Leadership for administrative reform.

Macedonia

University of Pittsburgh

Graduate School of Public and International Affairs

Graduate Center for Public Policy and Management
“The Graduate Center for Public Policy and Management has made me a better thinking person.”

“The Graduate School of Public and International Affairs has been an outstanding experience in my life. I am proud to be a member of the GSPIA community.”

“GSPIA has broadened my horizons and added invaluable knowledge to my understanding of public administration.”

“GSPIA is where future leaders come together.”
Dear Applicant:

For over four decades, the Graduate School of Public and International Affairs (GSPIA) has been a leading graduate school in the United States in preparing students for careers in public policy and management. Over that period, we have consistently adapted and refined our programs as the needs of governments, nonprofit organizations, and businesses engaged in public service have changed. Recently, we opened the Graduate Center for Public Policy and Management in Skopje to serve Macedonia and the Balkans. This center will help countries in this region transform their economies and public administration to better serve their citizens. You have an opportunity to be part of this effort.

We offer two academic tracks. For more experienced practitioners, we offer the Master of Public Policy and Management. For students just completing their university diploma, we offer the graduate Certificate in Public Policy and Management. Credits earned in this program are fully transferable toward a master’s degree at GSPIA.

I advise you to carefully read the information in this application booklet and prepare the required materials thoughtfully and thoroughly. As the application process is extremely competitive, it is important that you provide us with information that fully describes your academic and professional aspirations and achievements. This will allow us to fully and objectively evaluate your candidacy for admission.

If you have any questions, please feel free to call the center in Skopje at + 389 2 306 3560. On behalf of the students, staff, and faculty of GSPIA, I hope you will consider joining us.

Sincerely,

David Miller, PhD
Associate Dean and Professor
MASTER OF PUBLIC POLICY AND MANAGEMENT

The Master of Public Policy and Management (MPPM) degree is designed for midcareer professionals who are interested in building on their knowledge, skills, and experience in the field of public policy and management. Applicants must have a university diploma plus five years of professional work experience beyond an entry-level position. Normally, this experience should include budgeting, supervising, or policy making responsibilities. The 30-credit degree program offers a useful set of conceptual, analytical, and technical skills applicable to administrative and policy reform in Macedonia and the Balkan region.

SKILLS / CONCEPTS LEARNED

When you complete this degree, you should be able to:

- Understand the process of public management and public policy making by identifying factors that govern their efficiency, effectiveness, and responsiveness to public problems;
- Conduct policy analyses by identifying, comparing, selecting, and evaluating potential solutions to problems of administrative and policy reform;
- Use statistical programs to analyze and interpret social, political, and economic data essential to policy analysis;
- Understand the interdependent relationship between economic processes, public management, and public policy making;
- Use computer programs for effective telecommunications, database management, word processing, and decision support systems;
- Understand budgeting and financial management as key aspects of effective public management;
- Identify and evaluate alternative processes of policy making and administrative reform, particularly in the context of accession to the European Union;
- Develop alternative strategies for local government reform;
- Apply analytical, theoretical, and technical skills to local problems and case studies by developing policy papers, management reports, and press releases, and by giving oral briefings.

REQUIRED COURSES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIA 2000:</td>
<td>Public Management</td>
</tr>
<tr>
<td>PIA 2004:</td>
<td>Applied Microeconomics</td>
</tr>
<tr>
<td>PIA 2007:</td>
<td>Quantitative Methods</td>
</tr>
<tr>
<td>PIA 2009:</td>
<td>Public Policy Analysis</td>
</tr>
<tr>
<td>PIA 2100:</td>
<td>Management Information Systems</td>
</tr>
<tr>
<td>PIA 2104:</td>
<td>Financial Management and Budgeting</td>
</tr>
<tr>
<td>PIA 2117:</td>
<td>Public Program Evaluation</td>
</tr>
<tr>
<td>PIA 2117:</td>
<td>Public Program Evaluation</td>
</tr>
<tr>
<td>PIA 2190-39:</td>
<td>Policy Issues Seminar: European Integration</td>
</tr>
<tr>
<td>PIA 2190-40:</td>
<td>Management Issues Seminar: Civil Society and Human Resources</td>
</tr>
<tr>
<td>PIA 2896:</td>
<td>Capstone</td>
</tr>
</tbody>
</table>
CERTIFICATE IN PUBLIC POLICY AND MANAGEMENT

