits) <b>Health Economics: Topics in International Health Policy</b> <i>Prerequisites: CORE-GP 1011, CORE-GP 1018, HPAM-GP 4830 or PADM-GP 2203</i>
INDEP-GP 1906 (1-4 credits, by arrangement with the adviser) <b>Independent Reading in International Studies</b> <i>Open only to students who have completed at least eight courses or 32 credits of graduate study. Prerequisites: Approval of the faculty member with whom the student will study and of the student's program adviser.</i>	HPAM-GP 2852 (4 credits) <b>Comparative Health Systems</b> <i>Prerequisites: CORE-GP 1018, CORE-GP 1022, and HPAM-GP 1830. Recommended: HPAM-GP 4830 and HPAM-GP 2836</i>	HPAM-GP 4833 (2 credits) <b>Health Care Management I: Control and Organizational Design</b> <i>Prerequisites: CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently</i>
	HPAM-GP 2855 (4 credits) <b>Budgeting for Health Professionals</b>	HPAM-GP 4834 (2 credits) <b>Health Care Management II: Adaptation and the Professional Manager</b> <i>Prerequisites: CORE-GP 1020, HPAM-GP 1830 or HPAM-GP 1831 concurrently</i>
	HPAM-GP 2867 (4 credits) <b>Health System Reform: Comparative Perspectives</b> <i>Prerequisites: CORE-GP 1022, HPAM-GP 1830, and HPAM-GP 4830</i>	

