



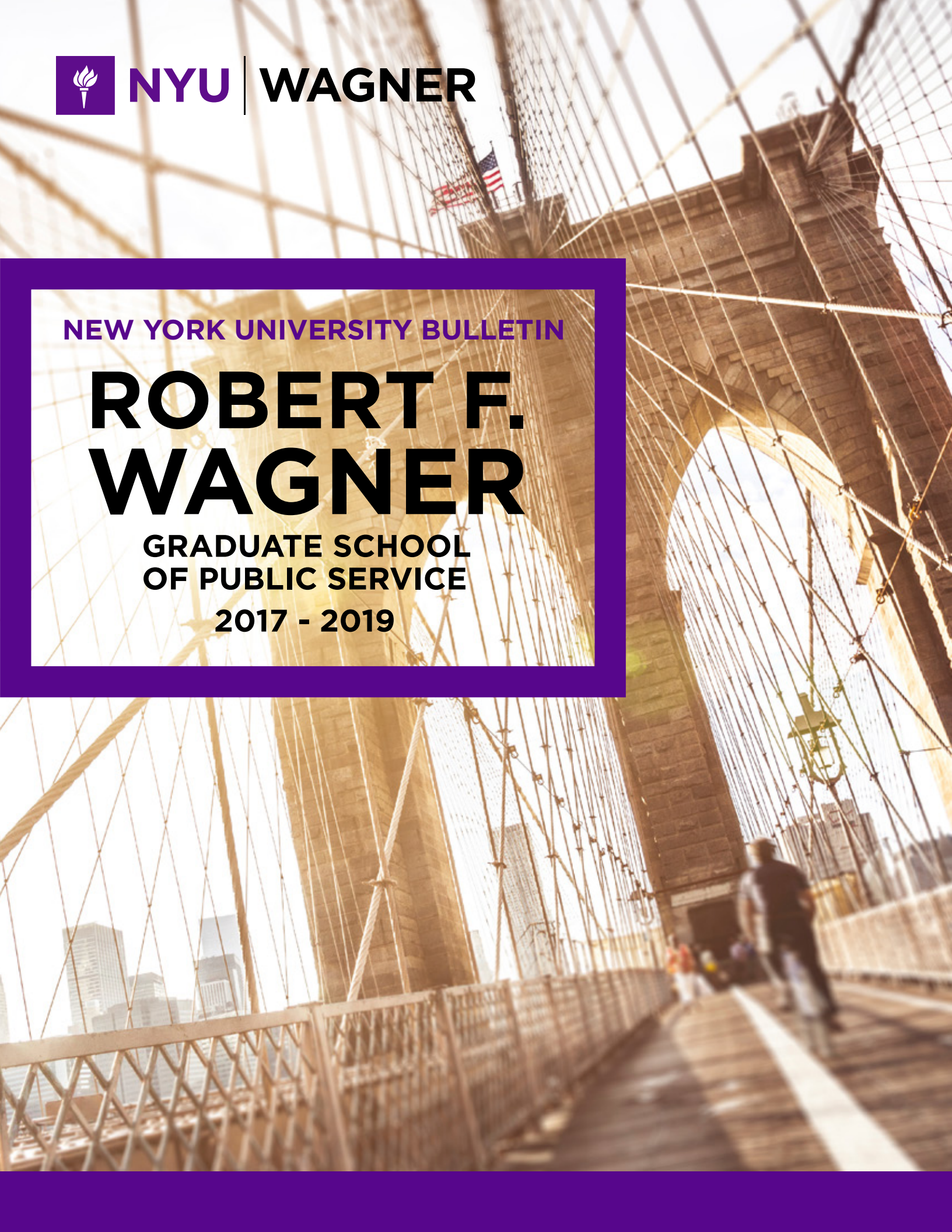
NYU | WAGNER

NEW YORK UNIVERSITY BULLETIN

ROBERT F. WAGNER

**GRADUATE SCHOOL
OF PUBLIC SERVICE**

2017 - 2019



ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

The Puck Building, 295 Lafayette Street, 2nd Floor, New York, NY 10012
wagner.nyu.edu

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NOTICE: The policies, requirements, course offerings, schedules, activities, tuition, fees, and calendar of the school and its departments and programs set forth in this bulletin are subject to change without notice at any time at the sole discretion of the administration. Such changes may be of any nature, including, but not limited to, the elimination of the school, programs, classes, or activities; the relocation or modification of the content of any of the foregoing; and the cancellation of scheduled classes or other academic activities.

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

NEW YORK UNIVERSITY

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

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

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

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

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

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

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

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THE ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

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

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

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



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The current list is available at wagner.nyu.edu/community/faculty.

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

GENERAL ADMISSION REQUIREMENTS

Admission to NYU Wagner requires submitting a completed online application with the following components: a bachelor's degree academic transcript showing the degree conferral date, two letters of recommendation, essays, and a resume. Standardized tests such as the GRE or GMAT are not required, but are strongly encouraged. Additional standardized testing may be required for international applicants. All applicants whose native language is not English and who did not receive either a bachelor's or graduate degree from an English-speaking institution must take the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS).

While standardized test scores such as the GRE or GMAT are not required for admission to NYU Wagner, applicants are strongly recommended to submit scores as part of their application. There is also an optional video essay component.

Further information and application deadlines can be found at wagner.nyu.edu/admissions.

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

DESCRIPTION AND REQUIREMENTS OF ACADEMIC PROGRAMS

A. DEGREE: MASTER OF PUBLIC ADMINISTRATION (MPA)

Public and Nonprofit Management and Policy Program

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

Students in the MPA-PNP program focus on one of six areas of specialization: (1) management of public and nonprofit organizations; (2) financial management and public finance; (3) public policy analysis;

(4) international policy and management; (5) social impact, innovation, and investment; or (6) advocacy and political action. In addition, students are able to choose from a wide selection of elective courses and either cluster their courses around a single topic (e.g. housing; education; international development; nonprofits; inequality, race, and poverty) or select more varied courses.

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

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

Health Policy and Management Program

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

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

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

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

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

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

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

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

Waivers

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

Specializations

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

Elective Courses

Students have a certain number of elec-

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

Capstone Requirement

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

Professional Experience Requirement

NYU Wagner requires all MPA and MUP students to graduate with professional experience that is directly related to their degree program, specialization, and career goals. Degree-relevant work experience to fulfill the Professional Experience Requirement (PER) is approved by NYU Wagner's Office of Career Services.

Students typically fulfill the PER via a relevant work experience over one semester (i.e. 15-20 hours per week during a semester, or 35-40 hours per week in the summer). Students may request a second semester of work experience relevant to the PER, approved by NYU Wagner's Office of Career Services.

F-1 international students pursuing paid, off-campus opportunities for the PER must apply for Curricular Practical Training (CPT) with NYU's Office of Global Services. F-1 international students may apply for CPT to complete up to two paid, off-campus internships and must apply for CPT work authorization prior to starting each PER-fulfilling internship.

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

Schoolwide Core Courses

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

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

Capstone Course

Capstone is the end event requirement for the MPA degree.

The PNP program Capstone requirement is satisfied by taking:

- CAP-GP 3401 and CAP-GP 3402 Capstone: Advanced Projects in Management, Finance, and Policy
- or
- CAP-GP 3226 and CAP-GP 3227 Capstone: Advanced Projects in International Policy and Management
- or
- CAP-GP 3148 and CAP-GP 3149 Capstone: Advanced Projects in Applied Research
- or
- CAP-GP 3301 and CAP-GP 3302 Capstone: Advanced Lab in Social Innovation
- or
- CAP-GP 3501 and CAP-GP 3502 Capstone: Advanced Projects in Advocacy

The HPAM program Capstone requirement is satisfied by taking:

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

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

Students must select an area of specialization: management for public and nonprofit organizations financial management and public finance; public policy analysis; international policy and management; social impact, innovation, and investment; or advocacy and political action.

For detailed information about the specialization areas and to download the relevant Program Requirement Checksheet: wagner.nyu.edu/portal/students/academics/advisement/requirements.

1. Management for Public and Nonprofit Organizations

This specialization prepares students to lead and manage in and across sectors. The curriculum begins with the premise that the public, nonprofit, and private sectors are inextricably linked, and that managers and leaders in one sector need to understand the demands and constraints of the other sectors. To help students develop the appropriate breadth and depth of skills after completing the core management course, CORE-GP 1020 Managing Public Service Organizations, the curriculum is arranged in three areas of expertise: Strategy and Organizations, Human Resources and Organizational Behavior, and Performance Management and Operations. Each area of expertise is organized around a cluster of courses and contains one course that is required for students specializing in management.

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

Core Required Management Specialization Courses

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

Students must also complete a total of 6 credits from the approved list of management courses listed in the Program Requirement Checksheet at wagner.nyu.edu/files/mpa/PNP_Mgt.pdf

2. Financial Management and Public Finance

This specialization provides the concepts and skills needed for careers that focus on financial management and public finance. Students study the field of finance from both an internal management perspective and an external policy approach, preparing them to move into many types of finance positions. Public sector financial management and public finance positions are located in government, private, and nonprofit organizations.

