

ASSOCIATE DEAN, MPA PROGRAM DIRECTOR

School of Management

Elizabeth M. Doherty, Ph.D.

SchoolofManagement@Marist.edu

MISSION AND OBJECTIVES

The School of Management has offered the Master of Public Administration degree program since 1980. It rapidly became one of the most popular MPA programs for working adults in New York State.

The MPA program's mission is to provide students with the knowledge, skills, and values to be professionally competent and ethical leaders of a diverse work force in public and nonprofit organizations within the context of a global society. The curriculum links theory and practice by emphasizing contemporary issues grounded in the historical foundation of public administration. Designed to meet these objectives, and based on standards from the National Association of Schools of Public Affairs and Administration (NASPAA), the curriculum stresses the following program goals:

- Integrate knowledge of the key theories across the disciplines of public administration
- Develop the skills necessary for managing public and nonprofit organizations effectively
- Embrace sound values in the ethical management of public organizations.

PROGRAM OVERVIEW

MPA students are required to take a total of 39 credits. MPA pre-service students (those who lack 2 years of professional work experience) are also required to take an additional 3 credit internship course for a total of 42 credits. The program is comprised of ten required core courses (30 credits) and three elective courses (9 credits). Students can choose to group their electives in one of the three focus areas: public management, ethical leadership, or health care administration. Each focus area has an associated three MPA courses that will fulfill the remaining 9 credits required for graduation.

All candidates start the program with MPA 500 – Introduction to Public Administration and conclude the program with the capstone course MPA 699 – Innovation in Public Administration. All students must take this capstone course during their final semester in the program. To qualify for admittance into the capstone seminar, the candidate must be in good academic standing. The final seminar is a full-semester (15-week) course, even online. We do not require a thesis or comprehensive examinations as part of the MPA program requirements. A summary of the courses follows.

MPA CORE COURSES

MPA 500	Introduction to Public Administration
MPA 501	Politics and Policy
MPA 503	Public Budgeting
MPA 505	Human Resource Management in Public Organizations
MPA 506	Administrative Law
MPA 507	Technology Management for Public Managers
MPA 508	Statistics for Public Managers
MPA 513	Program Planning and Evaluation
MPA 530	Organizational Theory and Change
MPA 660	Internship in Public Administration*
MPA 699	Innovation in Public Administration

* *Required of pre-service students only.*

MPA ELECTIVE COURSES

MPA 502	Economics in the Public Sector
MPA 521	Management in Nonprofit Organizations
MPA 616	Global Issues in Public Administration
MPA 681	US Health Care Policies and Systems
MPA 682	Ethical/Legal Issues in Health Care
MPA 683	Critical Issues in Health Care
MBA 684	Leadership, Power and Influence
MBA 685	Negotiations and Conflict Management
MBA 688	Ethical Management of Organizations

MPA FOCUS AREAS

Public Management:

MPA 502	Economics in the Public Sector
MPA 616	Global Issues in Public Administration
MPA 521	Management in Nonprofit Organizations

Health Care Administration:

MPA 681	US Health Care Policies and Systems
MPA 682	Ethical/Legal Issues in Health Care
MPA 683	Critical Issues in Health Care

Ethical Leadership:

MBA 684	Leadership, Power and Influence
MBA 685	Negotiations and Conflict Management
MBA 688	Ethical Management of Organizations

COURSE FORMAT & SCHEDULING

Students may pursue the MPA program in a hybrid (face-to-face and online sessions), fully online, or through a combination of both – whatever best suits their needs. The face-

to-face component of the hybrid courses are at the Fishkill Executive Center, and at sites in Albany and NYC. Hybrid courses and online courses cover the same content, have identical learning goals, and are taught by the same faculty. The key difference is the delivery format.

Courses are generally offered in 8-week segments or “rounds.” Round 1 courses run the first 8 weeks of each semester. Round 2 courses run the second 8 weeks of each semester. Classroom courses are offered over the same 8-week segments with meetings one night per week. The final capstone course is 15-weeks in duration, however.