HPAM-GP 4835 (2 credits) Principles of Human Resources Management for Health Care Organizations Prerequisites: HPAM-GP 4833	INDEP-GP 1906 (1-4 credits, by arrangement with the adviser) Independent Reading in International Studies <i>Open only to students who have completed at least eight courses or 32 credits of graduate study.</i> Prerequisites: Approval of the faculty member with whom the student will study and of the student's program adviser.	CAP-GP 3226, CAP-GP 3227 (2 credits, 2 credits) Advanced International Projects
HPAM-GP 4836 (2 credits) Issues in Human Resources Management for Health Care Organizations Prerequisites: HPAM-GP 4833, HPAM-GP 4835		CAP-GP 3401, CAP-GP 3402 (2 credits, 2 credits) Capstone: Advanced Projects in Public Service: Governance Lab
HPAM-GP 4840 (2 credits) Financial Management for Health Care Orgs - I: Financial Management and Budgeting Prerequisites: CORE-GP 1018, CORE-GP 1021		CAP-GP 3601, CAP-GP 3602 (2 credits, 2 credits) Advanced Projects in Urban Planning
HPAM-GP 4841 (2 credits) Financial Management for Health Care Orgs - II: Capital Financing and Advanced Issues Prerequisites: CORE-GP 1018, CORE-GP 1021		CAP-GP 3851, CAP-GP 3852 (2 credits, 2 credits) Advanced Projects in Health Services Management and Finance
HPAM-GP 4844 (2 credits) The Realities of Faculty Practice Management		CAP-GP 3870, CAP-GP 3871 (2 credits, 2 credits) Advanced Projects in Health Management and Policy
HPAM-GP 4845 (2 credits) Realties of Academic Medical Centers		CAP-GP 3890, CAP-GP 3891 (2 credits, 2 credits) Advanced Projects for Nurse Managers
HPAM-GP 4847 (2 credits) Caring Dilemmas: Learning from Narrative		<b>EXECUTIVE COURSES</b>
HPAM-GP 4852 (2 credits) Ethical Issues in Healthcare Management Prerequisite: CORE-GP 1020 Recommended: HPAM-GP 4831	CAP-GP 3110, CAP-GP 3111 (2 credits, 2 credits) <b>Capstone: Advanced Projects in PNP Management and Finance</b>	EXEC-GP 1194 (4 credits) Exec. MPA Seminar: Strategic Leadership for Public Service Organizations
HPAM-GP 4855 (2 credits) Introduction to Comparative Cost-Effectiveness	CAP-GP 3116, CAP-GP 3117 (2 credits, 2 credits) <b>Capstone: Advanced Projects in PNP Management</b>	EXEC-GP 1821 (4 credits) Financial Management for Nurse Leaders
INDEP-GP 1900 (1-4 credits, by arrangement with the adviser) Independent Reading Studies <i>Open only to students who have completed at least eight courses or 32 credits of graduate study.</i> Prerequisites: Approval of the faculty member with whom the student will study and of the student's program adviser.	CAP-GP 3120, CAP-GP 3121 (2 credits, 2 credits) <b>Capstone: Advanced Projects in PNP Finance, Management, and Policy</b>	EXEC-GP 1830 (4 credits) Introduction to Health Policy and Management for Nurse Leaders
	CAP-GP 3142 and CAP-GP 3143 (2 credits, 2 credits) <b>Capstone: Advanced Projects in PNP Finance and Policy</b>	EXEC-GP 2810 (4 credits) Service Excellence for Nurse Leaders
	CAP-GP 3148, CAP-GP 3149 (2 credits, 2 credits) Applied Research in Public Finance and Policy	EXEC-GP 3190 (4 credits) Exec. MPA Seminar: Leadership Confronted
	CAP-GP 3170, CAP-GP 3171 (2 credits, 2 credits) <b>Advanced Projects in PNP Policy</b>	<b>DOCTORAL COURSES</b>
	CAP-GP 3175, CAP-GP 3176 (2 credits, 2 credits) <b>Advanced Projects in PNP Policy and Management</b>	PHD-GP 5901 (4 credits) Seminar in Research in Progress Prerequisites: CORE-GP 1011 and PADM-GP 2902 (PADM-GP2902 may be taken concurrently)
		PHD-GP 5902 (4 credits) <b>Research Methods</b> 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.	<b>UNDERGRADUATE COURSES</b> UPADM-GP 101 (4 credits) The Politics of Public Policy: City, Nation, Globe	UPADM-GP 246 (4 credits) Democratizing Islam: Indonesia to Egypt in the Arab Spring
PHD-GP 5906 (4 credits) Doctoral Seminar in Management: Understanding Organizations	UPADM-GP 102 (4 credits) Introduction to Public Service	UPADM-GP 254 (4 credits) Multi-Faith Leadership in the 21st Century
PHD-GP 5908 (4 credits) Doctoral Seminar in Public Policy Analysis	UPADM-GP 103 (4 credits) Introduction to Managing Public Service Organizations	UPADM-GP 256 (4 credits) Contemporary Approaches to Islamic Law
PHD-GP 5910 and 5911 (2 credits, 2 credits) Doctoral Research Colloquium Prerequisites: Permission of Instructor	UPADM-GP 217 (4 credits) Globalizing Social Activism and the Power of the Media	UPADM-GP 258 (4 credits) Contemporary Approaches to Jewish Law
<b>NON-CREDIT COURSES</b>	UPADM-GP 219 (4 credits) Race, Class & Gender in American Cities	UPADM-GP 263 (4 credits) Topics From Degas to Disney: Public Policy and the Arts
NONCR-GP 102 (0 credits) Library Research Methods	UPADM-GP 220 (4 credits) American Presidential Campaigns and Elections 1960-2012	UPADM-GP 264 (4 credits) Understanding Social Entrepreneurship: How to Change the World One Venture at a Time
NONCR-GP 103 (0 credits) Presentation Skills	UPADM-GP 223 (4 credits) The Politics of Minority Rights	UPADM-GP 265 (4 credits) Social Entrepreneurs, Innovators, & Problem Solvers
NONCR-GP 104 (0 credits) Citation Methods	UPADM-GP 225 (4 credits) The International Financial System: Can it be Regulated?	UPADM-GP 266 (4 credits) Advanced Social Entrepreneurship
NONCR-GP 106 (0 credits) Time/Project Management	UPADM-GP 226 (4 credits) Vital Voices: Women Changing the World	UPADM-GP 269 (4 credits) How to Change the World: Advocacy Movements in the United States
NONCR-GP 108 (0 credits) Composing Your Career	UPADM-GP 229 (4 credits) The Intersection of Politics and Public Service	UPADM-GP 270 (4 credits) Global Social Entrepreneurship: Field Experience
NONCR-GP 109 (0 credits) PowerPoint	UPADM-GP 230 (4 credits) Medical Care and Health: Comparative Perspectives	UPADM-GP 280 (4 credits) Global Politics of Green Growth
NONCR-GP 906 (0 credits) Math Review Session	UPADM-GP 232 (4 credits) Global Health: Policies, Politics, and Institutions	UPADM-GP 282 (4 credits) Urban Planning and Design: Past, Present and Future
NONCR-GP 907 (0 credits) Professional Writing	UPADM-GP 236 (4 credits) Topics in Health: Policy, Politics, and Power	UPADM-GP 420 (4 credits) Managing Global Economic Crises: From the Great Recession to the EuroZone
NONCR-GP 909 (0 credits) Debt Structuring Workshop	UPADM-GP 242 (4 credits) The Business of Nonprofit Management	UPADM-GP 801 (2 credits) Social Entrepreneurship: Financial and Budget Strategies
NONCR-GP 931 (0 credits) SPSS Computer Module	UPADM-GP 243 (4 credits) Brandraising: Nonprofit Communications for Social Change	
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		
NONCR-GP 989 (0 credits) Introduction to Governance		