Graduates of the finance specialization have a wide array of careers, such as budget officers and analysts, consultants, finance directors, grants managers, program auditors, financial analysts, bond raters, investment bankers, and bond insurance underwriters.

Core Required Finance Specialization Courses

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

Students must also complete a total of 9 credits from the approved list of finance courses in the Program Requirement Checksheet at wagner.nyu.edu/files/mpa/PNP_Finance.pdf

3. Public Policy Analysis

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

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

Core Required Policy Specialization Courses

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

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

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

Students are generally expected to complete the following course to complete the specialization: PADM-GP 2172 Advanced Empirical Methods for Policy Analysis or PADM-GP 2875 Estimating Impacts in Policy Research (for analysis-oriented positions, such as policy analysts in a government agency, evaluation work in a nonprofit, and associates in a research organization).

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

4. International Policy and Management

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

Core Required International Policy and Management Specialization Courses

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

Students must also complete a total of 6 credits from the approved list of international courses in the Program Requirement Checksheet at wagner.nyu.edu/files/mpa/Checksheet_PNP_Intl.pdf

5. Social Impact, Innovation, and Investment

Students in the Social Impact, Innovation, and Investment specialization learn the key skills needed to create sustainable solutions to a variety of issues and to be agents of social change. By speaking both the business and the policy language, students are able to innovate policy, products, services, delivery systems, enterprises, and investment approaches necessary to improve lives and solve major domestic and global challenges.

Graduates enter into the social innovation sector to become policy leaders, social entrepreneurs, impact investors, and nonprofit and for-profit managers.

Core Required Social Impact, Innovation, and Investment Specialization Courses

- PADM-GP 2132 Social Entrepreneurship and Innovation By Design (offered in fall) OR
- PADM-GP 2310 Understanding Social Entrepreneurship (offered in spring only)
- PADM-GP 4130 Fundamentals of Accounting (1.5 credits)

Students must also complete 3 credits in each of the following areas (12 credits total): financial management; impact measurement and investment returns; operations and enterprise; and policy, advocacy and innovation, from the approved list of courses listed in the Program Requirement Checksheet at wagner.nyu.edu/files/mpa/PNP%20SIII.pdf.

6. Advocacy and Political Action

The Advocacy and Political Action specialization prepares you to magnify your impact and create meaningful change in the civic engagement, political, and advocacy arenas. Whether your passion for social justice and human rights is in immigration, criminal justice, food security, the environment, or any other issue, you'll need to expand your skillset and learn the strategies and tactics to successfully mobilize people, organizations, and systems.

Core Required Advocacy and Political Action Courses

- PADM-GP 2106 Community Organizing
- PADM-GP 4407 & 4408 Advocacy Lab I and II (two semester course begins in fall only)
- PADM-GP 2411 Policy Formation and Policy Analysis
- PADM-GP 4137 Strategic Communication (1.5 credits)

Students must also complete 1.5 credits from a list of skills-based courses and 3 credits from a list of issue-area courses. The approved list of courses is available on the Program Requirement Checksheet at wagner.nyu.edu/files/mpa/Checksheet_PNP_Advocacy.pdf.

Health Policy and Management Program Core and Areas of Specialization

Students must select an area of specialization: health services management; health policy analysis; health finance (either health services financial management or healthcare public finance); or international health. With approval from the health program faculty director, students design a customized area of specialization appropriate to their interests and career plans.

For detailed information about the areas of specialization and to download the relevant Program Requirement Checksheet, visit wagner.nyu.edu/health.

1. Health Policy Analysis

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

Core Required Health Policy Analysis Specialization Courses

- HPAM-GP 2836 Current Issues in Health Policy*
- HPAM-GP 4830 Health Economics: Principles
- PADM-GP 2171 Program Analysis and Evaluation

Policy Students must also complete 10.5 credits in either the Analytics Track OR the Advocacy Track, and must also complete 6 credits of constrained electives listed in the Program Requirement Checksheet at wagner.nyu.edu/files/health/Checksheet_Health_Policy.pdf.

* Students without prior health policy and management undergraduate or graduate coursework experience should take HPAM-GP 1830 Introduction to Health Policy and Management, prior to taking this class.

2. Health Services Management

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

Core Required Health Services Management Specialization Courses

- HPAM-GP 1830 Introduction to Health Policy and Management OR
- HPAM-GP 2836 Current Issues in Health Policy
- HPAM-GP 1833 Health Services Management
- HPAM-GP 2825 Continuous Quality Improvement
- HPAM-GP 4822 Healthcare Information Technology: Public Policy and Management
- HPAM-GP 4830 Health Economics: Principles
- HPAM-GP 4835 Principles of Human Resources Management for Healthcare Organizations
- HPAM-GP 4840 Financial Management for Healthcare Organizations I: Financial Management and Budgeting
- HPAM-GP 4841 Financial Management for Healthcare Organizations II: Capital Financing and Advanced Issues

3. Health Finance

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

Health Services Financial Management:

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

Core Required Health Services Financial Management Specialization Courses

Students are required to take one of the following two courses:

- HPAM-GP 1830 Introduction to Health Policy and Management*
- HPAM-GP 2836 Current Issues in Health Policy

* Recommended for students without prior health policy and management undergraduate or graduate coursework experience.

Students must complete the following six courses:

- HPAM-GP 1833 Health Services Management
- HPAM-GP 2845 Advanced Health Care Payment Systems
- PADM-GP 4130 Fundamentals of Accounting
- HPAM-GP 4830 Health Economics: Principles
- HPAM-GP 4840 Financial Management for Health Care Orgs I: Financial Management and Budgeting
- HPAM-GP 4841 Financial Management for Health Care Orgs II: Capital Financing and Advanced Issues

Healthcare Public Finance:

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

Core Required Healthcare Public Finance Specialization Courses

Students are required to take one of the following two courses:

- HPAM-GP 1830 Introduction to Health Policy and Management*
- HPAM-GP 2836 Current Issues in Health Policy

* Recommended for students without prior health policy and management undergraduate or graduate coursework experience.

Students must complete the following five courses:

- PADM-GP 2140 Public Economics and Finance
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics
- PADM-GP 4130 Fundamentals of Accounting
- HPAM-GP 4830 Health Economics: Principles
- HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy

4. International Health

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

Core Required International Health Courses

Students are required to take one of the following two courses:

- HPAM-GP 1830 Introduction to Health Policy and Management*
- HPAM-GP 2836 Current Issues in Health Policy

* Recommended for students without prior health policy and management undergraduate or graduate coursework experience.

Students are required to take the following two courses:

- HPAM-GP 4830 Health Economics: Principles
- PADM-GP 2201 Institutions, Governance and International Development

Students must complete one course from the following:

- HPAM-GP 1831 Global Health Policy and Management
- PADM-GP 2171 Program Analysis and Evaluation
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics

Students must also complete two courses from the approved list of international health courses listed in the Program Requirement Checksheet at wagner.nyu.edu/files/health/Checksheet_Health_Intl.pdf.

5. Customized Specialization

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

B. DEGREE: MASTER OF URBAN PLANNING

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

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

part-time jobs in planning organizations and research assistantships with the school.

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

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

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

Degree Requirements for the Master of Urban Planning

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

All MUP students are required to complete four schoolwide core courses and five urban planning core courses. The required planning courses deal with urban planning and its political context, and emphasize quantitative and economic methods of analysis in urban planning. MUP students then select one track from the following three: environment, infrastructure, and transportation; economic development and housing; or international development planning.

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

Waivers

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

Elective Courses and Track

Elective courses are organized in three areas of emphasis, and students are advised to concentrate in one of those tracks. All students are also urged to take one or more courses in geographic information systems. Although specific elective coursework is not required of urban planning students, clustering electives is encouraged as a way of obtaining expertise in a specialized area. Students have a certain number of elective credits that provide them with the opportunity to gain additional expertise in important areas. With approval, students may take graduate-level courses at other NYU graduate schools. Language courses may not count toward the MUP degree.

Capstone Requirement

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

Professional Experience Requirement

NYU Wagner requires all MPA and MUP students to graduate with professional experience that is directly related to their degree program, specialization, and career goals. Degree-relevant work experience to fulfill the Professional Experience Requirement (PER) is approved by NYU Wagner's Office of Career Services.

Students typically fulfill the PER via a relevant work experience over one semester (i.e. 15-20 hours per week during a semester, or 35-40 hours per week in the summer). Students may request a second semester of work experience relevant to the PER, approved by NYU Wagner's Office of Career Services.

F-1 international students pursuing paid, off-campus opportunities for the PER must apply for Curricular Practical Training (CPT) with NYU's Office of Global Services. F-1 international students may apply for CPT to complete up to two paid, off-campus internships and must apply for CPT work authorization prior to starting each PER-fulfilling internship.