The graduate Certificate in Public Policy and Management (CPPM) is designed for beginning professionals who have a university diploma, but little or no practical experience in the field of public policy and management. The 18-credit program introduces a set of conceptual, analytical, and technical skills applicable to administrative and policy reform in Macedonia and the Balkans. Students may apply these credits toward one of the following master's degree programs offered at the University's campus in Pittsburgh: Master of Public and International Affairs (MPIA), Master of Public Administration (MPA), or Master of International Development (MID).

SKILLS / CONCEPTS LEARNED

When you complete this certificate, you should be able to:

• Understand the process of public management and public policy making by identifying factors that govern their efficiency, effectiveness, and responsiveness to public problems;
• Conduct policy analyses by identifying, comparing, selecting, and evaluating potential solutions to problems of administrative and policy reform;
• Use statistical programs to analyze and interpret social, political, and economic data essential to policy analysis;
• Understand the interdependent relationship between economic processes, public management, and public policy making;
• Use computer programs for effective telecommunications, database management, word processing, and decision support systems;
• Understand budgeting and financial management as key aspects of effective public management.

REQUIRED COURSES

PIA 2000: Public Management  
PIA 2004: Applied Microeconomics  
PIA 2007: Quantitative Methods  
PIA 2009: Public Policy Analysis  
PIA 2100: Management Information Systems  
PIA 2104: Financial Management and Budgeting  
OR  
PIA 2117: Public Program Evaluation
<table>
<thead>
<tr>
<th>MPPM</th>
<th>CPPM</th>
<th>REQUIREMENTS AND PROCEDURES</th>
</tr>
</thead>
</table>
| **Admissions Application Deadlines** | Fall: April 30  
   Spring: September 1 | Fall: April 30  
   Spring: September 1 | • Completed application materials must be received by the deadline. |
| **Admissions Application** | Required | Required | • Type or clearly print all information in each section.  
   • Sign last page.  
   • Submit additional application materials.  
   • Applications cannot be processed until all materials are received. All materials must be included before application will be reviewed. |
| **Application Fee** | $40 USD | $40 USD | • Application fees are not refundable.  
   • Pay with an international money order or check drawn on a U.S. bank.  
   • Make money orders and checks payable to “University of Pittsburgh.” |
| **Academic Record** | Required | Required | • Submit certified copies of original academic records from all higher educational institutions attended.  
   • The following are acceptable forms of academic records: Transcripts, Exam Results, and Student Books (Indeks).  
   • Submit certified English translation(s) of academic records.  
   • Applicants must have a B average ("A" = Excellent; "B" = Good; "C" = Average) or the U.S. equivalent of a 3.0 on a 4.0 scale. |
| **Bachelor’s Degree/Diploma** | Required | Required | • Applicants must have a degree or diploma equivalent to a four-year U.S. bachelor’s degree.  
   • Submit certified copy of original diploma(s) or degree(s) from all higher educational institutions attended.  
   • Submit certified English translation(s). |
| **Resume** | Required | Required | • Include educational and employment history, internships, honors, awards, memberships in professional organizations, and community service or volunteer activities.  
   • MPPM applicants must show that they have five years of professional work experience, which normally includes budgeting, supervising, or policy making responsibilities. |
# ADMISSIONS AND FINANCIAL AID PROCEDURES

