MASTER OF PUBLIC ADMINISTRATION (MPA)
For MPA Students who Started Prior to Fall 2022

The MPA program is a 42 to 45-credit program. The three-credit difference is due to an internship that is required for those students who have limited work experience.

**MPA-at-a-Glance**

**REQUIRED CORE COURSES (21 CREDITS)**
- PAF 9100 Introduction to Public Affairs
- PAF 9103 Communication in Public Settings
- PAF 9120 Public and Nonprofit Management I
- PAF 9130 Economic Analysis and Public Policy
- PAF 9140 Budgeting and Financial Analysis I
- PAF 9170 Research and Analysis I OR PAF 9270
- PAF 9172 Research and Analysis II OR PAF 9271/9272

**INTERNSHIP COURSES (1 OR 3 CREDITS IF REQUIRED)**
- PAF 9195 Public Affairs Internship (3 credits)
- Required if less than one year relevant work experience
- PAF 9198 Public Affairs Workshop (1 credit)
- Option for students NOT required to complete an internship, but who need academic credit for an internship

**ELECTIVE COURSES (18 CREDITS)**

Students may choose one of five concentrations offered (see next column). However, choosing a concentration is optional. Students who do not select a concentration would complete 18 elective credits from any of the Marxe graduate offerings.

The Marxe School offers different graduate electives every term - consult the schedule of classes on CUNYFirst to see the current offerings. MPA electives are always “PAF,” 9000+, and 3 credits each.

**FINAL REQUIREMENT (3 CREDITS)**
- PAF 9190 Public Affairs Capstone Seminar

**CONCENTRATIONS:**

- HEALTH CARE POLICY
- NONPROFIT ADMINISTRATION
- PUBLIC MANAGEMENT
- POLICY ANALYSIS AND EVALUATION
- URBAN ANALYSIS AND SUSTAINABILITY

Students who choose a concentration need to complete 12 of their 18 elective credits within that concentration and the remaining 6 credits should be taken from other Marxe graduate electives. Electives not listed below for a concentration may be considered after speaking with your advisor. Substitutions for required concentration electives are also allowed after speaking with your advisor.

**HEALTH CARE POLICY:**

**REQUIRED ELECTIVE (3 CREDITS)**
- PAF 9710 Health and Health Care*

*Students in the Health Care Policy concentration should take PAF 9710 concurrently with their MPA core classes, since it is a prerequisite to other Health Care Policy electives.

**SELECT 3 ELECTIVES (9 CREDITS)**
- PAF 9144 Budget and Financial Analysis II
- PAF 9180 Policy Analysis
- PAF 9715 Health Care Policy
- PAF 9725 Health Program, Policy and Performance Evaluation
- PAF 9173 Program Auditing and Performance Measurement
- PAF 9174 Program Evaluation
- PAF 9177 Selected Topics in Advanced Analytical Methods
- PAF 9186 Map Making for Public Policy
- PAF 9730 Comparative Health Systems
- PAF 9735 Health Politics and Policymaking
- PAF 9766 Health Care Costs and Financing
- PAF 9799 Selected Topics in Health Policy
- PAF9*99 Other Selected Topics, if related to heathcare policy

**SELECT 2 ADDITIONAL ELECTIVES FROM MARXE GRADUATE ELECTIVES (6 CREDITS)**
## NONPROFIT ADMINISTRATION:

**REQUIRED ELECTIVES (6 CREDITS)**
- PAF 9151 Administration of the Nonprofit Sector and Voluntary Agencies
- PAF 9153 Budgeting and Finance for Nonprofits