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

Core Requirements for the Master of Urban Planning

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

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

Urban Planning Core Required Courses

1. Environment, Infrastructure, and Transportation; and 2. Economic Development and Housing tracks

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

Capstone Course

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

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

or

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

2. International Development Planning track

- PADM-GP 2201 Institutions, Governance, and 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 and Policy Reform in Developing Countries

Capstone Course

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

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

or

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

C. DEGREE: MASTER OF SCIENCE IN PUBLIC POLICY

As the newest degree program at NYU Wagner, the Master of Science in Public Policy (MSPP) will provide students with the skills they need to assess, create, and implement public policy that has a lasting impact on the public good. This quantitative, one-year program prepares students for a career in policy analysis in a range of fields and sectors, from local housing policy to national health policy to international development—from New York City to cities around the globe.

Effective policy analysts need to possess skills in analysis, advanced quantitative methods, public management, and strategic communications. The MSPP program blends these areas so that students know how to gather, evaluate, interpret, and communicate data to design effective public policies.

As the end event requirement, the MSPP Policy Analysis Studio course builds on the core courses, advanced coursework, and the internship experience. Students develop, articulate, present, and defend a contemporary policy position using the technical skills and specialized knowledge gained from the program.

Graduates will be policy analysts at think tanks, nonprofit organizations, government agencies, foundations, and consulting firms.

Waivers

Students who have acquired knowledge of the subject matter of the CORE-GP 1022 Introduction to Public Policy Analysis or the MSPP-GP 2905 Quantitative Methods courses prior to enrolling at NYU Wagner are encouraged to consider applying for a waiver. In order to be waived from a course, students need to review the relevant waiver policy on the NYU Wagner website and submit the proper materials to the Office of Student Services. Course waivers do not reduce the 42-credit degree requirement, but they do provide students with the opportunity to take additional electives.

Required Elective Courses

Required elective courses are organized into topic and method electives, and have various areas of emphasis including, education policy, environmental policy, international development policy, among others.

Core Requirements for the Master of Science in Public Policy

The following are the 11 courses that must be completed by all MSPP students, unless waived.

- MSPP-GP 1000 Methods and Microeconomics Intensive
- CORE-GP 1022 Introduction to Public Policy
- MSPP-GP 2100 Communication Skills for the Policy Analyst
- MSPP-GP 2905 Quantitative Methods for Policy Analysis
- MSPP-GP 4021 Financial Management I
- PADM-GP 2140 Public Economics and Finance
- MSPP-GP 2105 Public Management
- MSPP-GP 1900 The Practice of Work: Individual, Interpersonal, and Organizational Effectiveness*
- PADM-GP 2171 Program Analysis and Evaluation
- MSPP-GP 3100 Applied Policy Analysis
- MSPP-GP 3101 Policy Analysis Studio

*As part of the MSPP-GP 1900 Practice of Work course, students are required to complete an internship for a minimum of 15 hours per week for the semester.

Students are required to complete 7.5 credits in topic electives, and 3 credits in method electives as listed on the Program Requirement Checksheet at wagner.nyu.edu/files/students/MSPP.pdf.

D. MASTER OF PUBLIC ADMINISTRATION, EXECUTIVE PROGRAMS AND CONCENTRATION

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

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

The MPA Executive program for public service leaders (EMPA) requires completion of 30 credits with a B (3.0) or better cumulative grade point average. Students may not take more than one of the schoolwide core courses. A minimum of 24 credits must be completed while matriculated at NYU Wagner. All degree requirements must be completed within five years—no credit toward the degree will be granted for coursework completed more than five years before the granting of the degree. This also applies to transfer credit. Up to 6 credits of suitable transfer credit from graduate coursework may be used to meet Executive program requirements, provided that they were not part of a previous master's degree, the credits were earned in the past five years, and the grade earned was B or higher. If the maximum number of transfer credits is awarded, all of the remaining courses must be NYU Wagner courses. The complete transfer credit policy is posted at wagner.nyu.edu/portal/students/incoming/getting-started/transfer.

Program Requirements

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

EMPA Core Courses

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

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

Elective Courses

EMPA students do not choose a specialization but instead complete 18 credits of elective coursework from an array of courses that provide an opportunity to gain additional expertise in important areas. Students in the Executive MPA Program may not take more than two of the schoolwide core courses (six credits) as electives.

Capstone Course

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

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

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

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

Program Requirements

The Global EMPA requires completion of 30 credits with a B (3.0) or better cumulative grade point average. Students may not transfer credits to this joint degree program. All degree requirements must be completed within five years.

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

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

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

Global EMPA Core Courses

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

Elective Courses

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

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

Capstone Course

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

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

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

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

Concentration Requirements

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

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

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

EMPA Nurse Leader Core Courses

- EXEC-GP 1830 Introduction to Health Policy and Management
- HPAM-GP 1833 Healthcare Services Management
- CORE-GP 1021 Financial Management
- EXEC-GP 2811 Continuous Quality Improvement for Healthcare Leaders

Capstone Course

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

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

A list of constrained elective courses is available on the Program Requirement Checksheet at wagner.nyu.edu/files/executivempa/EMPA_NurseLeaders.pdf.

E. UNDERGRADUATE MAJOR AND MINORS

Major

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

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

Minors

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

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

F. DUAL-DEGREE PROGRAMS

NYU Wagner offers a number of dual degrees in conjunction with other NYU schools.

Graduate Programs

MPA/JD and MUP/JD Programs

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

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

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

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

MPA/MD Program

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

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

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

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

MPA/MPH Program

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

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

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

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

MPA/MBA Program

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

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

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

MPA/MSW Executive Program

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

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

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

MPA/MA Program

NYU Wagner and the Skirball Department of Hebrew and Judaic Studies in the NYU Graduate School of Arts and Science sponsor a dual-degree program for students who want to study management, finance, and policy, as well as the Jewish past and present. Students completing this program receive a Master of

Public Administration in Public and Nonprofit Management and Policy, and a Master of Arts (MA) in Hebrew and Judaic Studies. Students can expect to complete their degrees in two and one-half to three years, attending full-time.

At NYU Wagner, students are expected to complete the required 45 credits, including the core requirements (15 credits), specialization requirements (15 credits), the Taub Seminar (3 credits), the Capstone course (3 credits), and a range of electives (9 credits, 6 of which come from the Skirball Department). All students in the program take the Taub Seminar in the second semester. Students complete a total of 39 credits at Wagner (including the Taub Seminar and Capstone). Six credits of coursework from the Skirball Department count towards the 45 credits for the MPA degree.

At the Skirball Department, students are expected to complete 30 credits in Hebrew and Judaic studies, including two required courses—Historical Perspectives on the American Jewish Community and The Jewish Community: Classical Institutions and Perspectives (3 credits each). NYU Wagner's Taub Seminar and Capstone course count as 6 credits toward the 30 required credits. In addition, students must pass a Hebrew language proficiency exam and comprehensive exam.

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

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

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

Undergraduate Programs

NYU Wagner offers various undergraduate dual-degree programs: a BA/MPA with NYU Abu Dhabi, a BA/MPA and BA/MUP with the College of Arts and Science, a BA/MPA with the Gallatin School of Individualized Study, and a BA/MPA with the Liberal Studies Program. In addition, NYU Wagner offers a BS/MUP with NYU Tandon School of Engineering.

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

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

BA/MPA Program

Although undergraduates with any BA major at the College of Arts and Science or

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

BA/MUP Program

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

BS/MUP Program

Admission to the dual-degree program is open to NYU Tandon undergraduates majoring in Sustainable Urban Environments, Construction Management, or Civil Engineering. At Wagner, BS/MUP students may pursue any of the MUP tracks, and, with advisement, may take MUP courses as juniors or seniors.

G. DEGREE: PhD PROGRAM IN PUBLIC ADMINISTRATION

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

Nature and Purposes of the Program

The doctoral program at NYU Wagner is designed to provide students with the theoretical and methodological training needed to perform original research in public policy, management, or finance. Many students specialize in a substantive area such as health, urban policy, nonprofit, welfare, education, or international development. Doctoral students are encouraged to design a plan of study that draws from several disciplines and take advantage of course offerings at Wagner and across NYU. The program emphasizes teaching and research experience and provides many opportunities for students to become active in the classroom as teaching colleagues and lecturers, and by participating in research projects with individual faculty or through our affiliated research centers. Doctoral study in public administration involves a substantial body of coursework designed to provide a breadth and depth of knowledge and research methods.

Program Requirements

Admission

Applicants must submit the prescribed application for the PhD program at NYU Wagner, which is available at wagner.nyu.edu/admissions/application.

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

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

Academic Requirements

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

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

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

PhD Fields

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

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

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

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

Coursework

Careful planning of coursework by PhD students with their faculty adviser is essential to making satisfactory progress in completing the milestones toward the degree. Students are required to complete five courses, each with a grade of B or better. The required courses are PHD-GP 5902 Research Methods, PADM-GP 2172 Advanced Empirical Methods for Policy Analysis, PHD-GP 5905 Qualitative Research Methods, and PHD-GP 5910 and PHD-GP 5911 NYU Wagner Research Colloquium. These courses require the prerequisite course PADM-GP 2902 Introduction to Econometrics (or its equivalent).