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# *Program Related Facilities*

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## *Library Services*

The Libraries of New York University hold collections totaling more than 4 million volumes, almost 5 million microforms, 500,000 government documents, hundreds of thousands of audio and video recordings and a wide range of electronic resources. The collections grow by more than 140,000 volumes annually. The Division of Libraries consists of the Elmer Holmes Bobst Library and the Libraries of the Institute of Fine Arts, the Courant Institute of Mathematical Sciences and the Real Estate Institute. Separate libraries support the curricula of the schools of Law, Medicine and Dentistry.

Wagner students and faculty enjoy full access to the NYU libraries as well as consortium libraries. Among these, the Bobst Library and Study Center contains the basic collection used by public administration faculty and students at Wagner.

Opened in 1973, Bobst Library is located at the Greenwich Village campus and is one of the largest open stack research libraries in the nation. The library is designed for easy access, located in a 12-story building where students are free to browse. The library has hundreds of study carrels interspersed among the open book stacks, five major reading rooms, and two study halls in the lower levels of the building. As many as 3,500 students may comfortably study at Bobst at any one time. Students can use conference rooms located on several floors in the building for team projects or group study. Students may also rent lockers and individual study rooms.

A user-friendly computerized catalog, known as BobCat for Bobst Library Catalog, provides access to the libraries' holdings. It can be searched in any of the University libraries or over the Internet. Students can also connect from anywhere to thousands of electronic journals, texts, and periodical databases through the library's website.

The library provides an online research guide for Public Administration, Nonprofit Management, and Urban Planning. The purpose of the guide is to list for the students of public administration, non-profit management, and urban planning a brief selection of library resources primarily available in the Business & Social Science/ Documents Center, located on the 6th floor of Bobst Library. Students are also advised to consult other Bobst Library research guides, including those covering political science and government documents for additional information in related areas.

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 these constituents are located.

The Law Library is located at the Greenwich Village campus and contains over 754,000 volumes

and is strong in a variety of areas including legal history, biography, jurisprudence and copyright, taxation, criminal, labor, business, and international law. It includes primary source materials for the United Nations and the European Economic Community, and legal specialties such as urban affairs, poverty law, and consumerism. Students may connect to the computerized catalog, known as JULIUS, via the Internet or via telnet to access most of the Law Library's holdings.

Wagner has a designated library liaison regarding public administration, and another regarding medical and health sciences. The liaisons provide bibliographic instruction to graduate classes, prepare specialized research guides, and arrange appointments for specialized reference services. In 2006, they began participating in new student orientation sessions at the beginning of fall and spring terms to acquaint students with the resources of the library, and have developed and now teach a class on evidence-based management for Wagner.

The growth of the library's collections is guided by the Bobst Library Collection Development Policy, a set of statements written by the library's subject specialists in consultation with faculty members. Each statement includes a discussion of the purpose of a particular collection and of the focus on the academic program(s) it supports. It describes the scope of the collection, the types of materials included and excluded, and an analysis of the collection's strengths and weaknesses. The statement also identifies other activity on a scale of A (basic level)

## Instructional Equipment

to E (intensive level). The ultimate goal of the library's collection development program is to ensure that the collection grows in a way

that best supports the teaching and research programs of the University. The policy statements are not static documents but are

revised as necessary to reflect changes in the curriculum and the collection.

