

# Master of Public Administration Program

- [For additional program information see the Marxe School of Public and International 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 Marxe School of Public and International 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 Marxe School of Public and International 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.

Upon graduation, students within the Master of Public Administration (MPA) degree programs at Marxe are expected to obtain knowledge and demonstrate skills associated with the following Program Learning Goals approved by the faculty and fall under five Universal Competencies established by NASPAA.

Note: These goals are taught at varied levels within the core courses and will be addressed in further detailed throughout the program.

## **MPA Degree Competencies & Program Learning Goals**

Competency #1: To lead and manage in public governance.

**Learning Goal A:** Distinguish among, and apply, the concepts of management, leadership and governance in public and nonprofit organizations.

**Learning Goal B:** Use management and leadership theories to analyze and improve the design and governance of public and nonprofit organizations.

**Learning Goal C:** Develop recommendations for action by public and nonprofit organizations based on the analysis of their strategic and ethical choices.

Competency #2: To participate in and contribute to the policy process.

**Learning Goal A:** Distinguish and effectively employ the steps in the policy process: problem/goal identification; stakeholder identification and analysis; financing; approval; implementation and evaluation.

**Learning Goal B:** Identify alternative policy options; assess their potential feasibility and effectiveness; describe how the policy options are expected to affect outcomes (mechanisms).

Competency #3: To analyze, synthesize, think critically, solve problems and make decisions.

**Learning Goal A:** Analyze, evaluate, and draw valid conclusions from social science research such as policy, applied, or evaluation research.

**Learning Goal B:** Design social science research such as policy, applied, evaluation, research using qualitative or quantitative methods.

**Learning Goal C:** Conduct social science research such as policy, applied, or evaluation research.

**Learning Goal D:** Apply social science or evaluation research findings to public policy questions and decision making situations.

**Competency #4:** To articulate and apply a public service perspective.

**Learning Goal A:** Understand how to assess and maximize the values of diversity and inclusiveness; equity; integrity and ethical conduct; compassion/empathy; and effectiveness and efficiency in the formulation of public policy and in management/implementation.

**Competency #5:** To communicate and interact productively with a diverse and changing workforce and citizenry.

**Learning Goal A:** Prepare clear, concise, well-organized, accurate and persuasive written materials that are tailored to an audience's level of experience and needs.

**Learning Goal B:** Prepare clear, concise, well-organized, accurate and persuasive oral presentations that are tailored to an audience's level of experience and needs.

**Learning Goal C:** Recognize and value the diversity of organizational structures and cultures, as well as organizational complexity, in order to communicate effectively.

Core (21 credits)		
PAF 9100	Introduction to Public Affairs	3 credits
PAF 9103	Communication in Public Settings	3 credits
PAF 9120	Public and Nonprofit Management I	3 credits
PAF 9130	Economic Analysis and Public Policy	3 credits
PAF 9140	Budgeting and Financial Analysis I	3 credits
PAF 9170	Research and Analysis I	3 credits
PAF 9172	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 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 9183</a>	International Nonprofit Organizations	3 credits
<a href="#">PAF 9184</a>	International Institutions and Global Governance	3 credits
<a href="#">PAF 9299</a>	Selected Topics in Nonprofit Management	3 credits
<a href="#">PAF 9410</a>	Global Economic Governance: Pacts, Actors, and Regimes	3 credits
<a href="#">PAF 9430</a>	Diaspora, Migration, and Transnational Life in the Western Hemisphere and Beyond	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 student's 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 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 9115</a>	Intergovernmental Relations	3 credits
<a href="#">PAF 9118</a>	Labor Relations in the Public Sector	3 credits
<a href="#">PAF 9126</a>	Human Services Administration (formerly PAF 9171)	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 9173</a>	Program Auditing and Performance Measurement	3 credits
<a href="#">PAF 9174</a>	Program Evaluation	3 credits

PAF 9181	Comparative Public Policy and Administration	3 credits
<p><i>Free Electives</i></p> <p>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.</p> <p><b>Specialization in Health Care Policy</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Specialization Information (unofficial)</a></li> </ul> <p>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.</p> <p><i>Mandatory Courses in Health Care Policy</i> (3 credits)</p>		
PAF 9710	Health and Health Care *	3 credits
<i>Elective Courses in Health Care Policy</i> (9 credits; select three from the following)		
PAF 9180	Political Analysis	3 credits
PAF 9715	Health Care Policy	3 credits
PAF 9720	Population-Based Health Planning	3 credits
PAF 9725	Health Program, Policy, and Performance Evaluation	3 credits
or	or	
PAF 9174	Program Evaluation	
PAF 9730	Comparative Health Systems	3 credits
PAF 9735	Health Politics and Policymaking	3 credits
PAF 9766	Health Care Costs and Financing	3 credits
PAF 9799	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 9133</a>	Economics of the Public Sector and Public Finance	3 credits
<a href="#">PAF 9180</a>	Policy Analysis	3 credits

### *Elective Courses in Policy Analysis and Evaluation* (6 credits; select two from the following)

<a href="#">PAF 9110</a>	Ethics and Public Decision Making	3 credits
<a href="#">PAF 9125</a>	Human Resources Policy	3 credits
<a href="#">PAF 9137</a>	Telecommunications Policy	3 credits
<a href="#">PAF 9142</a>	Housing Policy	3 credits
<a href="#">PAF 9145</a>	Poverty and Social Policy	3 credits
<a href="#">PAF 9161</a>	Business and Public Policy	3 credits
<a href="#">PAF 9173</a>	Program Auditing and Performance Measurement	3 credits
<a href="#">PAF 9174</a>	Program Evaluation	3 credits
<a href="#">PAF 9177</a>	Advanced Quantitative Methods	3 credits
<a href="#">PAF 9185</a>	Environmental Policy	3 credits
<a href="#">PAF 9186</a>	Mapmaking for Public Policy	3 credits
<a href="#">PAF 9318</a>	Educational Policy	3 credits
<a href="#">PAF 9338</a>	Higher Education, Politics, and Public Policy	3 credits
<a href="#">PAF 9699</a>	Selected Topics in Public Policy	3 credits
<a href="#">PAF 9715</a>	Health Care Policy	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.

#### **Internship (3 credits)**

PAF 9195	Public Affairs Internship (required of students without prior professional experience)	3 credits
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#### **Capstone (3 credits)**

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
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