

# 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 five specializations: urban development and sustainability, nonprofit administration, public management, policy analysis and evaluation, and health care policy. All five 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 five specific specializations

- [Urban Development and Sustainability](#)
- [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 Urban Development and Sustainability

The urban development and sustainability specialization examines how cities grow, decline, and function in terms of development, infrastructure, housing, and transportation. It considers issues of sustainability and development in the context of government regulation, tax incentive programs, green initiatives, and the politics of neighborhood advocacy. It offers students policy knowledge, management practices, and evaluation skills for careers in the growing field of urban development and sustainability within government and the nonprofit sector. The specialization requires the completion of 4 courses for 12 credits.

Students who wish to concentrate their MPA studies in urban development and sustainability must take 12 credits (four courses), 6 of which (two out of three courses) are required.

#### *Mandatory Courses in Urban Development and Sustainability (6 credits; select two)*

<a href="#">PAF 9141</a>	Community Development: History, Present, and Future	3 credits
<a href="#">PAF 9142</a>	Housing Policy	3 credits
<a href="#">PAF 9143</a>	Greening and Growing Cities: Sustainability and Public Policy Choices	3 credits

#### *Elective Courses in Urban Development and Sustainability (6 credits; select two from the following)*

<a href="#">PAF 9109</a>	Government Contracting	3 credits
<a href="#">PAF 9110</a>	Ethics and Public Decision Making	3 credits
<a href="#">PAF 9136</a>	Urban Economic Development	3 credits
<a href="#">PAF 9141</a> or <a href="#">PAF 9142</a> or <a href="#">PAF 9143</a>	Community Development: History, Present, and Future or Housing Policy or Greening and Growing Cities: Sustainability and Public Policy Choices	3 credits
<a href="#">PAF 9150</a>	Introduction to the Nonprofit Sector	3 credits
<a href="#">PAF 9151</a>	Administration of the Nonprofit Sector and Voluntary Agencies	3 credits
<a href="#">PAF 9152</a>	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3 credits
<a href="#">PAF 9153</a>	Budgeting and Finance for Nonprofits	3 credits

<a href="#">PAF 9159</a>	Privatization and Marketbased Government	3 credits
<a href="#">PAF 9160</a>	Public and Nonprofit Management II	3 credits
<a href="#">PAF 9174</a>	Program Evaluation	3 credits
<a href="#">PAF 9181</a>	Comparative Public Policy and Administration	3 credits
<a href="#">PAF 9185</a>	Environmental Policy	3 credits
<a href="#">PAF 9186</a>	Map Making for Public Policy	3 credits
<a href="#">PAF 9299</a>	Selected Topics in Nonprofit Management	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 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 the Nonprofit Sector and Voluntary Agencies	3 credits
<a href="#">PAF 9153</a>	Budgeting and Finance for Nonprofits	3 credits

### *Elective Courses in Nonprofit Administration (6 credits; select two from the following)*

<a href="#">PAF 9109</a>	Government Contracting	3 credits
<a href="#">PAF 9110</a>	Ethics and Public Decision Making	3 credits
<a href="#">PAF 9126</a>	Human Services Administration (formerly PAF 9171)	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: History, Present, and Future	3 credits
<a href="#">PAF 9142</a>	Housing Policy	3 credits
<a href="#">PAF 9143</a>	Greening and Growing Cities: Sustainability and Public Policy Choices	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 Nonprofit 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

PAF 9160	Public and Nonprofit Management II	3 credits
PAF 9174	Program Evaluation	3 credits
PAF 9181	Comparative Public Policy and Administration	3 credits
PAF 9183	International Nonprofit Organizations	3 credits
PAF 9299	Selected Topics in Nonprofit Management	3 credits
PAF 9710	Health and Health Care	3 credits
MGT 9969	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)*

PAF 9117	Public Personnel and Human Resources Management	3 credits
PAF 9160	Public and Nonprofit Management II	3 credits

### *Elective Courses in Public Management (6 credits; select two from the following)*

PAF 9109	Government Contracting	3 credits
PAF 9110	Ethics and Public Decision Making	3 credits
PAF 9115	Intergovernmental Relations	3 credits
PAF 9118	Labor Relations in the Public Sector	3 credits
PAF 9138	Urban Services Delivery	3 credits
PAF 9139	Communication Strategy	3 credits
PAF 9156	Emergency Preparedness, Response, and Recovery	3 credits
PAF 9159	Privatization and Market-Based Government	3 credits
PAF 9126	Human Services Administration (formerly PAF 9171)	3 credits
PAF 9173	Program Auditing and Performance Measurement	3 credits
PAF 9174	Program Evaluation	3 credits
PAF 9181	Comparative Public Policy and 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 and Health Care *	3 credits
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#### *Elective Courses in Health Care Policy* (9 credits; select three 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	or	
<a href="#">PAF 9174</a>	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)

PAF 9133	Economics of the Public Sector and Public Finance	3 credits
PAF 9180	Policy Analysis	3 credits
<i>Elective Courses in Policy Analysis and Evaluation</i> (6 credits; select two from the following)		
PAF 9110	Ethics and Public Decision Making	3 credits
PAF 9125	Human Resources Policy	3 credits
PAF 9137	Telecommunications Policy	3 credits
PAF 9142	Housing 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 9174	Program Evaluation	3 credits
PAF 9177	Advanced Analytical Methods	3 credits
PAF 9185	Environmental Policy	3 credits
PAF 9186	Mapmaking for Public Policy	3 credits
PAF 9318	Educational Policy	3 credits
PAF 9338	Higher Education, Politics, and Public Policy	3 credits
PAF 9699	Selected Topics in Public Policy	3 credits
PAF 9715	Health Care Policy	3 credits
<i>Free Electives</i>		
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	Public Affairs Internship (required of students without prior professional experience)	3 credits
<b>Capstone (3 credits)</b>		
PAF 9190	Public Affairs Capstone Seminar (Prerequisite: Completion of the MPA core plus 15 additional credit hours or permission from the Office of Graduate Admissions and Student Services)	3 credits