

CHAIR, DEPARTMENT OF PUBLIC AND NONPROFIT 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 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, and
- Embrace sound values in the ethical management of public organizations.

PROGRAM OVERVIEW

MPA students are required to complete a total of 42 credits. Specifically, the program is comprised of three Foundation courses (9 credits), eight required Core courses (24 credits), and three Elective courses (9 credits). Students may be waived from up to three Foundation courses if the following conditions are met: (1) comparable undergraduate courses were completed within the two years prior to acceptance into the MPA program, (2) a grade of "B" or better was earned in the designated course(s), and, (3) with approval of the Department Chair at the time of admission. In addition, students may be waived from the internship if they have two or more years of full-time professional work experience. This decision is made by the Program Director at the time of admission only. For the remaining 9 Elective credits, students may choose to group their Electives in one of the three Concentration areas offered: public management, ethical leadership, or health care administration. Each Concentration area is defined by three specific MPA courses which must be completed to have the Concentration listed on the student's transcript.

Students typically start the program with MPA 500—*Introduction to Public Administration*, although exceptions may be made upon approval of the Department Chair. The capstone course, MPA 699—*Innovation in Public Administration*, requires students to conduct independent, self-driven research that integrates concepts from across the MPA curriculum. To qualify for admittance into the capstone seminar, the candidate must have completed all prerequisite courses and be in good academic standing (GPA of 3.0 or better). We do not require a thesis or comprehensive examination as part of the MPA program requirements.

MPA FOUNDATION COURSES (9 CREDITS REQUIRED, WAIVABLE)

A student may be waived from one, two or all three MPA foundation courses at the time of admission to the program based on criteria described above.

- MPA 501 Politics and Policy
- MPA 505 Human Resource Management in Public Organizations
- MPA 508 Statistics for Public Managers

MPA CORE COURSES (24 CREDITS REQUIRED, 3 CREDITS WAIVABLE)

A student may be waived from the internship, MPA 660, at the time of admission to the program based on criteria described above.

- MPA 500 Introduction to Public Administration
- MPA 503 Public Budgeting
- MPA 506 Administrative Law
- MPA 507 Technology Management 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 (9 CREDITS REQUIRED)

- MPA 502 Economic Issues in the Public Sector
- MPA 521 Management in Nonprofit Organizations
- MPA 616 Cultural Competence in a Global Society
- 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 CONCENTRATION AREAS

Public Management:

- MPA 502 Economic Issues in the Public Sector
- MPA 616 Cultural Competence in a Global Society
- MPA 521 Management in Nonprofit Organizations

Ethical Leadership:

- MPA 684 Leadership, Power and Influence
- MPA 685 Negotiations and Conflict Management
- MPA 688 Ethical Management of 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

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 Marist main campus in Poughkeepsie, 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 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. The face-to-face component of the hybrid courses are offered over the same 8-week segments with meetings one night per week.

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, virtual group conference rooms, and private chat rooms. There is no on-campus requirement for students completing the program fully online, 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) if required, 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

Applicants whose undergraduate GPA is less than 3.0 may be required to submit their scores from the GRE or show evidence of strong quantitative skills. The Marist College report code for the GRE application 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 Department Chair and are accepted at the Chair'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

In the Marist College Master of Public Administration Program, the maintenance of a minimum cumulative GPA of 3.0 is required for good academic standing and to graduate. 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 3.0 will be placed on academic probation and they will have 9 credits in which to reestablish good academic standing. Students who receive an F in any class will be placed on academic probation and must retake the class the next time the class is offered. Up to two of the courses in which a grade of C or lower was earned may be repeated once. Graduate students on academic probation who receive a C or lower in any course at Marist may be dismissed from the program. Any student who has two semesters (consecutive or otherwise) of academic probation faces academic dismissal. The School of Management reviews student academic progress following completion of the fall, spring and summer semesters.

Students in the MPA Program are expected to maintain matriculation by completing at least one course per semester throughout the academic year (excluding summer classes). Any student who is compelled to leave school for even one semester must notify the School of Management (gradmgmt@marist.edu) in writing to request a Leave of Absence (LOA). Interruption of study beyond one academic year (2 semesters) requires re-application. The admissions policy and program curriculum effective at the time of re-admission will apply. All academic requirements for the MPA program must be completed within seven years of admission. A minimum cumulative GPA of 3.0 is required to enroll in MPA699 and to graduate. Requests for an extension of the seven-year limit must be made in writing to the School of Management (gradmgmt@marist.edu).

Students may request permission to participate in May commencement exercises when they have completed all but 6 credits of their program, provided that the remaining courses will be completed by the end of the fall semester following commencement. Such requests should be made in writing to the School of Management (gradmgmt@marist.edu). Students must be in good academic standing (minimum cumulative GPA of 3.0) to participate in commencement.

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 502

Economic Issues in the Public Sector

Economic Issues in the Public Sector extends students' understanding of theory and research in key areas of the public sector and the role of government. Students will analyze theories applied to a variety of policy areas such as pollution, crime prevention, poverty, education, unemployment, Social Security and Medicare.

