

# Master of Public Administration Program

- [For additional program information see the School of Public Affairs website](#)

The Master of Public Administration prepares students from a variety of academic and professional backgrounds to excel in careers with a public policy, public management, or nonprofit management orientation. The MPA provides students with an academic credential appropriate for employment in the public, nonprofit, and private sectors.

The MPA program has two key objectives. First, through a set of core courses, the program provides a strong foundation of practical and theoretical training for professional work in public service. Second, through free electives or the selection of a concentration, the MPA program offers students the opportunity to fashion a curriculum linked directly to their individual career and academic interests.

The Baruch MPA is fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). Baruch's School of Public Affairs is the only nonprivate school of public affairs in New York City.

All students in the MPA program complete seven required courses and are required to earn a minimum grade point average of 3.0. This ensures that all students achieve a basic understanding of fundamental public administration principles and practices together with a foundation in communication skills, economic analysis, and statistical analysis. In addition to the required courses, students complete six elective courses chosen in consultation with a faculty advisor. Students without prior professional experience will also complete an internship in a public, nonprofit, or private-sector organization. In their final semester, all students take the Capstone Seminar, which emphasizes the application of students' knowledge and skills to specific professional situations.

Full-time and part-time MPA students (but not students in the NUF or Executive MPA programs) may choose to focus 12 of their 18 credits of elective course work in one of the four specializations: nonprofit administration, public management, policy analysis and evaluation, and health care policy. All four specializations participate in the shared MPA core, which does not vary from specialization to specialization. Specializations must be chosen in consultation with a School of Public Affairs advisor.

Selection of a specialization is not required. Students who choose not to take a specialization must structure their 18 elective credits in consultation with an advisor.

| Core (21 credits)        |                                     |           |
|--------------------------|-------------------------------------|-----------|
| <a href="#">PAF 9100</a> | Introduction to Public Affairs      | 3 credits |
| <a href="#">PAF 9103</a> | Communication in Public Settings    | 3 credits |
| <a href="#">PAF 9120</a> | Public and Nonprofit Management I   | 3 credits |
| <a href="#">PAF 9130</a> | Economic Analysis and Public Policy | 3 credits |
| <a href="#">PAF 9140</a> | Budgeting and Financial Analysis I  | 3 credits |
| <a href="#">PAF 9170</a> | Research and Analysis I             | 3 credits |
| <a href="#">PAF 9172</a> | Research and Analysis II            | 3 credits |

## Specialization and Elective Courses (18 credits)

Students are required to complete 18 credits toward electives. Students may choose to specialize in one of four specific specializations

- [Nonprofit Administration](#)
- [Public Management](#)
- [Health Care Policy](#)
- [Policy Analysis and Evaluation](#)

or may choose, in consultation with a faculty advisor, a group of six electives without regard to any specialization. The specific requirements of each specialization vary. Please consult the list below for exact course requirements.

### Specialization in Nonprofit Administration

- [Specialization Information \(unofficial\)](#)

Students who wish to concentrate their MPA studies in nonprofit administration must take 12 credits (four courses), 6 of which (two courses) are required.

#### *Mandatory Courses in Nonprofit Administration (6 credits)*

|                          |                                                                |           |
|--------------------------|----------------------------------------------------------------|-----------|
| <a href="#">PAF 9151</a> | Administration of Not-For- Profits and Voluntary Organizations | 3 credits |
| <a href="#">PAF 9153</a> | Budgeting and Finance for Nonprofits                           | 3 credits |

