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 specialization, 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 eight 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 five 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 9 of their 15 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 15 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.

NASPAA Competencies and Master of Public Affairs (MPA) Program Learning Goals:

*Competencies were revised by NASPAA FA19; revisions are reflected.

Competency #1: **To lead and manage in the public interest.**

Learning Goal A: Use management and leadership theories to analyze the design, operation, and governance of public and nonprofit organizations.

Learning Goal B: Develop recommendations to improve the management of public and nonprofit organizations based on multiple analytical frames.

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 evidence-informed decisions in a complex and dynamic environment.**

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, or 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, apply, and advance a public service perspective.**

Learning Goal A: Identify varied and conflicting values or needs within the public sphere and understand the implications they have on management and/or policy decisions.

Competency #5: **To communicate and interact productively.**

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.

MPA Core (24 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 9165	Race, Inequality and Public Policies	3 credits
PAF 9270	Data Collection and Description	3 credits
PAF 9271 OR PAF 9272	Data Analysis for Public Service OR Causal Analysis and Inference	3 credits
Specialization and Elective Courses (15 credits)		
Students are required to complete 15 credits toward electives. Students may choose a specialization or a group of five electives without regard to any specialization.		
Internship (3 credits)		
PAF 9195	Public Affairs Internship (required of students without prior professional experience)	3 credits
Capstone (3 credits)		
PAF 9190	Public Affairs Capstone Seminar (Completion of the MPA core plus 15 additional credit hours or permission from the Office of Graduate Admissions and Student Services)	3 credits