While most students have their own computers at home, at work, and/or a laptop, they also have access to many computing facilities across the NYU campus. NYUNET is NYU's campus-wide, Internet-connected network of computers, computer-related equipment, and information resources. It is used by University students, faculty, administrators, and staff. Underlying NYU-NET is a collection of hardware, software, operating procedures, and policies that define and manage how NYU-based computers connect to each other and to the Internet, both on- and off campus.

NYURoam is New York University's secure wireless network, available to eligible, NYU-affiliated students, faculty, staff and administrators. Access to NYURoam is currently available at more than 100 locations on the NYU campus, including Wagner's home, The Puck Building.

Information Technology Services' (ITS') four large, modern computer labs offer high-end Apple and Windows systems, along with laser printers, DVD drives, and related equipment, high-speed Internet connections, and a wide variety of up-to-date software. All ITS student labs have assistive technology desktop applications that are native to the Windows and Macintosh operating systems. For a complete list, please visit: [nyu.edu/its/labs/software.html](http://nyu.edu/its/labs/software.html). There is no charge for use of the ITS labs. They are open to all NYU students in degree or diploma programs, faculty, and staff.

In addition to the ITS computer labs, specialized labs offer additional services. NYU's Digital Studio provides software for file, image, and learning management as well as media publication and digital authoring. The Advanced Media Studio provides archival printing, laser cutting, and rapid prototyping. ITS also offers research computing services to support grant planning, high performance computing, data services, advanced networking and collaborating, and videoconferencing and webcasting. For additional information on ITS facilities, please visit: [nyu.edu/its/locations/](http://nyu.edu/its/locations/).

At Wagner's location in the Puck Building, there are six kiosk stations for students to check email and accomplish short online tasks. Additionally, there are two rooms with workstations for students to use for projects, group work, research, and papers; access to printing facilities is also provided. As noted above, the entire Wagner space is connected to NYURoam, providing students, faculty, and staff with wireless access throughout the building.

Bobst Library offers computer-based information resources as part of its reference services and maintains a special portal for Wagner students, [library.nyu.edu/wagner/](http://library.nyu.edu/wagner/), focusing on academic resources related to the degree programs. These sources include full-text, bibliographic, image, and numeric databases.

The Wagner School has a full-time staff person devoted to providing

computer support and security. Additional assistance for desktop support and device coordination is available through university ITS.

At Wagner's home in the Puck Building, there are five conference rooms with ceiling-mounted projectors for making presentations. These facilities are used by faculty, students, administrators, alumni, and guests for speaker series, community meetings, panel presentations, and other special events. Laptops are stored in cabinets in each room to facilitate equipment set-up and utilization. In the student lounge there is a flat-screen TV connected to NYU's cable system, over which events and addresses can be watched by the community. In addition, the Wagner space has four video walls on which a variety of material gets projected, ranging from a calendar of the day's events to a poetry series to a loop of images in honor of Black History Month.

The Rudin Forum, Wagner's primary conference and event space, has a sophisticated sound system for capturing the audio of special events; edited podcast versions are posted on the website. Videos of faculty discussing their research are also available on the website.

Additional audio and visual equipment is readily available through the Campus Media Support Services office. Tapes and films are generally available through Bobst Library, if not immediately available on the internet.

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## *Classrooms*

Most M.P.A. 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 at 25 West 4th Street.

Wagner courses can range in size from very small seminars of ten students to very large core course sections of 60 students in auditori-

um-sized rooms. The Office of the Registrar endeavors to match the classroom with the attributes specified by the professors regarding size, seating arrangement, fixed versus moveable furniture, equipment requirements, etc.

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. If needed, portable audio-visual equipment is available from the Campus Media Support Services, which serves the entire Washington Square Campus area.

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## *Meeting Area*

Included in Wagner's Puck Building space are facilities specifically for 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 affinity groups.