#### *Elective Courses in Nonprofit Administration (6 credits)*

select two courses from the following

|                          |                                                                                       |           |
|--------------------------|---------------------------------------------------------------------------------------|-----------|
| <a href="#">PAF 9010</a> | Ethics and Public Decision Making                                                     | 3 credits |
| <a href="#">PAF 9108</a> | Communication and Information Technologies                                            | 3 credits |
| <a href="#">PAF 9109</a> | Government Contracting                                                                | 3 credits |
| <a href="#">PAF 9123</a> | Program Evaluation                                                                    | 3 credits |
| <a href="#">PAF 9136</a> | Urban Economic Development                                                            | 3 credits |
| <a href="#">PAF 9139</a> | Communication Strategy                                                                | 3 credits |
| <a href="#">PAF 9141</a> | Community Development                                                                 | 3 credits |
| <a href="#">PAF 9142</a> | Housing Policy                                                                        | 3 credits |
| <a href="#">PAF 9143</a> | Greening and Growing Cities                                                           | 3 credits |
| <a href="#">PAF 9150</a> | Introduction to the Nonprofit Sector                                                  | 3 credits |
| <a href="#">PAF 9152</a> | Fund Raising and Grants Administration in Not-for-Profits and Voluntary Organizations | 3 credits |
| <a href="#">PAF 9156</a> | Emergency Preparedness, Response and Recovery                                         | 3 credits |
| <a href="#">PAF 9157</a> | Introduction to Philanthropy                                                          | 3 credits |
| <a href="#">PAF 9158</a> | Religion, Nonprofits, Politics, and Policy                                            | 3 credits |
| <a href="#">PAF 9160</a> | Public and Nonprofit Management II                                                    | 3 credits |
| <a href="#">PAF 9171</a> | Human Services Administration                                                         | 3 credits |
| <a href="#">PAF 9181</a> | Comparative Public Administration                                                     | 3 credits |
| <a href="#">PAF 9183</a> | International Nonprofit Organizations                                                 | 3 credits |

|                          |                                             |           |
|--------------------------|---------------------------------------------|-----------|
| <a href="#">PAF 9299</a> | Selected Topics in Nonprofit Management     | 3 credits |
| <a href="#">PAF 9710</a> | Health and Health Care                      | 3 credits |
| <a href="#">MGT 9969</a> | Social Entrepreneurship: Concepts and Cases | 3 credits |

### ***Free Electives***

Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a students academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

### **Specialization in Public Management**

- [Specialization Information \(unofficial\)](#)

Students who wish to concentrate their MPA studies in public management must take 12 credits (four courses), 6 of which (two courses) are required.

#### *Mandatory Courses in Public Management* (6 credits)

|                          |                                                 |           |
|--------------------------|-------------------------------------------------|-----------|
| <a href="#">PAF 9117</a> | Public Personnel and Human Resources Management | 3 credits |
| <a href="#">PAF 9160</a> | Public and Nonprofit Management II              | 3 credits |

#### *Elective Courses in Public Management* (6 credits)

select two courses from the following

|                          |                                                |           |
|--------------------------|------------------------------------------------|-----------|
| <a href="#">PAF 9010</a> | Ethics and Public Decision Making              | 3 credits |
| <a href="#">PAF 9108</a> | Communication and Information Technologies     | 3 credits |
| <a href="#">PAF 9109</a> | Government Contracting                         | 3 credits |
| <a href="#">PAF 9112</a> | Administrative Law and Regulation              | 3 credits |
| <a href="#">PAF 9116</a> | Intergovernmental Relations                    | 3 credits |
| <a href="#">PAF 9118</a> | Labor Relations in the Public Sector           | 3 credits |
| <a href="#">PAF 9123</a> | Program Evaluation                             | 3 credits |
| <a href="#">PAF 9138</a> | Urban Services Delivery                        | 3 credits |
| <a href="#">PAF 9139</a> | Communication Strategy                         | 3 credits |
| <a href="#">PAF 9156</a> | Emergency Preparedness, Response, and Recovery | 3 credits |
| <a href="#">PAF 9159</a> | Privatization and Market-Based Government      | 3 credits |
| <a href="#">PAF 9171</a> | Human Services Administration                  | 3 credits |
| <a href="#">PAF 9173</a> | Program Auditing and Performance Measurement   | 3 credits |
| <a href="#">PAF 9181</a> | Comparative Public Administration              | 3 credits |

### Free Electives

Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a students academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

### Specialization in Health Care Policy

- [Specialization Information \(unofficial\)](#)

Students who wish to concentrate their MPA studies in health care policy must take 12 credits (four courses), 3 of which (one course) are required.