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

Preliminary Qualifying Examination (PQE)

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

Fields of Study and Comprehensive Field Examinations

Students choose two fields of study and must pass a comprehensive exam for each field at the end of the second year of study. Students choose a core doctoral field (Management or Public Policy). Students also choose an established field or a customized field, for which there are three options: 1) choose another core field; 2) choose one of the existing specialty fields: Education Policy, Health Policy, International Development, Public Finance and Financial Management, or Urban Policy; 3) develop a customized field (subject to approval by the Wagner School Doctoral Board).

An average of 3.3 (B+) or better in coursework taken while matriculated at NYU Wagner is necessary for

admission to the comprehensive examinations. Students who do not successfully pass a comprehensive exam on their first attempt will not be allowed to register for additional coursework and must retake and pass the exam prior to the fall of their third year.

Third Year Paper

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

Foreign Language Requirement

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

Transfer Credit and Waivers

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

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

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

Dissertation

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

Dissertation Provisions

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

1. Proposal Defense and Formal

Proposal Approval

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

2. Research and Writing

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

3. Oral Defense

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

4. Job Talk

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

5. Publication

Each candidate, prior to the recommendation for his or her degree, must guarantee publication of the dissertation through ProQuest.

H. DEGREE: MASTER OF PHILOSOPHY

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

I. ADVANCED PROFESSIONAL CERTIFICATE PROGRAMS

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

Overview

The Advanced Professional Certificate programs are intended for professionals seeking a high quality of instruction that is relevant to their work. The programs provide an academic experience that (1) is concentrated in time; (2) can be taken on a part-time basis, largely in the evening; (3) focuses on subject areas with direct professional applicability; (4) consists of coursework 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 two programs:

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

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

Academic Requirements

The Advanced Professional Certificate is awarded on completion of coursework in a given module.

The program is designed to be completed in one year of part-time study in two consecutive terms. Normally, the coursework 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 coursework and meet other relevant requirements applicable to degree candidates at NYU Wagner.

Public and Nonprofit Management and Policy Modules

For all modules 12 credits are required.

1. Management for Public and Nonprofit Organizations

Students must complete, or waive, the following course:

- CORE-GP 1020 Managing Public Service Organizations

Electives:

Students must choose electives for the certificate from the following list. One 3-credit Wagner elective course from another area of specialization may be substituted.

- 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

2. Financial Management and Public Finance

Students must complete, or waive, the following course:

- CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations

Electives:

Students must choose electives for the certificate from the following list. One 3-credit Wagner elective course from another area of specialization may be substituted.

- PADM-GP 2140 Public Economics and Finance
- PADM-GP 2143 Government Budgeting
- PADM-GP 2144 Debt Financing and Management for Public Organizations
- PADM-GP 4121 Governmental Financial Condition Analysis

Prerequisites:

Students must waive the following courses

if they are prerequisites to any of the above elective courses a student wishes to take toward the certificate. If students are unable to waive the course(s), only one course from the list below may count toward the certificate and other courses would need to be completed in addition to the certificate.

- CORE-GP 1018 Microeconomics for Public Management, Planning, and Policy Analysis
- CORE-GP 1011 Statistical Methods for Public, Nonprofit, and Health Management

3. Public Policy Analysis

Electives:

Students must choose electives for the certificate from the following list. One three-credit Wagner elective course from another area of specialization may be substituted.

- 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
- PADM-GP 2902 Multiple Regression and Introduction to Econometrics

Prerequisites:

Students must waive the following courses if they are prerequisites to any of the above elective courses a student wishes to take toward the certificate. If students are unable to waive the course(s), only one course from the list below may count toward the certificate and other courses would need to be completed in addition to the certificate.

- CORE-GP 1018 Microeconomics for Public Management, Planning, and Policy Analysis
- CORE-GP 1011 Statistical Methods for Public, Nonprofit, and Health Management
- CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations

Health Policy and Management Modules

For all modules 12 credits are required, except the Health Financial Management module where 15 credits are required.

1. Health Finance

Students must complete the following courses (12 credits):

- CORE-GP 1021 Financial Management for Public, Nonprofit, and Health Organizations
- HPAM-GP 2845 Advanced Health Care Payment Systems
- HPAM-GP 4830 Health Economics: Principles (1.5 credits)
- HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy (1.5 credits) **OR** HPAM-GP 4832 Health Economics: Topics in International Health Policy (1.5 credits)
- HPAM-GP 4840 Financial Management for Health Care Organizations I: Financial Management and Budgeting (1.5 credits)
- HPAM-GP 4841 Financial Management for Health Care Organizations II: Capital Financing and Advanced Issues (1.5 credits)

Students must also complete one course (3 credits) from the following:

- PADM-GP 2143 Government Budgeting
- PADM-GP 2144 Debt Financing and Management for Public Organizations
- HPAM-GP 2855 Budgeting for Health Professionals

Prerequisites:

Students must waive the following courses if they are prerequisites to any of the above courses. If a student is unable to waive a course below, they must take it in addition to the 12 credits required for the certificate.

- CORE-GP 1018 Microeconomics for Public Management, Planning, and Policy Analysis
- CORE-GP 1011 Statistical Methods for Public, Nonprofit, and Health Management

2. Health Policy Analysis

Students must complete the following courses:

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

Constrained Electives:

Students choose 3 credits of coursework from the following:

- HPAM-GP 1830 Introduction to Health Policy and Management
- HPAM-GP 2852 Comparative Health Systems **OR** HPAM-GP 2867 Health Systems Reform
- HPAM-GP 4830 Health Economics: Principles (1.5 credits)
- HPAM-GP 4831 Health Economics: Topics in Domestic Health Policy **OR** HPAM-GP 4832 Health Economics: Topics in International Health Policy

Prerequisites:

Students must waive the following courses if they are prerequisites to any of the above elective courses a student wishes to take toward the certificate. If students are unable to waive the course(s), only one course from the list below may count toward the certificate and other courses would need to be completed in addition to the certificate.

- CORE-GP 1018 Microeconomics for Public Management, Planning, and Policy Analysis
- CORE-GP 1011 Statistical Methods for Public, Nonprofit, and Health Management
- CORE-GP 1022 Introduction to Public Policy

3. Health Policy for Clinicians

Required courses:

Students must complete the following courses (6 credits):

- HPAM-GP 2836 Current Issues in Health Policy
- HPAM-GP 4830 Health Economics I (1.5 credits)
- HPAM-GP 4831 Health Economics II (1.5 credits)

Constrained Electives:

Students choose 6 credits of coursework from the following:

- CORE-GP 1022 Introduction to Public Policy
- PADM-GP 2411 Policy Formation and Analysis
- HPAM-GP 1831 Global Health Policy and Management
- PADM-GP 2170 Performance Measurement and Management
- HPAM-GP 2825 Continuous Quality Improvement
- PADM-GP 2171 Program Analysis and Evaluation
- PADM-GP 2173 Operations Management for Public, Nonprofit and Health Contexts
- PADM-GP 2174 The Intersection of Public Policy and Management
- HPAM-GP 4865 Obesity Policy Research (1.5 credits)
- HPAM-GP 4852 Ethical Issues in Healthcare Management (1.5 credits)
- HPAM-GP 4844 The Realities of Faculty Practice Management (1.5 credits)
- HPAM-GP 4853 Health Care Law and Ethics (1.5 credits)

Prerequisite courses:

Students must waive the following courses if they are prerequisites to any of the above elective courses a student wishes to take toward the certificate. If students are unable to waive the course(s), only one course from the list below may count toward the certificate and other courses would need to be completed in addition to the certificate.

- CORE-GP 1011 Statistical Methods for Public, Nonprofit, and Health Management
- CORE-GP 1018 Microeconomics for Public Management, Planning, and Policy Analysis

LIST OF COURSES

This is a list of courses expected to be offered in the 2017-18 academic year.

Due to new courses, unexpected scheduling conflicts, or low enrollment, offerings are subject to change or cancellation.

