Master of Public Administration
school of management

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MISSION AND OBJECTIVES

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

The primary mission of the MPA program is to educate leaders and managers of public and nonprofit agencies. Pre-service students gain the necessary skills and knowledge to begin their careers, while in-service professionals are trained to assume positions of ever-increasing responsibility with an emphasis on jobs with managerial and administrative duties. Designed to meet these goals and based on standards from the National Association of Schools of Public Affairs and Administration (NASPAA), the curriculum stresses:

- understanding the political, legal, ethical, and social context of administration with respect to pertinent processes and theories;

- achieving proficiency in understanding and developing positive organizational behavior, as well as in effectively utilizing a full range of management and administrative techniques;

- developing the ability to apply appropriate methodologies to solve important problems and issues. These methods include quantitative and qualitative approaches to policy analysis and program evaluation.

COURSE SCHEDULING

Students may pursue the MPA program in a traditional classroom setting, online, or through a combination of both – whatever best suits their needs. Classroom 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 system.

Classroom courses are offered from 6:30 P.M. until 9:15 P.M. one night per week, Monday through Thursday, for fifteen weeks on the Poughkeepsie main campus.

Online courses are offered in accelerated 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. Online courses require no technical skill beyond familiarity with a basic Windows environment.

Students wishing to move through the program in the most expedient manner can do so by following an online cohort schedule. Cohort schedules are included in each student's acceptance packet and should be consulted when registering each semester to ensure taking the proper course scheduled in their respective cohort.

Online cohort schedules require taking 2 courses per semester (Round 1 and Round 2) in the fall and the spring, and one course in the summer. Following a pre-set online cohort schedule allows students to focus on one course at a time, while enabling them to complete the entire program in just over 2 years.

Students wishing to pursue the program on campus may need to take one or more online classes during their course of study in order to complete the program in a timely fashion.

In addition to classes offered online and at the Poughkeepsie main campus, Marist has been a leader in providing cohort programs for the New York State Police throughout the state, as well as MPA cohorts for the New York Police Department in New York City.

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 key-boards, whenever and wherever they may be. U-compass Learning instructional technology enables students to interact extensively with their instructors and class-mates. Online students log on according to their own schedules, when it is most con-venient for them. Communication is continuous via e-mail, bulletin boards, group conference rooms, or private chat rooms. There is no on-campus requirement, nor are all students expected to be online at the same time. To take an online tour, visit *www.marist.edu/management/mpa.*

TECHNICAL REQUIREMENTS

At a minimum, a personal computer with a Pentium 166 processor, 32 megabytes of RAM, 28.8 modem (56K recommended) is required. Access to the Web via MS Internet Explorer (version 5.0 or higher), Netscape (version 4.7 or higher), or America Online (version 4.0 or higher) is needed. Microsoft Office 97 or higher is essential throughout the program. Technical skills beyond familiarity in a basic Windows environment are not needed.

ADMISSIONS REQUIREMENTS

The MPA program is concerned with the interest, aptitude, and capacity of a prospective student as indicated by the applicant's previous academic record, achievement on the Graduate Records Examination (GRE), and past professional achievement and growth. All applicants must hold a baccalaureate degree from an accredited college or university.

Applicants who hold a master's degree in any field, or have achieved an under-graduate GPA of 3.0 or better, will be fully matriculated into the program. Applicants with less than 10 years of work experience and an undergraduate GPA below 2.5 are required to take the GRE and achieve a combined test score of 800 or

higher on the verbal-quantitative sections of the test in order to be considered for admission into the program. Applicants without prior work experience in an administrative capacity will be required to satisfy this condition through an internship (MPA 660).

Students entering the MPA program are expected to have word processing, spreadsheet, and both library and Internet research skills. Applicants who have not had an undergraduate course in Algebra, Statistics, or Geometry within the past 5 years are strongly advised to take a Pre-calculus or Statistics course before beginning the MPA program.