There are several conference rooms within Wagner's facilities, used by students, faculty, staff, and combinations of these community members. They are heavily utilized for program planning, faculty meetings, events, discussions, colloquia, presentations, talks, career panels, advisement, and tutoring. Faculty offices are adjacent to these meeting rooms, and formal as well as

informal meetings among community members occur regularly as a result. Other buildings within NYU—specifically the new Kimmel Center for Student Life and Bobst Library—provide excellent space for student meetings, group assembly, and special events.



NYU

# NEW YORK UNIVERSITY



46	<b>Academic Resource Center</b> (B-2) 18 Washington Place	19	<b>Glucksman Ireland House</b> (B-2) 1 Washington Mews	4	<b>Office of Special Sessions</b> (B-1) 110 East 14th Street	3	<b>Sweat-n-Shop (14th Street)</b> (C-1) 140 East 14th Street
15	<b>Alumni Hall</b> (C-2) 33 3rd Avenue	47	<b>Goddard Hall</b> (B-2) 79 Washington Square East	3	<b>Palladium Athletic Facility</b> (C-1) 140 East 14th Street	14	<b>Third Avenue North Residence</b> (C-1) 75 3rd Avenue
50	<b>Alumni Relations</b> (B-2) 25 West 4th Street	61	<b>Gould Plaza</b> (B-3)	3	<b>Palladium Hall</b> (C-1) 140 East 14th Street	7	<b>Thirteenth Street Residence</b> (A-1) 47 West 13th Street
16	<b>Barney Building</b> (C-2) 34 Stuyvesant Street	20	<b>Graduate School of Arts and Science</b> (B-2) 1/2 5th Avenue	38	<b>Philosophy Building</b> (B-2) 5 Washington Place	5	<b>Tisch Center for Hospitality, Tourism, and Sports Management</b> (B-1) 838 Broadway
58	<b>Bobst Library</b> (B-3) 70 Washington Square South		<b>Gramercy Green</b> (not on map) 310 3rd Avenue	45	<b>Pless Annex</b> (B-2) 26 Washington Place	62	<b>Tisch Hall</b> (B-3) 40 West 4th Street
40	<b>Bookstore</b> (B-2) 726 Broadway		<b>Greenwich Hotel</b> (not on map) 636 Greenwich Street	44	<b>Pless Hall</b> (B-2) 82 Washington Square East	37	<b>Tisch School of the Arts</b> (B-2) 721 Broadway
12	<b>Brittany Hall</b> (B-2) 55 East 10th Street	31	<b>Grey Art Gallery</b> (B-2) 100 Washington Square East	53	<b>Provincetown Playhouse</b> (A-3) 133 MacDougal Street	34	<b>Torch Club</b> (B-2) 18 Waverly Place
12	<b>Broadway Windows</b> (B-2)	43	<b>Hayden Hall</b> (A-2) 33 Washington Square West	52	<b>Psychology Building</b> (B-2) 6 Washington Place	60	<b>Undergraduate Admissions</b> (B-3) 50 West 4th Street
11	<b>Bronfman Center</b> (B-2) 7 East 10th Street		<b>Institute for the Study of the Ancient World</b> (not on map) 15 East 84th Street	36	<b>Public Safety Administration Building</b> (B-2) 7 Washington Place	4	<b>University Hall</b> (B-1) 110 East 14th Street
	<b>Broome Street Residence</b> (not on map) 400 Broome Street		<b>Institute of Fine Arts</b> (not on map) 1 East 78th Street	49	<b>Public Safety Central Command</b> (B-2) 14 Washington Place	54	<b>Vanderbilt Hall</b> (A-3) 40 Washington Square South
33	<b>Brown Building</b> (B-2) 29 Washington Place	22	<b>Institute of French Studies</b> (B-2) 15 Washington Mews	80	<b>Puck Building</b> (C-3) 295 Lafayette Street	80	<b>Wagner Graduate School of Public Service</b> (C-3) 295 Lafayette Street
25	<b>Cantor Film Center</b> (B-2) 36 East 8th Street	71	<b>International Students and Scholars</b> (B-3) 561 La Guardia Place	40	<b>Residential Life and Housing Services</b> (C-3) 726 Broadway	63	<b>Warren Weaver Hall</b> (B-3) 251 Mercer Street
66	<b>Card Center</b> (C-3) 383 Lafayette Street		<b>Jeffrey S. Gould Welcome Center, Undergraduate Admissions Alumni Drop-in</b> (B-3) 50 West 4th Street	10	<b>Rubin Hall</b> (B-2) 35 5th Avenue	3	<b>Wasserman Center for Career Development</b> (C-1) 140 East 14th Street
1	<b>Carlyle Court</b> (B-1) 25 Union Square West	60	<b>Kaufman Management Center</b> (B-3) 44 West 4th Street	27	<b>Rufus D. Smith Hall</b> (B-2) 25 Waverly Place	47	<b>Washington Square East Galleries</b> (B-2) 80 Washington Square East