COURSE NUMBERING SYSTEM

Core: *CORE-GP*
 Executive: *EXEC-GP*
 Health Policy and Management: *HPAM-GP*
 Public and Nonprofit Management and Policy: *PADM-GP*
 Master of Science in Public Policy: *MSPP-GP*
 Doctoral Program: *PHD-GP*
 Urban Planning: *URPL-GP*
 Capstone: *CAP-GP*
 Undergraduate: *UPADM-GP*
 Non-Credit: *NONCR-GP*
 Independent Reading: *INDEP-GP*

SCHOOL-WIDE CORE COURSES

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

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

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

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

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

EXECUTIVE COURSES

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

EXEC-GP 1194 (4.5 credits) Strategic Leadership

EXEC-GP 1830 (3 credits) Introduction to Health Policy

EXEC-GP 2106 (3 credits) Community Organizing

EXEC-GP 2135 (3 credits) Talent Development - Understanding Human Resources

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

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

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

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

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

EXEC-GP 2413 (3 credits) Strategic Philanthropy

EXEC-GP 2430 (3 credits) Multi-Sector Partnerships

EXEC-GP 2811 (3 credits) Continuous Quality Improvement for Healthcare Leaders

EXEC-GP 3190 (4.5 credits) EMPA Seminar: Leadership Confronted

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

EXEC-GP 4108 (1.5 credits) Advanced Negotiation and Mediation

EXEC-GP 4112 (1.5 credits) Building Effective Teams

EXEC-GP 4119 (1.5 credits) Data Visualization

EXEC-GP 4129 (1.5 credits) Race, Identity and Inclusion

EXEC-GP 4131 (1.5 credits) Fundamentals of Fundraising

EXEC-GP 4137 (1.5 credits) Strategic Communication

EXEC-GP 4144 (1.5 credits) Risk Management: Nonprofit Leadership in a High Stakes Environment

EXEC-GP 4340 (1.5 credits) Digital Innovation Lab

HEALTH POLICY AND MANAGEMENT

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

HPAM-GP 1833 (3 credits) Health Services Management
 Prerequisites: *CORE-GP 1020*, *HPAM-GP 1830* or *HPAM-GP 2836*

HPAM-GP 2242 (3 credits) International Health Policy and Prospects
 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 2836*; *PADM-GP 2201*

HPAM-GP 2244 (3 credits) Global Health Governance and Management
 Prerequisites—HPAM students: *CORE-GP 1022*, *HPAM-GP 1830* or *HPAM-GP 2836*; recommended: *PADM-GP 2201*
 PNP and MUP students: *CORE-GP 1022*, *PADM-GP 2201*

HPAM-GP 2825 (3 credits) Continuous Quality Improvement
 Prerequisites: *CORE-GP 1011*, *HPAM-GP 1833* and computer proficiency

HPAM-GP 2831 (3 credits) Issues in Global Health Policy and Management
 Prerequisites: *HPAM-GP 1830*

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

HPAM-GP 2845 (3 credits) Advanced Health Care Payment Systems
 Prerequisites: *HPAM-GP 4830*, *HPAM-GP 4840*; *PADM-GP 4130* concurrently

HPAM-GP 2848 (3 credits) The Business of Health Care
 Prerequisites: *HPAM-GP 4830*

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

HPAM-GP 2867 (3 credits) Health Care Reform: International
 Prerequisites: *CORE-GP 1022*, *HPAM-GP 1830* or *HPAM-GP 2836*, *HPAM-GP 4830*

HPAM-GP 4822 (1.5 credits) Healthcare Information Technology: Public Policy and Management
 Prerequisite: *HPAM-GP 4833* or permission of instructor
 Nurse Leaders: *HPAM-GP 4833* and *HPAM-GP 4834*

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

HPAM-GP 4831 (1.5 credits) Health Economics: Topics in Domestic Health Policy
 Prerequisites: *CORE-GP 1011*, *CORE-GP 1018*, *HPAM-GP 4830*

HPAM-GP 4832 (1.5 credits) Health Economics: Topics in International Health Policy
 Prerequisites: *CORE-GP 1011*, *CORE-GP 1018*; and *HPAM-GP 4830* or *PADM-GP 2203* or *PADM-GP 2140*

HPAM-GP 4835 (1.5 credits) Human Resources Management: Principles
Prerequisites: *HPAM-GP 1833*

HPAM-GP 4837 (1.5 credits) Organizing for Success in a Value-Based Payment World
Prerequisites: *HPAM-GP 1830* or *HPAM-GP 2836*

HPAM-GP 4838 (1.5 credits) The Making of a Healthcare Entrepreneur
Prerequisites: *HPAM-GP 1830* or *HPAM-GP 2836*, or permission from instructor

HPAM-GP 4839 (1.5 credits) Leading Change in Healthcare Organizations: Practical Strategies
Prerequisites: *HPAM-GP 1830* or *HPAM-GP 2836*, *HPAM-GP 1833* preferred

HPAM-GP 4840 (1.5 credits) Financial Management of Health Care Organizations: Principles
Prerequisites: *CORE-GP 1018* and *CORE-GP 1021*

HPAM-GP 4841 (1.5 credits) Financial Management of Health Care Organizations: Advanced Issues
Prerequisites: *CORE-GP 1018* and *CORE-GP 102*

HPAM-GP 4844 (1.5 credits) Realities of Academic Medical Centers I
Prerequisites: *CORE-GP 1020*; *HPAM-GP 1833*; and *CORE-GP 1021*

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

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

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

PUBLIC AND NONPROFIT MANAGEMENT AND POLICY

PADM-GP 1901 (3 credits) Reflective Practice
Prerequisites: *CORE-GP 1020*

PADM-GP 2106 (3 credits) Community Organizing

PADM-GP 2107 (3 credits) Nonprofit Law

PADM-GP 2109 (3 credits) The Legal Context for Policy and Public Management
Prerequisites: *CORE-GP 1022*, or permission of the instructor

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

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

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

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

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

PADM-GP 2127 (3 credits) Corporate Social Responsibility: Social Finance Partnerships and Models

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

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

PADM-GP 2132 (3 credits) Social Entrepreneurship and Innovation by Design
Prerequisite: *CORE-GP 1020*

PADM-GP 2135 (3 credits) Talent Development—Understanding Human Resources
Prerequisite: *CORE-GP 1020*

PADM-GP 2138 (3 credits) Macroeconomics, Global Markets and Policy
Prerequisites: *CORE-GP 1018* and *CORE-GP 1021*

PADM-GP 2139 (3 credits) Behavioral Economics and Public Policy Design
Prerequisites: *CORE-GP 1011* and *CORE-GP 1018* (or equivalent)

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

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

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

PADM-GP 2144 (3 credits) Debt Financing and Management for Public Organizations
Prerequisites: *CORE-GP 1021*; *PADM-GP 4130* concurrently

PADM-GP 2145 (3 credits) Design Thinking

PADM-GP 2146 (3 credits) Topics in Municipal Finance
Prerequisites: *CORE-GP 1021*; *PADM-GP 4130* concurrently

PADM-GP 2147 (3 credits) Corporate Finance and Public Policy
Prerequisites: *CORE-GP 1018*, *CORE-GP 1021*, and *PADM-GP 4130*

PADM-GP 2148 (3 credits) Introduction to Structured Finance
Prerequisites: *CORE-GP 1021*; *PADM-GP 4130* concurrently

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

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

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

PADM-GP 2173 (3 credits) Operations Management for Public, Nonprofit, and Health Contexts
Prerequisites: *CORE-GP 1020* and *CORE-GP 1011*

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

PADM-GP 2185 (3 credits) Transformative Participation for Democratic Practice

PADM-GP 2186 (3 credits) Leadership and Social Transformation
Prerequisite: *CORE-GP 1020*

PADM-GP 2197 (3 credits) Taub Seminar

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

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

PADM-GP 2203 (3 credits) International Economic Development; Government Markets
Prerequisites: *CORE-GP 1011* and *CORE-GP 1018*

