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 primary mission of the MPA program is to equip students with the knowledge, skills and values to be effective managers in a global and technological society. The curriculum links theory, research, 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.

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.

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. Classroom courses are offered over the same 8-week segments with meetings one night per week.

Part-time students wishing to move through the program in the most expedient manner can do so by following a six course per-year schedule. Schedules require taking two courses per semester (Round 1 and Round 2) in the fall and the spring, and two courses in the summer. Following this schedule allows students to focus on one course at a time, while enabling them to complete the entire program in just over two years.

Students wishing to pursue the program on campus may 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, at the Poughkeepsie main campus and the Fishkill Executive Center, Marist has been a leader in providing programs throughout New York State with MPA courses offered at sites in Albany, NYC, Central New York and Westchester County.
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), 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. Applicants begin the program in the fall semester. Students who wish to pursue the program online 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;

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

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); 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.

All candidates start the program with MPA 500 – Introduction to Public Administration and conclude the program with our capstone course MPA 699 – Seminar 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.
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  Global Issues in Public Administration
MPA 660  Internship in Public Administration*
MPA 699  Seminar in Public Administration

* Required of pre-service students only.
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 sub-national economies, privatization, inter-governmental 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**  
**Global Issues in Public Administration**  
*3 Credits*  
Global Issues in Public Administration is designed to cover topics of contemporary and controversial nature, focusing on globalization and international aspects of government.

**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 be in good academic standing to enroll in this course. The final seminar is a full 15-week semester course.
Administration Faculty

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;

LAMAR V. BENNETT Adjunct Instructor of Public Administration, 2009. Degrees: B.A., Rutgers University; M.P.A., Rutgers University; Ph.D., The American University

SHARON Y. BOYCE Adjunct Professor of Public Administration, 2009. Degrees: B.A., Missouri Valley College; M.B.A., Fontbonne University; Ph.D., Capella 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

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


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

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

**EDWARD SUMMERS** Adjunct Professor of Public Administration, 2006. *Degrees*: B.A., Marist College; M.P.A., Marist College; Ph.D. (ABD), The New 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