8	<b>Casa Italiana Zerilli-Marimò</b> (A-1) 24 West 12th Street	55	<b>Kevorkian Center</b> (A-3) 50 Washington Square South	6	<b>School of Continuing and Professional Studies</b> (B-1) 7 Eash 12th Street	73	<b>Washington Square Village</b> (B-3) 1-4 Washington Square Village
35	<b>Center for Genomics and Systems Biology</b> (B-2) 12-16 Waverly Place	34	<b>Kimball Hall</b> (B-2) 246 Greene Street	54	<b>School of Law</b> (A-3) 40 Washington Square South	44	<b>Washington Square Windows</b> (B-2)
78	<b>Coles Sports and Recreation Center</b> (B-3) 181 Mercer Street	57	<b>Kimmel Center for University Life</b> (B-3) 60 Washington Square South	59	<b>Schwartz Plaza</b> (B-3)	32	<b>Waverly Building</b> (B-2) 24 Waverly Place
31	<b>College of Arts and Science</b> (B-2) 31 Washington Place	55	<b>King Juan Carlos I of Spain Center</b> (A-3) 53 Washington Square South	76	<b>Second Street Residence</b> (C-3) 1 East 2nd Street	26	<b>Weinstein Hall</b> (B-2) 11 University Place
	<b>College of Dentistry</b> (not on map) 345 East 24th Street	22	<b>La Maison Française</b> (B-2) 16 Washington Mews	29	<b>Seventh Street Residence</b> (C-2) 40 East 7th Street	53	<b>Wilf Hall</b> (A-3) 139 MacDougal Street
40	<b>College of Nursing</b> (B-2) 726 Broadway		<b>Lafayette Residence Hall</b> (not on map) 80 Lafayette Street	60	<b>Shimkin Hall</b> (B-3) 50 West 4th Street	28	<b>10 Astor Place</b> (B-2)
49	<b>Computer Bookstore</b> (B-2) 242 Greene Street	40	<b>Liberal Studies</b> (B-2) 726 Broadway	31	<b>Silver Center for Arts and Science</b> (B-2) 100 Washington Square East	75	<b>665 Broadway</b> (B-3)
72	<b>Copy Central</b> (B-3) 547 La Guardia Place	9	<b>Lillian Vernon Center</b> (A-2) 58 West 10th Street	23	<b>Silver School of Social Work</b> (B-2) 1 Washington Square North	5	<b>838 Broadway</b> (B-3)
2	<b>Coral Towers</b> (C-1) 129 3rd Avenue	48	<b>Loewe Theater</b> (B-2) 35 West 4th Street	57	<b>Skirball Center for the Performing Arts</b> (B-3) 566 LaGuardia Place	40	<b>726 Broadway</b> (B-2)
63	<b>Courant Institute</b> (B-3) 251 Mercer Street	72	<b>Mail Services</b> (B-3) 547 La Guardia Place	55	<b>Skirball Department</b> (A-3) 53 Washington Square South	42	<b>20 Cooper Square</b> (C-2)
67	<b>D'Agostino Hall</b> (A-3) 110 West 3rd Street	74	<b>Mercer Street Residence</b> (B-3) 240 Mercer Street	45	<b>Steinhardt School of Culture, Education, and Human Development</b> (B-2) 82 Washington Square East	65	<b>14 East 4th Street</b> (B-3)
21	<b>Deutsches Haus</b> (B-2) 42 Washington Mews	64	<b>Mercer Plaza</b> (B-3)	60	<b>Stern School of Business, Graduate Program</b> (B-3) 44 West 4th Street	66	<b>383 Lafayette Street</b> (C-3)
46	<b>East Building</b> (B-2) 239 Greene Street	52	<b>Meyer Hall</b> (B-2) 4 Washington Place	62	<b>Stern School of Business, Undergraduate College</b> (B-3) 40 West 4th Street	41	<b>411 Lafayette Street</b> (C-2)
48	<b>Education Building</b> (B-2) 35 West 4th Street	40	<b>Moses Center for Students with Disabilities</b> (B-2) 726 Broadway	40	<b>Student Health Center</b> (B-2) 726 Broadway	68	<b>130 MacDougal Street</b> (A-3)
20	<b>Faculty of Arts and Science</b> (B-2) 5 Washington Square North	3	<b>NYU Card Services Annex</b> (C-1) 125 East 13th Street	57	<b>Student Resource Center</b> (B-3) 60 Washington Square South	80	<b>194-196 Mercer Street</b> (B-3)
13	<b>Founders Hall</b> (C-1) 120 East 12th Street	70	<b>NYU Open House</b> (B-3) 530 Laguardia Place	50	<b>Student Services Center</b> Offices of the University Registrar, Bursar and Financial Aid (B-2) 25 West 4th Street	35	<b>285 Mercer Street</b> (B-2)
56	<b>Furman Hall</b> (A-3) 245 Sullivan Street	57	<b>Off-Campus Housing</b> (B-3) 60 Washington Square South	78	<b>Sweat-n-Shop (Mercer)</b> (B-3) 181 Mercer Street	39	<b>111-113 2nd Avenue</b> (C-2)
39	<b>Gallatin School</b> (B-2) 1 Washington Place	4	<b>Office of Global Programs, Student Services</b> (B-1) 110 East 14th Street			69	<b>230 Sullivan Street</b> (A-3)
40	<b>Global Liberal Studies</b> (B-2) 726 Broadway					24	<b>19 University Place</b> (B-2)