HOW ONLINE COURSES WORK

Marist College, a recognized leader in the use of technology in the classroom, was the first college in New York State to gain approval to offer its entire MPA program online. Students juggling work responsibilities, military duty, travel requirements, and family obligations can pursue their MPA from the convenience of their own keyboards, whenever and wherever they may be. iLearn instructional technology enables students to interact extensively with their instructors and classmates. Online students log on according to their own schedules, when it is most convenient for them. Communication is continuous via e-mail, discussion forums, group conference rooms, and private chat rooms. There is no on-campus requirement, nor are all students expected to be online at the same time.

ADMISSIONS REQUIREMENTS

The members of the MPA Admissions Committee look at the interest and aptitude of a prospective student as indicated by the applicant’s previous academic record, achievement on the Graduate Records Examination (GRE), letters of recommendation, and past professional achievement and growth. All applicants must hold a baccalaureate degree from an accredited college or university.

Students entering the MPA program are expected to have strong computing (word-processing, spreadsheet, presentation software) skills as well as strong library and Internet research skills.

APPLICATION PROCEDURES

The Admissions Committee will review applications of prospective students regardless of their undergraduate major. The overall scholastic record and potential of the applicant are assessed. Students who wish to pursue the program may begin in the fall or the spring semester. Applications are accepted on a rolling basis. Admission decisions are made according to published deadlines.

Applicants to the MPA program must submit:

- a completed Marist Graduate Admissions Application
- a \$50.00 non-refundable application fee made payable to Marist College

- official transcripts from all undergraduate and graduate institutions attended
- a brief essay discussing why the applicant wishes to pursue the MPA and its relation to the applicant's career goals
- a current résumé or a written statement describing the applicant's work history and present responsibilities
- two letters of recommendation.

NOTE: You must specify on the GRE application that your GRE score be sent to Marist College. Marist's report code is 2400.

TRANSFER CREDITS

Applicants with previous graduate work earned in a similar program within 10 years of starting the MPA program may request to transfer up to 6 credits toward their MPA degree. A grade of B or better is required. Courses presented for transfer must be substantially equivalent to the Marist course requirement and must be presented at the time of admission. Transfer credits require the approval of the MPA Program Director and are accepted at the Director's discretion.

REGISTRATION PROCEDURES

Registration and payment is done online. Students are encouraged to register early and are responsible for meeting registration deadlines.

MPA PROGRAM ACADEMIC POLICIES

At the end of each semester, all students are expected to meet the following minimum standards: a semester grade-point average of 3.0 and a cumulative grade-point average of 3.0. A student who fails to achieve a 3.0 each semester or cumulative grade-point average is subject to warning, probation, or dismissal after review by the Program Director. Students who receive an F in any class will be placed on academic probation and must re-take the class the next time the class is offered. Students on probation have until the end of the next semester to re-establish good academic standing.

We expect students in the MPA program to maintain their matriculation by completing at least one course per semester throughout the academic year — spring and fall. While we encourage summer enrollment, we do not require that you participate in summer classes.

Any student who is compelled to leave school for even one spring or fall semester must notify the program director in writing to request a Leave of Absence. Interruption of study beyond two consecutive semesters requires re-application. The admissions policy and program curriculum effective at the time of readmission will apply.

The School of Management generates all program-specific information (e.g., course schedules, registration materials, etc.); therefore, MPA students are responsible for

promptly informing the School of Management of any change in their home address, home phone number, email address, or place of employment.

To qualify for the MPA degree, a student must complete 39 credits of graduate work (42 credits for those needing an internship). Candidates must complete the MPA degree requirements within seven years of acceptance into the program. Any candidate who seeks an extension beyond the seven-year limit must submit their request in writing to the program director. To graduate, the MPA candidate must have a minimum cumulative GPA of 3.0.