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

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

<i>PADM-GP 2213</i> (3 credits) Immigration Politics and Policy—Past and Present	<i>PADM-GP 2441</i> (3 credits) The Economics of Education Policy and Finance Prerequisites: <i>CORE-GP 1011</i> , <i>CORE-GP 1018</i> , and <i>PADM-GP 2902</i>	<i>PADM-GP 4117</i> (1.5 credits) Systems Thinking and Deep Data Literacy Prerequisites: <i>CORE-GP 1020</i>
<i>PADM-GP 2214</i> (3 credits) How to Improve Your Nation: Challenges and Opportunities in National Development	<i>PADM-GP 2444</i> (3 credits) LGBTQ Issues in Public Policy Prerequisites: <i>CORE-GP 1022</i> or permission from instructor	<i>PADM-GP 4119</i> (1.5 credits) Data Visualization & Presentation
<i>PADM-GP 2223</i> (3 credits) The International Human Rights Movement: Past, Present and Future	<i>PADM-GP 2445</i> (3 credits) Poverty, Inequality, and Policy Prerequisites: <i>CORE-GP 1018</i> , <i>CORE-GP 1011</i> , and <i>CORE-GP 1022</i> or <i>URPL-GP 2660</i> ; Recommended Prerequisite: <i>PADM-GP 2902</i> (or concurrently)	<i>PADM-GP 4120</i> (1.5 credits) Labor Management Cooperation
<i>PADM-GP 2225</i> (3 credits) Organizing for Human Rights	<i>PADM-GP 2447</i> (3 credits) Identity, Policy and Politics	<i>PADM-GP 4121</i> (1.5 credits) Government Financial Condition Analysis Prerequisites: <i>CORE-GP 1011</i> , <i>CORE-GP 1018</i> , <i>CORE-GP 1021</i> ; <i>PADM-GP 4130</i> concurrently
<i>PADM-GP 2236</i> (3 credits) Protecting Rights and Promoting Development: Labor and Environmental Standards in the Global Economy Prerequisites: <i>CORE-GP 1022</i> or <i>URPL-GP 2660</i>	<i>PADM-GP 2505</i> (3 credits) Applied Data Analytics for Public Policy Prerequisites: <i>CORE-GP 1011</i> and <i>PADM-GP 2902</i>	<i>PADM-GP 4124</i> (1.5 credits) Political Participation and Policy
<i>PADM-GP 2245</i> (3 credits) Financing Local Government in Developing Countries Prerequisites: <i>CORE-GP 1018</i> , <i>PADM-GP 2201</i>	<i>PADM-GP 2875</i> (3 credits) Estimating Impact in Policy Research Prerequisites: <i>PADM-GP 2171</i> and <i>PADM-GP 2902</i>	<i>PADM-GP 4128</i> (1.5 credits) Financial Statement Analysis for Health Care, Higher Education, and Nonprofit Organizations Prerequisites: <i>CORE-GP 1021</i> ; <i>PADM-GP 4130</i> concurrently
<i>PADM-GP 2250</i> (3 credits) Hunger and Food Security in a Global Perspective (Accra, Ghana) Prerequisites: <i>CORE-GP 1018</i> , <i>CORE-GP 1011</i> , <i>CORE-GP 1022</i> , or equivalents, or permission from the instructor	<i>PADM-GP 2902</i> (3 credits) Multiple Regression and Introduction to Econometrics Prerequisites: <i>CORE-GP 1011</i>	<i>PADM-GP 4129</i> (1.5 credits) Race, Identity and Inclusion Prerequisite: <i>CORE-GP 1020</i>
<i>PADM-GP 2310</i> (3 credits) Understanding Social Entrepreneurship	<i>PADM-GP 4101</i> (1.5 credits) Conflict Management and Negotiation	<i>PADM-GP 4130</i> (1.5 credits) Fundamentals of Accounting Prerequisite: <i>CORE-GP 1021</i>
<i>PADM-GP 2311</i> (3 credits) Social Impact Investment Prerequisites: <i>CORE-GP 1021</i> and <i>PADM-GP 4130</i>	<i>PADM-GP 4105</i> (1.5 credits) Cross-Cultural Negotiation and Conflict Management in Multicultural Teams	<i>PADM-GP 4131</i> (1.5 credits) Fundamentals of Fundraising Prerequisite: <i>CORE-GP 1020</i>
<i>PADM-GP 2312</i> (3 credits) Financial Management of the Social Enterprise: Managing Financial & Social Returns Prerequisites: <i>CORE-GP 1021</i> ; <i>PADM-GP 4130</i> concurrently	<i>PADM-GP 4108</i> (1.5 credits) Advanced Negotiation and Mediation Skills for Managers Prerequisites: <i>PADM-GP 4101</i> or <i>URPL-GP 4604</i>	<i>PADM-GP 4132</i> (1.5 credits) Governance of Public/Private Finance: Policy, Law & Business Prerequisites: <i>CORE-GP 1020</i>
<i>PADM-GP 2411</i> (3 credits) Policy Formation Prerequisite: <i>CORE-GP 1022</i>	<i>PADM-GP 4110</i> (1.5 credits) Project Management	<i>PADM-GP 4135</i> (1.5 credits) Nonprofit Governance Prerequisite: <i>CORE-GP 1020</i> or three years of experience working in a nonprofit organization
<i>PADM-GP 2413</i> (3 credits) Strategic Philanthropy	<i>PADM-GP 4111</i> (1.5 credits) Managing Service Delivery Prerequisite: <i>CORE-GP 1020</i>	<i>PADM-GP 4137</i> (1.5 credits) Strategic Communication
<i>PADM-GP 2416</i> (3 credits) Segregation and Public Policy Prerequisite: <i>CORE-GP 1011</i> and <i>CORE-GP 1022</i> or <i>URPL-GP 2660</i> concurrently	<i>PADM-GP 4112</i> (1.5 credits) Building Effective Teams	<i>PADM-GP 4138</i> (1.5 credits) Governmental Accounting Prerequisites: <i>CORE-GP 1021</i> , <i>PADM-GP 4130</i>
<i>PADM-GP 2421</i> (3 credits) Terrorism and Counterterrorism Policy	<i>PADM-GP 4113</i> (1.5 credits) Evidence-Based Management	<i>PADM-GP 4139</i> (1.5 credits) Investment Management in Public & NP Sectors Prerequisites: <i>CORE-GP 1021</i> ; <i>PADM-GP 4130</i> concurrently
<i>PADM-GP 2430</i> (3 credits) Multi-Sector Partnerships: A Comparative Perspective Prerequisites: <i>CORE-GP 1020</i> or <i>CORE-GP 1022</i>	<i>PADM-GP 4114</i> (1.5 credits) Surveys and Interviews Prerequisites: <i>CORE-GP 1011</i>	<i>PADM-GP 4142</i> (1.5 credits) Tools for Managing Nonprofits: Compliance, Internal Control and Ethics
	<i>PADM-GP 4115</i> (1.5 credits) Contracts: What the Non-Lawyer Should Know	<i>PADM-GP 4144</i> (1.5 credits) Risk Management: Nonprofit Leadership in a High Stakes Environment
	<i>PADM-GP 4116</i> (1.5 credits) Participatory Policymaking Prerequisites: <i>CORE-GP 1022</i> or <i>URPL-GP 1603</i>	

PADM-GP 4147 (1.5 credits) Large Scale Data Analysis I
Prerequisites: *CORE-GP 1011* and *PADM-GP 2902*, or *CORE-GP 1011* and instructor's permission

PADM-GP 4148 (1.5 credits) Large Scale Data Analysis II
Prerequisites: *PADM-GP 4147*

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

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

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

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

PADM-GP 4311 (1.5 credits) Lean Approaches to Social Innovation

PADM-GP 4312 (1.5 credits) Science, Technology, and Innovation Policy
Prerequisite: *CORE-GP 1022*

PADM-GP 4313 (1.5 credits) The Intersection of Finance and Social Justice
Prerequisites: *CORE-GP 1021*, *PADM-GP 2311* preferred

PADM-GP 4314 (1.5 credits) Environmental Finance and Social Impact
Prerequisites: *CORE-GP 1021*, *PADM-GP 2311* preferred

PADM-GP 4315 (1.5 credits) Advanced Financial and Impact Modeling for Social Enterprises
Prerequisites: *CORE-GP 1021* and *PADM-GP 2311* or *PADM-GP 2312*

PADM-GP 4340 (1.5 credits) Digital Innovation Lab

PADM-GP 4341 (1.5 credits) Data Policy & Innovation
Prerequisites: *CORE-GP 1011* and *CORE-GP 1022* (or *URPL-GP 2660*)

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

PADM-GP 4407 (1.5 credits) Advocacy Lab I

PADM-GP 4408 (1.5 credits) Advocacy Lab II
Prerequisites: *PADM-GP 4407*

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

PADM-GP 4419 (1.5 credits) Communicating Public Policy in the Digital Era
Prerequisites: *CORE-GP 1022* is preferred

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

PADM-GP 4440 (1.5 credits) Education and Social Policy

PADM-GP 4467 (1.5 credits) Managing for Environmental Sustainability

PADM-GP 4501 (1.5 credits) Advanced Quantitative Analysis I: Survey Methods
Prerequisites: *CORE-GP 1011*

PADM-GP 4502 (1.5 credits) Advanced Quantitative Analysis II: Categorical Dependent Variables
Prerequisites: *CORE-GP 1011*

PADM-GP 4503 (1.5 credits) Introduction to Data Analytics for Public Policy, Administration, and Management
Prerequisites: *CORE-GP 1011*

PADM-GP 4504 (1.5 credits) Introduction to Database Design, Management, and Security
Prerequisites: *CORE-GP 1011*

PADM-GP 4619 (1.5 credits) The Arts and Artist in Urban Revitalization
Prerequisites: *CORE-GP 1011* or permission from instructor

MASTER OF SCIENCE IN PUBLIC POLICY COURSES

MSPP-GP 1000 (3 credits) Methods and Microeconomics Intensive

MSPP-GP 1900 (3 credits) The Practice of Work: Individual, Interpersonal and Organizational Effectiveness

MSPP-GP 2100 (3 credits) Communication Skills for the Policy Analyst

MSPP-GP 2105 (3 credits) Public Management

MSPP-GP 2905 (3 credits) Quantitative Methods for Policy Analysis
Prerequisites: *MSPP-GP 1000*

MSPP-GP 3100 (3 credits) Applied Policy Analysis
Prerequisites: *CORE-GP 1022*, *MSPP-GP 1000*, *MSPP-GP 1900*, *MSPP-GP 2100*, *MSPP-GP 2105*, *MSPP-GP 2905*, *MSPP-GP 4021*, *PADM-GP 2140*, and *PADM-GP 2171*, *MSPP-GP 3101* concurrently

MSPP-GP 3101 (3 credits) Policy Analysis Studio
Prerequisites: *CORE-GP 1022*, *MSPP-GP 1000*, *MSPP-GP 1900*, *MSPP-GP 2100*, *MSPP-GP 2105*, *MSPP-GP 2905*, *MSPP-GP 4021*, *PADM-GP 2140*, and *PADM-GP 2171*, *MSPP-GP 3100* concurrently

MSPP-GP 4021 (1.5 credits) Financial Management I
Prerequisites: *MSPP-GP 1000*

DOCTORAL COURSES

PHD-GP 5901 (1-4 credits) Research in Progress
Prerequisites: Completion of all requirements for the PhD degree, except the dissertation, or permission of the instructor

PHD-GP 5902 (4 credits) Research Methods
Prerequisites: *CORE-GP 1011* and *PADM-GP 2902*

PHD-GP 5905 (4 credits) Qualitative Research Methods
Prerequisites: *PADM-GP.2171*, or *PADM-GP 2172*, *PHD-GP 5902*, or more than 3 years experience of research in a university or other research institution.