# *Degree and Certificate Programs As Registered*

	<i>HEGIS Code†</i>	<i>Degree</i>
<b><i>DEGREE PROGRAMS</i></b>		
Master of Public Administration Program in Public and Nonprofit Management and Policy	2102	M.P.A.
Master of Public Administration Program in Health Policy and Management	1202	M.P.A.
Master of Urban Planning	0206	M.U.P.
Master of Public Administration Executive Program	2102	M.P.A.
Ph.D. Program in Public Administration	2102	Ph.D.
<b><i>ADVANCED PROFESSIONAL CERTIFICATE PROGRAMS</i></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 Public Policy		
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.

	<i>HEGIS</i> <i>Code†</i>	<i>Degree</i>
<b><i>DUAL-DEGREE PROGRAMS</i></b>		
B.A./M.P.A. Program (with College of Arts and Science)	no code	
B.A./M.U.P. Program (with College of Arts and Science)	no code*	
B.A./M.P.A. Program (with Gallatin School of Individualized Study)	4901/2102	
J.D./M.U.P. Program (with School of Law)	1401/0206	
J.D./M.P.A. Program (with School of Law)	1401/2102	
M.D./M.P.A. Program (with School of Medicine)	1206/1202	
M.S.W./ M.P.A. Executive Program (with Silver School of Social Work)	2104/0506	
M.B.A./M.P.A. Program in Public and Nonprofit Management and Policy (with Stern School of Business)	0502/2102	
M.B.A./M.P.A. Program in Health Policy and Management (with Stern School of Business)	0502/1202	
M.A./M.P.A. Program in Hebrew and Judaic Studies (with Skirball Department of Hebrew and Judaic Studies in the Graduate School of Arts and Science)	1111/2102	
M.P.H. (Global Health Leadership concentration)/M.P.A. (with Global Institute for Public Health)	1202/1214	

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***JOINT-DEGREE PROGRAMS***

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M.P.A, Executive Program in Global Public Policy and Management (with University College London)	34053/2102
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\*Registered with the B.A.'s in economics, international relations, metropolitan studies, politics, sociology, and urban design and architecture studies

†HEGIS: Higher Education General Information Survey.

New York University  
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