Graduate Courses in Public Administration

MPA 500, Introduction to Public Administration

Introduction to Public Administration provides a general overview of the field of public administration. The course includes theoretical and practical aspects of key governmental processes, historical development of the field, contributions of social science to understanding organizations, and ethical issues in contemporary government activities.

MPA 501, Politics and Policy

Politics and Policy considers the public policy-making process with particular emphasis on the political environment. This course covers strategic and operational planning theories and practices, as well as ethical dilemmas.

MPA 503, Public Budgeting

Public Budgeting covers the theory and practice of public budget preparation and review, governmental accounting and auditing, and political issues in the budget process. The course includes consideration of capital budgeting, revenue estimation, and the history of budget reform efforts.

MPA 505, Human Resource Management in Public Organizations

Human Resource Management in Public Organizations aspects of human resources and personnel management in the public and nonprofit sector. This course introduces major issues, techniques, and trends in contemporary public personnel management, including ethical concerns, career planning, and professional development.

MPA 506, Administrative Law

Administrative Law explores the study of the legal framework of public administration. Basic principles of constitutional law and the institutions of American government are reviewed. The development of the administrative agency as a contemporary legal and social phenomenon and its relationship to other branches of government are considered. The structure of an administrative agency, its jurisdiction, powers, processes, and accountability are analyzed.

MPA 507, Technology Management for Public Managers

Technology Management for Public Managers focuses on what an individual in a managerial position should know about information technology. Social, political, and organizational effects of the technology on individuals, groups, and society are covered. Students gain understanding of how to use information management for strategic and operational purposes, learn to identify useful computer applications, and develop an appreciation for emerging managerial concerns in the information age.

MPA 508, Statistics for Public Managers

Statistics for Public Managers provides an overview of the scientific framework and empirical approaches to conducting and evaluating research studies. The course emphasizes the application of quantitative techniques to decision making and problem-solving. Topics include descriptive statistics, probability, sampling plans, research design, analytical methods for hypothesis testing, and regression analysis. Familiarity with high school algebra is necessary.

MPA 513, Program Planning and Evaluation

Program Planning and Evaluation is an analysis of the theory and practice of designing, implementing, and evaluating public and nonprofit programs. This course develops skills in outcome measurement, survey design, and presentation of results.

MPA 521, Management in Nonprofit Organizations

As more programs are operated by nonprofit organizations, public managers must understand the “third sector.” This course provides an overview of the history, structure, and role of the nonprofit sector, including how nonprofit agencies differ from public and for-profit entities in mission, governance, funding, and staffing, and will consider current issues facing the nonprofit sector.

MPA 530, Organizational Theory and Change

Organizational Theory and Change covers the theory and practice of improving organizational effectiveness through planned, systematic interventions and change. Typical topics include analyzing organizational cultures, structures, processes, and capabilities; designing needed interventions; and assessing the motivational, educational, and other tools needed for successful implementation.

MPA 681, US Health Care Policies and Systems

US Health Care Policies and Systems is an Introduction to health care delivery systems, with special emphasis on the American system of health care and its major issues and challenges. The course explores the dynamics of health care institutions such as hospitals, nursing homes, and ambulatory care facilities that shape the delivery of health care.

MPA 682, Ethical/Legal Issues in Health Care

Ethical/Legal Issues in Health Care provides the student with the fundamental knowledge of the legal system as it relates to health care institutions. The course provides an opportunity to integrate this understanding into the moral and ethical realities in the field of health care administration.

MPA 683, Critical Issues in Health Care

This course provides an in-depth examination of some of the critical issues in operations facing the health care providers in today's society. Topics discussed include such issues as the impact of the AIDS crisis on providers and consumers; the prospective pricing system and the DRG's impact on access, quality of care and the operating margins of provider organizations; the role of competition and regulation in containing costs; recruitment and retention of professionals; the for-profit market's impact on the delivery system; the rationing of health care and strategies for intervention.