#### Mandatory Courses in Health Care Policy (3 credits)

|                          |                                             |           |
|--------------------------|---------------------------------------------|-----------|
| <a href="#">PAF 9710</a> | Health Care Delivery in the United States * | 3 credits |
|--------------------------|---------------------------------------------|-----------|

#### Elective Courses in Health Care Policy (9 credits)

select three courses from the following:

|                                |                                                    |           |
|--------------------------------|----------------------------------------------------|-----------|
| <a href="#">PAF 9180</a>       | Political Analysis                                 | 3 credits |
| <a href="#">PAF 9715</a>       | Health Care Policy                                 | 3 credits |
| <a href="#">PAF 9720</a>       | Population-Based Health Planning                   | 3 credits |
| <a href="#">PAF 9725</a>       | Health Program, Policy, and Performance Evaluation | 3 credits |
| or<br><a href="#">PAF 9123</a> | or<br>Program Evaluation                           |           |
| <a href="#">PAF 9730</a>       | Comparative Health Systems                         | 3 credits |
| <a href="#">PAF 9735</a>       | Health Politics and Policymaking                   | 3 credits |
| <a href="#">PAF 9766</a>       | Health Care Costs and Financing                    | 3 credits |
| <a href="#">PAF 9799</a>       | Selected Topics in Health Policy                   | 3 credits |

Other courses relevant to the track offered at other schools of Baruch College and/or other CUNY campuses, with advisor approval

\*PAF 9710 must be taken prior to taking additional courses in this specialization.

### Free Electives

Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a students academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

### Specialization in Policy Analysis and Evaluation

- [Specialization Information \(unofficial\)](#)

Students who wish to concentrate their MPA studies in policy analysis and evaluation must take 12 credits (four courses), 6 of which (two courses) are required.

#### Mandatory Courses in Policy Analysis and Evaluation (6 credits)

|                          |                    |           |
|--------------------------|--------------------|-----------|
| <a href="#">PAF 9123</a> | Program Evaluation | 3 credits |
|--------------------------|--------------------|-----------|

|                                                                                                                                                                                                                                                                          |                                                                                                                                                                          |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| PAF 9133                                                                                                                                                                                                                                                                 | Economics of the Public Sector and Public Finance                                                                                                                        | 3 credits |
| <i>Elective Courses in Policy Analysis and Evaluation</i> (6 credits)                                                                                                                                                                                                    |                                                                                                                                                                          |           |
| select two courses from the following                                                                                                                                                                                                                                    |                                                                                                                                                                          |           |
| PAF 9102                                                                                                                                                                                                                                                                 | Selected Topics in Advanced Analytical Methods                                                                                                                           | 3 credits |
| PAF 9137                                                                                                                                                                                                                                                                 | Telecommunications Policy                                                                                                                                                | 3 credits |
| PAF 9145                                                                                                                                                                                                                                                                 | Social Welfare Policy                                                                                                                                                    | 3 credits |
| PAF 9161                                                                                                                                                                                                                                                                 | Business and Public Policy                                                                                                                                               | 3 credits |
| PAF 9173                                                                                                                                                                                                                                                                 | Program Auditing and Performance Measurement                                                                                                                             | 3 credits |
| PAF 9175                                                                                                                                                                                                                                                                 | Human Resources Policy                                                                                                                                                   | 3 credits |
| PAF 9180                                                                                                                                                                                                                                                                 | Policy Analysis                                                                                                                                                          | 3 credits |
| PAF 9318                                                                                                                                                                                                                                                                 | Issues in Educational Policy                                                                                                                                             | 3 credits |
| PAF 9610                                                                                                                                                                                                                                                                 | Environmental Policy                                                                                                                                                     | 3 credits |
| PAF 9699                                                                                                                                                                                                                                                                 | Selected Topics in Public Policy                                                                                                                                         | 3 credits |
| <b>Free Electives</b>                                                                                                                                                                                                                                                    |                                                                                                                                                                          |           |
| Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a students academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor. |                                                                                                                                                                          |           |
| <b>Internship (3 credits)</b>                                                                                                                                                                                                                                            |                                                                                                                                                                          |           |
| PAF 9195                                                                                                                                                                                                                                                                 | Internship in Public Affairs<br>(required of students without prior professional experience)                                                                             | 3 credits |
| <b>Capstone (3 credits)</b>                                                                                                                                                                                                                                              |                                                                                                                                                                          |           |
| PAF 9190                                                                                                                                                                                                                                                                 | Capstone Seminar<br>(Prerequisite: Completion of the MPA core plus 15 additional credit hours or permission from the Office of Graduate Admissions and Student Services) | 3 credits |