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. Applicants for campus-based classes begin the program in the fall semester. Students wishing to pursue the program online may begin in the fall or the spring semester. Applications are accepted on a rolling basis. Admission is made according to published deadlines.

Applicants to the MPA program must submit:

- a fully completed Marist Graduate Studies application form;

- a $30.00 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 your work history and present responsibilities;

- an official score report of the Graduate Records Examination (GRE) if required.

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

REGISTRATION PROCEDURES

All students in the MPA program, including those on an approved Leave of Absence, receive scheduling information and registration materials midway through the semester for the following semester. Registrations for graduate courses require the signature of the program director for processing. Students are encouraged to register early and are responsible for meeting registration and payment deadlines. Registration for online courses must be financially cleared and fully processed no less than 10 days prior to the course start date.

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.

INTERNATIONAL APPLICANTS

International applicants may apply for the fall semester according to published international application deadlines. International students must have their transcripts evaluated (and translated, if necessary) for program equivalency by a recognized credential evaluation service prior to application. A course-by-course evaluation and grade equivalency is needed. International students are advised that the MPA program is designed primarily for part-time study. Students wishing to pursue the program on a full-time basis assume responsibility for remaining in compliance with INS regulations. Please visit *www.marist.edu/graduate* for complete international admissions criteria.

MPA PROGRAM ACADEMIC POLICIES

The maintenance of a minimum cumulative GPA of 3.0 is required for good academic standing. Students must achieve a cumulative GPA of 3.0 after completing one semester of full-time study or its equivalent. Any student whose cumulative GPA falls below a 3.0, or who receives a letter grade of F in any semester, will be placed on academic probation and have one semester of full-time study or its equivalent in which to reestablish good academic standing. Failed courses must be retaken the next time the course is offered.

Students in the MPA program are expected to maintain their matriculation by completing at least one course per semester throughout the academic year – spring and fall. Summer enrollment is encouraged but not required.

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 re-admission will apply.

All program-specific information (course schedules, registration materials, etc.) is generated from the School of Management; therefore, MPA students are responsible for informing the School of Management office promptly of any change in home address, 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). MPA degree requirements must be completed within 7 years of acceptance into the program, with a cumulative index of no less than 3.0. Requests for any extension of this 7-year limit must be made in writing to the program director.

All students begin the program with Introduction to Public Administration. Seminar in Public Administration (MPA 699) is the capstone course in the program and is the final course scheduled for each student. Students must achieve a GPA of 3.0 to be admitted to the seminar. No thesis or comprehensive examinations are required. The final seminar is a full-semester (15-week) course, even online.

MPA COURSES

MPA 500	Introduction to Public Administration
MPA 501	Politics and Policy
MPA 502	Economics in the Public Sector
MPA 503	Public Budgeting
MPA 505	Management in Public Organizations
MPA 506	Administrative Law
MPA 507	Information Technology for Public Administration
MPA 508	Research Methods and Statistics for Public Administration
MPA 513	Program Planning and Evaluation
MPA 521	Management in Nonprofit Organizations
MPA 530	Managing Organizational Change
MPA 616	Current Issues in Public Administration
MPA 660	Internship in Public Administration*
MPA 699	Seminar in Public Administration

Required of pre-service students only.

MARIST COLLEGE/NEW SCHOOL UNIVERSITY PARTNERSHIP

Elective Option

Through a special arrangement with the Milano Graduate School of Management at New School University, students enrolled in the Marist MPA program may pursue up to 6 credits of elective coursework in the Milano program. These courses are generally offered online. Students electing this option may substitute 2 Milano courses for MPA 521, MPA 530, or MPA 616. Milano offers courses in the following areas: Health Services Management, Nonprofit Management, Human Resources, and Urban Policy.

Marist MPA students taking New School courses will be charged the Milano Upstate tuition rate for online or in-person graduate credits and are responsible for making application, registration, and transfer credit arrangements. For a listing of applicable Milano courses, contact the Marist School of Management. Course descriptions can be found at www.newschool.edu/milano.