**Graduate Center for Public Policy and Management in Macedonia**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>MPPM</th>
<th>CPPM</th>
<th>Comments</th>
</tr>
</thead>
</table>
| **Admissions Essay** | Required | Required | • All applicants are required to write a three-page essay on a national policy issue and a one-page statement about career goals, in English, under the supervision of the center staff in Skopje.  
• Schedule an appointment with a recruiter by calling +389 2 306 3560. |
| **Employment Verification Form** | Required | Not Applicable | • MPPM applicants must have at least five years of professional work experience, which normally includes supervising, budgeting, or policy making responsibilities.  
• Submit form(s) from present and, if necessary, past employers verifying that you meet the professional experience requirements.  
• Ask employers to complete the Employer Verification form.  
• Bring form(s) (located on the last page of this application) in envelopes along with application materials to the Graduate Center for Public Policy and Management in Skopje where they will be examined for completion and forwarded to GSPIA offices in Pittsburgh, PA, USA.  
• Photocopy this form as needed. |
| **Letter of Recommendation** | Optional | Optional | • Forms are available at the center |
| **Interviews** | Center Requested | Center Requested | • Applicants may be asked additional questions by center staff. |
| **Financial Aid** | Eligible | Eligible | • There is no separate financial aid application form. All applicants are automatically considered for financial aid.  
• A number of full-tuition scholarships are available in 2003–05. Partial scholarships are available for sponsored students.  
• Limited, competitive financial aid awards are determined after an applicant has been admitted.  
• Awards are made for the first academic year. Funding for the second year is assured, provided satisfactory academic progress is maintained or exceeded in the first year. |
Applicants for whom English is not their native language and who have not graduated from an accredited institution in the United States are required to take one of the English language proficiency tests listed below.

If you have particular difficulties with the English language, the University reserves the right to require you to take additional course work in English as a second language.

Only scores earned within the past two years are accepted. All applicants must ask the Educational Testing Service (ETS) or the British Council to send score reports to the Graduate School of Public and International Affairs (GSPIA).

**TEST OF ENGLISH AS A FOREIGN LANGUAGE (TOEFL)**

A minimum score of 550 (paper-based) or 213 (computer-based) is required.

Register for the TOEFL exam at the Educational Advising Center in Skopje or Bitola.

Faculty of Philosophy—Skopje
Krsté Misirkov bb., 1000, Skopje, Macedonia
Tel/Fax: +389 2 312 41 04
E-mail: oicsk@unet.com.mk

Kliment Ohridski 21, 7000 Bitola, MK
Tel/Fax: +389 97 226 559
E-mail: oicbt@osi.net.mk

* Please note: Only the Skopje center administers the exam in Macedonia. Exams are also given in Sofia and Thessaloniki.

For more information on test dates, registration, score reports, or alternative testing centers, visit www.toefl.org.

Results are mailed to GSPIA approximately five weeks after the test date. ETS charges $110 USD for the test and $24 USD for additional score reports.

**INTERNATIONAL ENGLISH LANGUAGE TESTING SYSTEM (IELTS)**

A minimum score of 6.5 is required.

Register for the IELTS at the British Council in Skopje:
British Council
bul. Goce Delcev, 6
PO Box 562, 1000, Skopje, Macedonia
Tel.: +389 2 313 50 35   Fax: +389 2 313 50 36

For more information on test dates, registration, and score reports, visit www.Britishembassy.org.mk.
For information on testing centers outside Macedonia, visit www.Britishcouncil.org.

* Please note: Results are mailed to GSPIA approximately two weeks after the test date. The British Council charges €120 for the test.
APPLICATION FOR ADMISSION

Graduate Center for Public Policy and Management in Macedonia

APPLICANT DATA

☐ Mr. ☐ Mrs. ☐ Ms.

Last/family name ____________________________ First/given name __________________ Middle initial _____

Student Identification Number (Leave Blank) ____________________________

CURRENT/TEMPORARY ADDRESS

Address ________________________________________________________________

City __________________________ Zip/Postal Code __________________________ Country __________________________

Telephone (Home) __________________________ Telephone (Business) __________________________

E-mail ________________________________________________________________

Address effective until: m____ d____ y____ E-mail effective until: m____ d____ y____

PERMANENT ADDRESS

Address ________________________________________________________________

City __________________________ Zip/Postal Code __________________________ Country __________________________

Telephone __________________________ E-mail __________________________

Please send admission decision to: ☐ Current Address ☐ Permanent Address

EDUCATIONAL OBJECTIVE: Choose academic program.