**SELECT 2 ELECTIVES (6 CREDITS)**
- PAF 9110 Ethics and Public Decision-Making
- PAF 9126 Human Services Administration (formerly PAF 9171)
- PAF 9136 Urban Economic Development
- PAF 9139 Communication Strategy
- PAF 9141 Community Development: History, Present, and Future
- PAF 9142 Housing Policy
- PAF 9152 Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations
- PAF 9156 Emergency Preparedness, Response, and Recovery
- PAF 9157 Introduction to Philanthropy
- PAF 9160 Public and Nonprofit Management II
- PAF 9174 Program Evaluation
- PAF 9181 Comparative Public Policy and Administration
- PAF 9183 International Nonprofit Organizations
- PAF 9201 Mobilizing Digital Communication for the Public Good
- PAF 9202 Civic and Political Speech-Making in New York City
- PAF 9203 Communicating for Equity and Belonging
- PAF 9204 Conflict Management and Negotiation
- PAF 9299 Selected Topics in Nonprofit Management
- PAF 9411 Comparative Urban Policy and Governance
- PAF 9969 Social Entrepreneurship: Concepts and Cases

**SELECT 2 ADDITIONAL ELECTIVES FROM MARXE GRADUATE ELECTIVES (6 CREDITS)**

## PUBLIC MANAGEMENT:

**REQUIRED ELECTIVES (6 CREDITS)**
- PAF 9117 Public Personnel and Human Resource Management
- PAF 9160 Public and Nonprofit Management II

**SELECT 2 ELECTIVES (6 CREDITS)**
- PAF 9104 Media, Politics, and Public Culture
- PAF 9110 Ethics and Public Decision-Making
- PAF 9111 American Public Law and the Administrative State
- PAF 9115 Intergovernmental Relations
- PAF 9125 Human Resources Policy
- PAF 9127 Managing Cultural Diversity
- PAF 9139 Communication Strategy
- PAF 9151 Administration of Nonprofit and Voluntary Organizations
- PAF 9155 Governing without Government
- PAF 9156 Emergency Preparedness, Response, and Recovery
- PAF 9163 Leadership and Strategy
- PAF 9173 Program Auditing and Performance Measurement
- PAF 9174 Program Evaluation
- PAF 9181 Comparative Public Policy and Administration
- PAF 9184 International Institutions and Global Governance
- PAF 9201 Mobilizing Digital Communication for the Public Good
- PAF 9202 Civic and Political Speech-Making in New York City
- PAF 9203 Communicating for Equity and Belonging
- PAF 9204 Conflict Management and Negotiation
- PAF 9411 Comparative Urban Policy and Governance
- PAF 9969 Social Entrepreneurship: Concepts and Cases

**SELECT 2 ADDITIONAL ELECTIVES FROM MARXE GRADUATE ELECTIVES (6 CREDITS)**

## URBAN DEVELOPMENT AND SUSTAINABILITY:

**REQUIRED ELECTIVES - SELECT 2 (6 CREDITS)**
- PAF 9141 Community Development: History, Present, and Future
- PAF 9142 Housing Policy
- PAF 9143 Greening and Growing Cities: Sustainability and Public Choices

**REQUIRED 2 ELECTIVES (6 CREDITS)**
- PAF 9110 Ethics and Public Decision-Making
- PAF 9125 Human Resources Policy
- PAF 9130 Economic Analysis and Public Policy
- PAF 9132 Governing New York City
- PAF 9134 Urban Transportation Policy
- PAF 9136 Urban Economic Development
- PAF 9145 Poverty and Social Policy
- PAF 9151 Administration of the Nonprofit Sector and Voluntary Agencies
- PAF 9152 Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations
- PAF 9153 Budgeting and Finance for Nonprofits
- PAF 9156 Emergency Preparedness
- PAF 9160 Public and Nonprofit Management II
- PAF 9161 Business and Public Policy
- PAF 9174 Program Evaluation
- PAF 9181 Comparative Public Policy and Administration
- PAF 9185 Environmental Policy
- PAF 9186 Map Making for Public Policy
- PAF 9201 Mobilizing Digital Communication for the Public Good
- PAF 9202 Civic and Political Speech-Making in New York City
- PAF 9203 Communicating for Equity and Belonging
- PAF 9204 Conflict Management and Negotiation
- PAF 9299 Selected Topics in Nonprofit Management
- PAF 9318 Educational Policy
- PAF 9430 Diaspora and Migration
- PAF 9715 Health Care Policy
- PAF 9969 Social Entrepreneurship: Concepts and Cases