PHD-GP 5910 (2 credits) Doctoral Research Colloquium I
Prerequisites: Permission of Instructor

PHD-GP 5911 (2 credits) Doctoral Research Colloquium II
Prerequisites: Permission of Instructor

URBAN PLANNING

URPL-GP 1603 (3 credits) Urban Planning Methods and Practice
Prerequisites—Co-Requisite: *CORE-GP 1011*

URPL-GP 1605 (3 credits) Land Use Law: The Planning Perspective

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

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

URPL-GP 2415 (3 credits) Public Policy and Planning in New York
Prerequisite: *CORE-GP 1022* or *URPL-GP 2660*, or permission of the instructor

URPL-GP 2452 (3 credits) Transforming Cities: Public-Private Partnerships, Public Spaces, Politics & the Press
Prerequisites: *CORE-GP 1011*; *PADM-GP 2140* or *URPL-GP 2608*

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

URPL-GP 2610 (3 credits) Environmental Impact Assessment

URPL-GP 2612 (3 credits) Adapting the Physical City

URPL-GP 2613 (3 credits) Sustainable Cities
Prerequisite: *CORE-GP 1018*

URPL-GP 2614 (3 credits) Intelligent Cities: Technology Policy and Planning

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

URPL-GP 2619 (3 credits) Markets, Design and the City

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

URPL-GP 2629 (3 credits) Urban Innovation: New Ideas in Policy Management & Planning

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

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

URPL-GP 2641 (3 credits) Urban Transportation Planning

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

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

URPL-GP 2665 (3 credits) Decentralized Development Planning and Policy Reform in Developing Countries
Prerequisites: *CORE-GP 1022* or *URPL-GP.2660*; and *PADM-GP 2201*

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

URPL-GP 2670 (3 credits) Land Use, Housing and Development

URPL-GP 4606 (1.5 credits) Comparative Land Use Planning
Prerequisites: *PADM-GP 2201*
Recommended

URPL-GP 4632 (1.5 credits) Planning Healthy Neighborhoods
Prerequisites: *URPL-GP 1603* or *CORE-GP 1022*

URPL-GP 4635 (1.5 credits) Community Equity

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

URPL-GP 4647 (1.5 credits) Workshop in Planning: Creating 21st Century Communities
Prerequisites: *URPL-GP 1603*

URPL-GP 4650 (1.5 credits) Advanced GIS: Interactive Web Mapping and Spatial Data Visualization
Prerequisites: *URPL-GP 2618* or permission of the instructor

URPL-GP 4651 (1.5 credits) Advanced GIS: Topics in Spatial Analysis
Prerequisites: *URPL-GP 2618* (or equivalent such as *CUSP-GX 3007*), or permission of the instructor

URPL-GP 4666 (1.5 credits) Topics in Urban Studies

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

CAPSTONE COURSES

To be eligible for Capstone, all students must have declared their specialization, completed their professional experience requirement (if required), and earned at least a 3.0 cumulative GPA. Additional and specific prerequisites, by course number, can be found on the Program Requirement Checklist. All Capstone courses are 1.5 credits for the first semester and 1.5 credits for the second semester.

CAP-GP 3148 (1.5 credits) Capstone: Advanced Projects in Applied Research I

CAP-GP 3149 (1.5 credits) Capstone: Advanced Projects in Applied Research II

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

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

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

CAP-GP 3301 (1.5 credits) Capstone: Advanced Lab in Social Innovation I

CAP-GP 3302 (1.5 credits) Capstone: Advanced Lab in Social Innovation II

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

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

CAP-GP 3501 (1.5 credits) Capstone: Advanced Projects in Advocacy I

CAP-GP 3502 (1.5 credits) Capstone: Advanced Projects in Advocacy II

CAP-GP 3601 (1.5 credits) Capstone: Advanced Projects in Urban Planning I

CAP-GP 3602 (1.5 credits) Capstone: Advanced Projects in Urban Planning II

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

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

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

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

CAP-GP 3891 (1.5 credits) Capstone: Advanced Project for Healthcare Leaders II

UNDERGRADUATE COURSES

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

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

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

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

UPADM-GP 120 (4 credits) Normative Issues in Public Policy

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

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

UPADM-GP 216 (4 credits) Identity, Diversity and Public Policy

UPADM-GP 217 (4 credits) Sustainable Urban Development

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

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

UPADM-GP 224 (4 credits) Philanthropy, Advocacy and Social Change

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

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

UPADM-GP 237 (2 credits) Public Policy and Obesity Research

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

UPADM-GP 252 (4 credits) Legal & Ethical Approaches to Islam

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

UPADM-GP 263 (4 credits) Public Policy and the Arts

UPADM-GP 265 (4 credits) Fundamentals of Social Entrepreneurship: Problem Solving and Innovation

UPADM-GP 267 (4 credits) Social Entrepreneurship Incubator & Practicum

UPADM-GP 269 (4 credits) How to Change the World: Advocacy Movements and Social Innovation

UPADM-GP 430 (4 credits) Intelligence and National Security Policymaking

NON-CREDIT COURSES

NONCR-GP 102 (0 credits) Library Research Methods

NONCR-GP 104 (0 credits) Citation Methods

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

NONCR-GP 108 (0 credits) Composing Your Career

NONCR-GP 906 (0 credits) Math Review Session

NONCR-GP 907 (0 credits) Professional Writing

NONCR-GP 932 Excel Computer Module

NONCR-GP 933 (0 credits) Excel Computer Module II
Prerequisite: *CORE-GP 1021* or concurrently

NONCR-GP 990 (0 credits) History, Democracy, and the Public Policy Process

INDEPENDENT READING

INDEP-GP 1900/06 (variable credits, by arrangement with the faculty supervisor)

Prerequisites: Approval of the full-time faculty member with whom the student will study

LIBRARY AND PROGRAM-RELATED FACILITIES

NEW YORK UNIVERSITY LIBRARIES

NYU Wagner students use NYU's Elmer Holmes Bobst Library, which is the flagship of an 11-library, 5.9 million-volume system that provides students and faculty members with access to the world's scholarship and serves as a center for the University community's intellectual life. Bobst Library houses more than four million volumes, 235,000 serial titles, and over 40,000 linear feet of archives, and provides access to thousands of electronic resources both on-site and to the global NYU community via the internet. The Library receives 10,000 visits per day and circulates 304,000 items annually. Bobst Library offers approximately 2,500 seats for student study.

The library provides online research guide for Public Administration, Public and Nonprofit Management, and Urban Planning. Students are also advised to consult other Bobst Library research guides for additional information in related areas, including those covering political science and government documents.

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

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

Student Areas

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

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

Classrooms

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

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

ACADEMIC CALENDAR 2017 - 2018**FALL TERM 2017**

Friday, March 24, 2017	Fall 2017 course search and registration status features available on Albert. Please review the withdrawal schedule to determine when a grade of 'W' will be issued when dropping classes.
Monday, April 24, 2017	Registration Begins by appointment for Undergraduate, Graduate and Diploma students.
Monday, May 29, 2017	Memorial Day No classes scheduled / University Holiday
Tuesday, July 4, 2017	Independence Day No classes scheduled / University Holiday
Sunday, August 27, 2017	NYU Welcome Day / Move-in Day
Monday, September 4, 2017	Labor Day No classes scheduled / University Holiday
Tuesday, September 5, 2017	Fall 2017 classes begin
Monday, September 18, 2017	Last day of active waitlists Last day of initial registration on Albert for all students. Last day to drop/add on Albert for all students. Last day to drop fall 2017 classes and not receive a grade of "W".
Tuesday, September 19, 2017	Waitlists will be purged. All students who wish to perform initial registration or a registration transaction to add a class must go to their academic advisor or their academic department in order to initiate this request. Beginning today students who want to withdraw from a class should use the Request Class Withdrawal process. Courses dropped after the first two weeks of the semester: No refund of tuition or fees for Undergraduate, Graduate and Diploma students who are dropping classes, but will remain enrolled in at least one course. Beginning today students will be issued a grade of 'W' if they drop a class from their fall schedule or withdraw for the term.
Friday, October 6, 2017	Graduation application deadline.
Monday, October 9, 2017	Fall Recess No classes scheduled
Monday, November 6, 2017	Midterm Grades Deadline Last day to use the Term Withdrawal Form to submit a fall semester term withdrawal request or submit a request to withdraw from a course. Students should consult the academic calendar of their home school for specific deadlines pertaining to course withdrawal for the term.
Wednesday, November 22, 2017 - Sunday, November 26, 2017	Student Thanksgiving Recess No classes scheduled
Thursday, November 23, 2017 - Sunday, November 26, 2017	Thanksgiving Recess for University Offices No classes scheduled / University Holiday
Tuesday, December 12, 2017	Legislative Day - Classes will meet according to a Monday schedule
Friday, December 15, 2017	Last day of Fall 2017 classes