Graduate Courses in Public Administration

MPA 500
Introduction to Public Administration
3 Credits
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
3 Credits
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 502
Economics in the Public Sector
3 Credits
Economics in the Public Sector introduces the role of government in national and subnational economies, privatization, intergovernmental fiscal relationships, economic analysis techniques such as cost/benefit analysis, and social and political considerations in public economic and fiscal activity.

MPA 503
Public Budgeting
3 Credits
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
Management in Public Organizations
3 Credits
Management in Public Organizations covers aspects of organization theory and behavior pertinent to public and nonprofit management. 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
3 Credits
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
Information Technology
for Public Administration
3 Credits
Information Technology for Public Administration 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
Research Methods and Statistics
for Public Administration
3 Credits
Research Methods and Statistics for Public Administration 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, regression analysis, and time series. Familiarity with high school algebra is necessary.

MPA 513
Program Planning and Evaluation
3 Credits

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
3 Credits

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
Managing Organizational Change
3 Credits

Managing Organizational 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 616
Current Issues in Public Administration
3 Credits

Current Issues in Public Administration is designed to cover topics of contemporary and controversial nature, focusing on globalization.

MPA 660
Internship In Public Administration
3 Credits

The Internship in Public Administration is intended to provide field-based experience in a public or nonprofit organization. This course is required of pre-service students only.

MPA 699
Seminar in Public Administration
3 Credits

The Seminar in Public Administration is the capstone course in the MPA program. It is intended to provide an integrating experience for students. Emphasis is placed upon specific problems. Extensive research and analysis of public policy are conducted. NOTE: Students must achieve a 3.0 GPA to enroll in this course. The final Seminar is a full 15-week semester course.

Public Administration Faculty

DONALD J. 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

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

BENJAMIN DATTNER Adjunct Instructor of Public Administration, 2001. *Degrees*: B.A., Harvard College; Ph.D., New York University

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

JOSEPH F. HEAVEY, SR. Adjunct Professor of Public Administration, 1991. *Degrees*: B.A., Gannon College; M.P.A., Marist College

MARY E. HOGENCAMP Adjunct Professor of Public Administration, 2001. *Degrees*: B.S., State University of New York at Stony Brook; M.P.A., Marist College

JAMES D. KENT Assistant Professor of Public Administration, 1994. *Degrees*: B.A., University of Florida; M.P.A., SUNY Albany; Ph.D., SUNY Albany

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

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

ROY MEROLLI Executive Vice President, Marist College, Professor of Public Administration, 1996. *Degrees*: B.A., University of Connecticut; M.A., University of Connecticut; Ph.D., University of Connecticut

LEE M. MIRINGOFF Assistant Professor of Political Science, 1975. Director, Marist Institute for Public Opinion. *Degrees*: B.A., Clark University; Ph.D., Massachusetts Institute of Technology

MICHAEL MORAN Adjunct Instructor of Public Administration, 1999. *Degrees*: B.A., Iona College; M.B.A., Long Island University

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

W. BRUCE NEWMAN Adjunct Instructor of Public Administration, 1999. *Degrees*: B.A., Marist College; M.B.A., Pace University

LAWRENCE G. PLANTE Adjunct Instructor of Public Administration, 2001. *Degrees*: B.A., Fordham University; M.A., Fordham University; M.P.A., Iona College

CAROLE A. RICHARDSON Adjunct Instructor of Public Administration, 1999. *Degrees*: B.A., M.P.A., Central Michigan University; D.P.A., Western Michigan University

STEPHEN J. WING Adjunct Professor of Public Administration, 1980. *Degrees*: B.A., The College of William and Mary; J.D., Fordham University School of Law

RICHARD B. WOLF Adjunct Instructor of Public Administration, 1996. *Degrees*: B.A., Dartmouth College; LL.B., Yale Law School

JOHN T. ZANETICH Adjunct Instructor of Public Administration, 1995. *Degrees*: B.A., Rutgers University; M.A., Miami University; M.A., University of Pennsylvania; Ph.D., Nelson A. Rockefeller College of Public Policy and Public Affairs