**SELECT 2 ADDITIONAL ELECTIVES FROM MARXE GRADUATE ELECTIVES (6 CREDITS)**
REQUIRED CORE COURSES
Introductory courses should be taken in the beginning of the program and preferably before elective courses.
(7 courses; 21 Credits)

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<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Credits</th>
<th>Term/Year</th>
<th>Status</th>
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<td>PAF 9100</td>
<td>Introduction to Public Affairs</td>
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<td>PAF 9103</td>
<td>Communication in Public Settings</td>
<td>3</td>
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<td>PAF 9120</td>
<td>Public &amp; Nonprofit Management I</td>
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<td>PAF 9130</td>
<td>Economic Analysis &amp; Public Policy</td>
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<td>PAF 9140</td>
<td>Budgeting &amp; Financial Analysis I</td>
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<td>PAF 9270(9170)</td>
<td>Data Collection &amp; Description</td>
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<td>PAF 9271 OR 9272 (PAF 9172)</td>
<td>Data Analysis for Public Service OR Causal Analysis &amp; Inference (choose ONE)</td>
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ELECTIVE COURSES
Elective courses build on concepts taught in the core classes should be taken after most core requirements are completed.
(6 courses; 18 Credits)

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INTERNSHIP REQUIREMENT*
*For students with less than 1 year of full-time work experience in a relevant field
(1 course; 3 credits)

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<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Credits</th>
<th>Term/Year</th>
<th>Status</th>
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<tbody>
<tr>
<td>PAF 9195</td>
<td>Public Affairs Internship</td>
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CAPSTONE REQUIREMENT
Should be taken in final semester of the degree program
(1 course; 3 credits)

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<th>Course Number</th>
<th>Course Title</th>
<th>Credits</th>
<th>Term/Year</th>
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<tbody>
<tr>
<td>PAF 9190</td>
<td>Public Affairs Capstone Seminar</td>
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Total No. of Credits required for Degree Completion:

42 Credits
45 Credits

Advisor Name: ____________________________ Advisor Signature: ____________________________

Date: ____________________________
DEGREE SUMMARY:

<table>
<thead>
<tr>
<th>Category</th>
<th>Credits/Classes</th>
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<tbody>
<tr>
<td>Total Core Credits</td>
<td>21 credits, 7 classes</td>
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<tr>
<td>Total Elective Credits</td>
<td>18 credits, 6 classes</td>
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<tr>
<td>Internship Credits</td>
<td>3 credits, only required of some students</td>
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<tr>
<td>Capstone Credits</td>
<td>3 credits, 1 class</td>
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<tr>
<td>Total # of Credits*</td>
<td>42-45 credits, 14-15 classes (*depending on Internship Requirement)</td>
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OPTIONAL MPA Concentrations
(For students who entered the MPA program prior to Fall 2022)

- Health Care Policy
- Nonprofit Administration
- Policy Analysis & Evaluation
- Public Management
- Urban Development & Sustainability

All MPA students must complete SIX (6) elective courses (or 18 elective credits) towards their degree program, regardless of whether they choose a concentration or not.

- If a student chooses a concentration, 4 of their 6 electives (or 12 of their 18 elective credits) must be chosen from a selected list, depending on the chosen concentration.

- If the student does not want to concentrate in a particular area, s/he can choose any 6 graduate electives (or 18 credits) offered by the Marxe School, in consultation with an advisor, to complete degree requirements.

For more information on our concentrations and to see which electives make up each concentration, or for general information about our courses, visit our [website](#).