ACADEMIC CALENDAR 2017 - 2018 CONTINUED	
Saturday, December 16, 2017 - Sunday, December 17, 2017	Reading Days
Monday, December 18, 2017 - Friday, December 22, 2017	Fall Semester Exams Final Grades Deadline Grades are due 72 hours after the scheduled final exam date
Saturday, December 23, 2017 - Monday, January 1, 2018	Student Winter Recess No classes scheduled
Saturday, December 23, 2017 - Monday, January 1, 2018	Winter Recess for University Offices The University, including the Office of the University Registrar, will be closed from Saturday, December 22, 2017 through Monday, January 1, 2018. During this period requests for paper transcripts and enrollment certifications will not be processed.
Tuesday, January 2, 2018	The University reopens
JANUARY TERM 2018	
Tuesday, January 2, 2018	January Term 2018 classes begin
Monday, January 15, 2018	Martin Luther King, Jr. Day No classes scheduled / University Holiday
Friday, January 19, 2018	Last day of January Term 2018 classes
SPRING TERM 2018	
Monday, January 22, 2018	Spring 2018 classes begin
Monday, February 19, 2018	Presidents' Day No classes scheduled / University Holiday
Monday, March 12, 2018 - Sunday, March 18, 2018	Spring Recess No classes scheduled
Monday, May 7, 2018	Last day of Spring 2018 classes
Tuesday, May 8, 2018	Reading Day
Wednesday, May 9, 2018 - Tuesday, May 15, 2018	Spring Semester Exams Final Grades Deadline Grades are due 72 hours after the scheduled final exam date
Wednesday, May 16, 2018	Commencement (tentative date)
SUMMER TERM 2018	
Monday, May 21, 2018	First day of classes: Six Week Summer Session I / 1st Quarter - Three Week Session
Monday, May 28, 2018	Memorial Day No classes scheduled / University Holiday
Sunday, June 10, 2018	Last day of classes: 1st Quarter - Three Week Session
Monday, June 11, 2018	First day of classes: 2nd Quarter - Three Week Session
Saturday, June 16, 2018	Legislative Day for Monday classes, if requested by instructor
Sunday, July 1, 2018	Last day of classes: Six Week Summer Session I / 2nd Quarter - Three Week Session

ACADEMIC CALENDAR 2017 - 2018 CONTINUED	
Monday, July 2, 2018	First day of classes: Six Week Summer Session II / 3rd Quarter - Three Week Session
Wednesday, July 4, 2018	Independence Day No classes scheduled / University Holiday
Sunday, July 22, 2018	Last day of classes: 3rd Quarter - Three Week Session
Monday, July 23, 2018	First day of classes: 4th Quarter - Three Week Session
Saturday, July 28, 2018	Legislative Day for Wednesday classes, if requested by instructor
Sunday, August 12, 2018	Last day of classes: Six Week Summer Session II / 4th Quarter - Three Week Session Final Grades Deadline Grades are due 72 hours after the scheduled final exam date
FALL 2018	
Monday, May 28, 2018	Memorial Day No classes scheduled / University Holiday
Wednesday, July 4, 2018	Independence Day No classes scheduled / University Holiday
Monday, September 3, 2018	Labor Day No classes scheduled / University Holiday
Tuesday, September 4, 2018	Fall 2018 classes begin
Monday, October 8, 2018	Fall Recess No classes scheduled
Tuesday, October 9, 2018	Legislative Day - Classes will meet according to a Monday schedule
Wednesday, November 21, 2018 - Friday, November 23, 2018	Student Thanksgiving Recess No classes scheduled
Thursday, November 22, 2018 - Friday, November 23, 2018	Thanksgiving Recess for University Offices No classes scheduled / University Holiday
Friday, December 14, 2018	Last day of Fall 2018 classes
Saturday, December 15, 2018 - Sunday, December 16, 2018	Reading Days
Monday, December 17, 2018 - Friday, December 21, 2018	Fall Semester Exams Final Grades Deadline Grades are due 72 hours after the scheduled final exam date
Saturday, December 22, 2018 - Sunday, January 6, 2019	Student Winter Recess No classes scheduled
Saturday, December 22, 2018 - Tuesday, January 1, 2019	Winter Recess for University Offices The University, including the Office of the University Registrar, will be closed from Saturday, December 22, 2018 through Tuesday, January 1, 2019. During this period requests for paper transcripts and enrollment certifications will not be processed.
Wednesday, January 2, 2019	The University reopens

COST OF ATTENDANCE

Tuition is calculated on a per-credit basis. Tuition costs are customized based on the total number of credits a student enrolls in each term.

PER-SEMESTER TUITION COSTS (2017-2018)

Credits	Tuition	Fees	Total
6 credits	\$10,314	\$834	\$11,148
9 credits	\$15,471	\$1,041	\$16,512
12 credits	\$20,628	\$1,248	\$21,876

View the complete tuition and fee rate schedule at the NYU Bursar's website: www.nyu.edu/students/student-information-and-resources/bills-payments-and-refunds.html.

A typical part-time student enrolls in 6 credits per fall and spring semester each academic year. A typical full-time student enrolls in 12 credits per fall and spring semester each academic year.

For Executive Masters students (excluding Nurse Leaders), fees also include a one-time \$1,530 EMPA program fee.

Expense Type	Estimated Cost*
Room and board (off campus)	\$25,170
Books and supplies	\$1,070
Transportation	\$2,040
Personal Expenses	\$3,500
Student Basic Health Insurance**	\$2,170
ESTIMATED TOTAL	\$33,950

*Please note that these expenses are based on 2016-2017 rates (2017-18 rates were not available at the time of producing this document). These expenses are discretionary for students and are included to assist you in planning estimates.

**Based on Basic Plan. For more information on student health insurance options, including premiums, enrollment, and waivers, visit the NYU Student Health Insurance website: www.nyu.edu/students/health-and-wellness/student-health-center/insurance-patient-accounts.html.

For more information, including about the summer term, visit wagner.nyu.edu/portal/students/registration/tuitionRefundSchedule.

FINANCIAL ASSISTANCE

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

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

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

Method of selection of recipients

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

Allocation of awards

Award amounts are between \$5,000 and \$18,000, with a select number of students receiving \$35,000.

Award schedule

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

Rights and responsibilities of recipients

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

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

REFUND POLICY

Fall & Spring Semesters

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

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

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

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

For more information visit:

nyu.edu/life/resources-and-services/nyu-studentlink/bills-payments-and-refunds.html

DEGREE AND CERTIFICATE PROGRAMS AS REGISTERED

Program Title	HEGIS*	Degree
DEGREE PROGRAMS		
Master of Public Administration Program in Public and Nonprofit Management and Policy	2102	MPA
Master of Public Administration Program in Health Policy and Management	1202	MPA
Master of Urban Planning	0206	MUP
Master of Science in Public Policy	2199	MS
PhD Program in Public Administration	2102	PhD
ADVANCED PROFESSIONAL CERTIFICATE PROGRAMS		
Program in Public and Nonprofit Management and Policy Management for Public and Nonprofit Organizations Financial Management and Public Finance Public Policy Analysis	2102	Adv. Cert.
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.
Health Policy for Clinicians	1202	Adv. Cert.
DUAL-DEGREE PROGRAMS		
BA/MPA Program (with College of Arts and Science)	No Code	
BA/MUP Program (with College of Arts and Science)	No Code †	
BA/MPA Program (with Gallatin School of Individualized Study)	4901/2102	
BS in Construction Management/MUP (with Tandon School of Engineering)	0599/0206	
BS (Sustainable Urban Environments)/MUP (with Tandon School of Engineering)	4903/0206	
BS (Civil Engineering)/MUP (with Tandon School of Engineering)	0908/0206	
JD/MUP Program (with School of Law)	1401/0206	
JD/MPA Program (with School of Law)	1401/2102	
MD/MPA Program (with School of Medicine)	1206/1202	
MSW/MPA Executive Program (with Silver School of Social Work)	2104/0506	
MBA/MPA Program in Public and Nonprofit Management and Policy (with Stern School of Business)	0502/2102	
MA/MPA Program in Hebrew and Judaic Studies (with Skirball Department of Hebrew and Judaic Studies in the Graduate School of Arts and Sciences)	1111/2102	
MPH (Global Health concentration)/MPA (with College of Global Public Health)	1202/1214	
JOINT DEGREE PROGRAMS		
MPA Executive Program in Global Public Policy and Management (with University College London)	34053/2102	
Student retention and graduation rates may be requested via NYU's Office of Institutional Research and Program Evaluation at www.nyu.edu/ir , or Office of Institutional Research, New York University, 627 Broadway, 7th Floor, New York, NY 10012		

*HEGIS: Higher Education General Information Survey

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



NEW YORK UNIVERSITY

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Information may become outdated.**

**For inquiries regarding the content or for the most recent
information, please call 1-212-998-7400 or email [wagner.
academic@nyu.edu](mailto:wagner.academic@nyu.edu).**

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