☐ Master of Public Policy and Management (MPPM)

☐ Certificate in Public Policy and Management (CPPM)

Term for which you are applying:

☐ FALL

☐ SPRING

YEAR ______________________
EDUCATIONAL BACKGROUND: List in chronological order all colleges and universities attended.

Transcripts from all colleges and universities must be included. If you need additional space, please photocopy this form.

<table>
<thead>
<tr>
<th>College/University</th>
<th>City/Country</th>
<th>Dates Attended</th>
<th>Degree Earned</th>
<th>Date Awarded</th>
<th>Major</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

BIOGRAPHICAL INFORMATION

Gender: ☐ Male ☐ Female  Date of birth (month, day, year) ____________________

ETHNICITY (Optional):

☐ Macedonian  ☐ Serbian
☐ Albanian  ☐ Roma
☐ Turkish  ☐ Other ____________________
RESIDENCY/CITIZENSHIP INFORMATION (please check one)

☐ MK Citizen  ☐ MK Permanent Resident  ☐ Other: _______________________________________________________

ADDITIONAL INFORMATION

How did you first learn about the GCPPM? ________________________________________________________________

_____________________________________________________________________________________________________

_____________________________________________________________________________________________________

To what other graduate program(s) are you applying? _______________________________________________________

_____________________________________________________________________________________________________

_____________________________________________________________________________________________________

EMERGENCY CONTACT

In case of emergency, please contact:

Name: ______________________________________________________________________________________________

Relationship: _______________________________________________________________________________________

Address: __________________________________________________________________________________________

City/Zip/Postal Code: ________________________________________________________________________________

Country: ___________________________________________________________________________________________

Telephone (Home): ___________________ Telephone (Business): _________________________________________

E-mail: ____________________________________________________________________________________________

Signature: __________________________________________________________________________________________

Date: ____________________________________________________________________________________________
Name of Applicant: ____________________________________________________________

Instructions to the applicant: Please print or type all information.

Please photocopy this form as needed. You must provide one form to each employer for whom you have worked in the past five years. The employer must return the completed form, sealed in an envelope, to you. Their signature should appear across the flap of the sealed envelope.

Bring this form, along with your other completed application materials, to the Graduate Center for Public Policy and Management in Skopje, where it will be examined and mailed to GSPIA for review.

EMPLOYER

Prospective students applying for the Master of Public Policy and Management program must have at least five years of professional work experience beyond an entry-level position. These duties normally include supervising, budgeting, or policy making responsibilities. This form verifies that an applicant meets these requirements.

Please complete this form and return it to the applicant in an envelope with your signature across the flap of the seal. The applicant will submit the sealed, signed envelope to the Graduate Center for Public Policy and Management (GCPPM) as part of the completed application.

The applicant's file cannot be reviewed without this form. If you need additional space, please write on the reverse side of this form.

How long has the applicant been employed with your company, agency, or organization? ________________________________________________

What is the applicant's current position? ___________________________________________________________________________________

How long has the applicant been in this position? ___________________________________________________________________________________

Describe all positions held by the applicant (please list all duties and responsibilities):

(Please see reverse side.)
MACEDONIA
UNIVERSITY OF PITTSBURGH
GRADUATE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS

GRADUATE CENTER FOR PUBLIC POLICY AND MANAGEMENT

Bulevar Partizanski Odredi 70 B (Mezanin)
Deloven Centar Aluminka
1000 Skopje
Republic of Macedonia
+389-2-306-3560 (office)
E-mail: upittmk@unet.com.mk
www.mk.pitt.edu

The University of Pittsburgh is an affirmative action, equal opportunity institution. Published in cooperation with the Department of University Marketing Communications.
UMC-42775