MPA 699, Innovation in Public Administration

This course provides an integrating experience for students. Emphasis is placed upon specific problems. Extensive research and analysis of public policy are conducted. The Seminar is a full 15-week semester course. Pre-requisites: MPA 500, 501, 505, 506, 507, 508, 513

MBA 684, Leadership, Power and Influence

This course will examine the theory and practice of leadership in organizations. Traditional and modern theories of leadership will be explored, as well as the practical application of these theories in the workplace. In addition to covering the traditional concepts of leadership in organizations, the course will take an in-depth look at the power and influence a leader has over the organization and its members.

Prerequisite: Organizational Theory and Change, MPA 530

MBA 685, Negotiations and Conflict Management

This course is an introduction to the theory and practice of interpersonal bargaining. The course will examine types of bargaining strategies, planning for negotiations, how to handle negotiation breakdowns, communications, power, persuasion, and ethics in negotiations, as well as international dimensions of bargaining. The pedagogical approach will largely be through experiential learning exercises based on weekly readings. Evaluations of student efforts will be based upon self-reflections, self-assessment, and personal portfolio construction, as well as in-class performance in negotiation sessions and debriefing discussions.

Prerequisite: Organizational Theory and Change, MPA 530

MBA 688, Ethical Management of Organizations

This course will introduce students to the basic concepts of ethics. Students will examine ethical frameworks as they relate to business, the environment, the consumer, and the individual with an organization. Students will learn to apply these frameworks using moral decision making techniques to real-world case studies. The class will offer students practical tools to help them recognize and address challenging ethical decisions.

Prerequisite: Organizational Theory and Change, MPA 530

Master of Public Administration Faculty

ROBERT APPLETON Adjunct Instructor of Public Administration, 2008. *Degrees:* B.S., Norwich University; M.P.A., Marist College

CLARE ARMSTRONG-SEWARD Adjunct Instructor for Public Administration, 2009, *Degrees:* A.A., Dutchess Community College; B.S., SUNY New Paltz; M.A., Binghamton University; Ph.D., California Coast University

JOHN K. BAINBRIDGE Assistant Professor of Public Administration, 2009. *Degrees:* B.A. Cornell University; M.P.A., Columbia University; Ph.D., Columbia University

DONALD A. CALISTA Associate Professor of Public Administration, 1977. *Degrees:* B.A., Brooklyn College; M.A., Washington University; Ed.D., University of Sarasota; M.P.A., SUNY Albany

WILLIAM CALLAHAN Adjunct Instructor of Public Administration, 2010. *Degrees:* B.S., State University of New York at Albany; M.P.A., Marist College

TONY J. CARRIZALES Assistant Professor of Public Administration, 2006. *Degrees:* B.A., Cornell University; M.P.A., Cornell Institute for Public Affairs; Ph.D., Rutgers University

JOHN COOPER Adjunct Instructor of Public Administration, 2009. *Degrees:* B.A., Wake Forest University; M.A., Wake Forest University; M.P.A., University of North Carolina; Ed.D., Harvard University

BASIL DALEY Adjunct Instructor of Public Administration, 2011. *Degrees:* B.A., Colgate University; M.P.A., Long Island University

JOSEPH A. D'AMBROSIO Adjunct Instructor of Public Administration, 1996. *Degrees:* B.A., New England College; M.P.A., Pace University

DAVID DELVECCHIO Adjunct Instructor of Public Administration, 2000. *Degrees:* B.S., LeMoyne College; M.S., Chapman University

DEBRA DORN Adjunct Instructor of Public Administration, 2011. *Degrees:* B.S., State University of New York at Albany; M.P.A., Marist College

HUGH FOX Adjunct Instructor of Public Administration, 2011. *Degrees:* B.A., M.S., and Ph.D. The New School