MPA 503

Public Budgeting

Public Budgeting covers the theory and practice of public budget preparation, approval, execution, review, and auditing as well as political issues in the budget process. The course includes consideration of capital budgeting, revenue estimation, debt administration and the history of budget reform efforts.

MPA 505

Human Resource Management in Public Organizations

Human Resource Management in Public Organizations investigates 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**Leadership and 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 616**Cultural Competence in a Global Society**

This course addresses cultural competence in a global context. Cultural competency is defined as the social awareness that everyone is not the same or like I am, an understanding that different cultures and backgrounds affect how one thinks and behaves, and that this awareness allows an individual to behave appropriately and perform effectively in culturally diverse environments. A service field, such as public administration, requires an administrator to make decisions and implement policies that impact the lives of those at the receiving end of said decisions. Course readings, assignments, and discussions help

students understand the importance of not just working with diverse individuals, but creating inclusive, just environments that strengthen decision making, service delivery and program planning. Ultimately, students will gain an understanding of the roles diversity, equity, inclusion and cultural competence (related yet different concepts) play in the field and practice of public administration.

MPA 660**Internship**

The internship provides students with an on-site practical experience. It aims to provide students with a better appreciation of the relevance and value of the learning that goes on in the classroom. In addition, an internship experience enables students to give more careful consideration and thought to an issue, and practice using theoretical knowledge to solve practical administrative problems. Internships are three credits and graded pass/no pass.

MPA 661**Internship II**

The internship provides students with a second on-site practical experience. It aims to provide students with a better appreciation of the relevance and value of the learning that goes on in the classroom. In addition, an internship experience enables students to give more careful consideration and thought to an issue, and practice using theoretical knowledge to solve practical administrative problems. Internships are three credits and graded pass/no pass.

Prerequisite: MPA 660

MPA 662**Internship III**

The internship provides students with a third on-site practical experience. It aims to provide students with a better appreciation of the relevance and value of the learning that goes on in the classroom. In addition, an internship experience enables students to give more careful consideration and thought to an issue, and practice using theoretical knowledge to solve practical administrative

problems. Internships are three credits and graded pass/no pass.

Prerequisites: MPA 660 and MPA 661

MPA 681

US Health Care Policies and Systems

US Health Care Policies and Systems is an introduction to health care delivery systems and the policy environment they operate in, with emphasis on the American system of health care and its major issues and challenges. The course explores the dynamics of administration in health care institutions such as hospitals, nursing homes, and ambulatory care facilities, and the policy issues and controversies 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 a fundamental knowledge of the legal system as it relates to health care institutions. The course then builds on the student's understanding of the legal system to integrate it with administrative theory as ethical situations and decisions unique to health care administration and to the health care industry are examined.

MPA 683

Critical Issues in Health Care Leadership

Critical Issues in Health care covers topics of contemporary and controversial nature, focusing on topics such as the implementation of health care policy and the ongoing challenges of balancing margin v. mission decisions while working to ensure the long-term viability of an organization. It actively integrates historical information on health care issues with current topics under discussion in that week's news outlets. Once it helps the student develop an understanding of contemporary health care debate, it also provides tools and tactics for influencing the debate on a personal and system level.

MPA 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.

MPA 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.

MPA 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.

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.

Prerequisites: MPA 500, 501, 503, 505, 506, 507, 508, 513 and 530, but the expectation is that this course be taken in the student's last semester of the program. Students must have a GPA of 3.0 to enroll.

Master of Public Administration Faculty

LAWRENCE R. ADAMITIS Adjunct Instructor of Public Administration, 2016. *Degrees:* M.P.A., Marist College; Ph.D. Rutgers

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

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

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

LANORA D. CALLAHAN Adjunct Instructor of Public Administration, 2016. *Degrees:* B.A., Rutgers; M.Sc., University of Manchester; Ph.D. candidate, University of Roehampton

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

FRANK CHRISTENSEN Adjunct Instructor of Public Administration, 2012. *Degrees:* B.A., Siena College; M.P.A., Marist College

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

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

RICHARD M. JOHNS Adjunct Instructor of Public Administration, 2014. *Degrees:* B.A., Mercyhurst College; M.A., Duquesne University

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

LOUISE M. MCLOUGHLIN Adjunct Instructor of Public Administration, 2014. *Degrees:* B.A., Ithaca College ; M.P.A., Marist College

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

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

DENNIS J. MURRAY President Emeritus, 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

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

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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, Ph.D., Capella University

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

EDWARD SUMMERS Adjunct Instructor of Public Administration, 2009. *Degrees:* B.A., Marist College; M.P.A., Marist College; Ph.D. New School

ANNE ZAHRADNIK Associate Professor of Health Care, 2010. *Degrees:* B.A., University of Pittsburgh; M.A., Western Michigan University; Ph.D., Western Michigan University