TIA SHEREE GAYNOR-ROUSE Visiting Assistant Professor of Public Administration, 2011. *Degrees:* B.A., M.P.A., and Ph.D. Rutgers, The State University of New Jersey

ANDREA GIORDANO Adjunct Instructor of Public Administration, 2009. *Degrees:* B.S., State University of New York at Oswego; M.P.A., Marist College

MARGARET A. GREENLY Adjunct Professor of Public Administration, 1999. *Degrees:* B.A., Seton Hill College; M.S. Columbia University; M.P.A., Marist College

ELLEN HALPERN Adjust Instructor of Public Administration, 2008. *Degrees:* B.A., University of Rochester; M.S., Boston University; M.A. and Ph.D., The New School

JON HARBISON Adjunct Instructor of Public Administration, 2001. *Degrees:* B.S., Pace University; M.B.A., Fairleigh Dickinson University

RENA HILL Adjunct Instructor of Public Administration, 2006. *Degrees:* A.A.S., State University of New York at Dutchess; B.S., Marist College; M.P.A., Marist College

OREN LEVIN-WALDMAN Adjunct Instructor of Public Administration, 2009. *Degrees:* B.A., Temple University; M.A., Temple University; Ph.D., Temple University

PATRICK MANNING Adjunct Instructor of Public Administration, 2004. *Degrees:* B.A., Vassar College; M.P.A., Marist College

KATHLEEN MANNIX Adjunct Instructor of Public Administration, 2008. *Degrees:* B.A., State University of New York at Potsdam; J.D., Cornell University

JAMES MELITSKI Associate Professor of Public Administration, 2003. *Degrees:* B.S., Ithaca College; M.A., Montclair State University; Ph.D., Rutgers University

ROY MEROLLI Professor of Public Administration, 1996. *Degrees:* B.A., M.A., Ph.D., University of Connecticut

DENNIS J. MURRAY President, Marist College. Professor of Public Administration, 1979. *Degrees:* B.A., California State University, Long Beach; M.P.A., University of Southern California; Ph.D., University of Southern California

DAVID POLAN Adjunct Instructor of Public Administration, 2009. *Degrees:* B.A., Colgate University; M.P.A., State University of New York at Albany

KEVIN RONK Adjunct Instructor of Public Administration, 2011. *Degrees:* A.A.S., Dutchess Community College; B.S., State University of New York at New Paltz; M.P.A., Marist College

CHRISTOPHER SANDOR Adjunct Instructor of Public Administration, 2001. *Degrees:* B.A., State University of New York at Albany; M.P.A., Nelson A. Rockefeller College of Public Affairs and Policy; M.B.A., Lally School of Management, Rensselaer Polytechnic Institute

DEBRA S. SETMAN Adjunct Professor of Public Administration, 2002. *Degrees:* B.A., Michigan State University; M.P.A., Marist College

DANNETTE SHEPARD Adjunct Instructor of Public Administration, 2001. *Degrees:* B.S., State University of New York at Empire; M.P.A., Marist College

DEBORAH STEIN Adjunct Instructor of Public Administration, 2006. *Degrees:* A.S., York College of PA; B.S., State University of New York at New Paltz; M.P.A., Marist College

MICHELLE STOKES Adjunct Professor of Public Administration, 2009. *Degrees:* A.A., Dutchess Community College; B.S., Marist College; M.B.A., Marist College

DELLA LEE SUE Assistant Professor of Economics, 2006. *Degrees:* A.B., Mount Holyoke College; M.A., Boston University; M.Phil, and Ph.D., Columbia University

DANIEL TREGLIA Adjunct Instructor of Public Administration, 2011. *Degrees:* B.A., University of Pennsylvania; M.P.P., Harvard University

ISAIAH VALLEJO-JUSTE Adjunct Instructor of Public Administration, 2011. *Degrees:* B.A., New York University; J.D., Albany Law School of Union University