

2050.30 Master of Public Administration

The Master of Public Administration degree is nationally recognized as the preferred professional graduate degree for those wishing to enter or advance in careers at all levels of government. It is also an appropriate degree for management of nonprofit agencies and professional associations. The M.P.A. is a broad-based, interdisciplinary program designed to prepare skilled graduates for leadership positions as managers, analysts and policy specialists in government and related nonprofit organizations. In addition to the high-quality, generalist curriculum, the program offers opportunities for students to develop specialized knowledge and skills in such areas as public management, public budgeting and finance, public policy analysis and evaluation.

Public administration, the art and science of effectively managing the public's business, fundamentally affects the health, prosperity and security of our country. Our lives are influenced and improved in innumerable ways by the actions of public administrators. One out of every six persons in the work force is employed by government, and government spending accounts for almost a third of the gross national product. In addition, with increasing interaction between the public and private sectors, the growth of nonprofit organizations and the blurring of lines between the sectors, those who do not work in government increasingly must work with government, making an understanding of government and public administration essential.

Contemporary public administrators must meet the challenges of changing social needs and priorities, new directions in public policy, pressures for increased accountability and productivity in government, and demands for greater citizen involvement in the decision-making process. The "information revolution" and the boom in computer-assisted management systems are providing more challenges as the way in which organizations do business is rapidly changing. Meeting these challenges requires greater sophistication and skill on the part of professional public administrators.

The M.P.A. program is designed for a diverse student body, as is appropriate for a multicultural city such as Atlanta. It has been tailored to meet the needs of both in-service and pre-service students, with classes scheduled principally in the evening. The curriculum provides a two-year course of study including a common core curriculum designed to develop knowledge and skills in such areas as planning, policy development and implementation, organizing, decision making, managing people, money and resources, and representing the public interest. Core courses are supplemented by elective coursework in one of a number of concentrations, including criminal justice, public health, nonprofit management, planning and economic development, policy analysis and evaluation, and management and finance.

Students have the option to develop an individualized specialization, such as disaster management, in consultation with an Advisor. These agreed upon courses will also count in the Graduate Certificate program in Disaster Management. Students may also apply for the joint Master of Public Administration and Juris Doctor degree program offered in collaboration with the College of Law.

A Top Ranked Program: The Andrew Young School of Policy Studies (AYSPS) is nationally recognized as a top university in the field of public policy and management. Its many research centers and community outreach efforts provide opportunities to enhance students' education, as well as often opening doors to attractive jobs. The U.S. News and World Report survey published in its "2009 Edition America's Best Graduate Schools" ranked the AYSPS 27th overall among the 269 public affairs schools in the United States, and in the top 25 programs in the specialty areas of nonprofit management, public policy analysis and public management administration; and in the top dozen programs in public finance and budgeting, city management and urban policy, and information and technology management.

Degree Requirements

The M.P.A. degree requires 39 hours of graduate coursework, which must include 24 credit hours of required courses, a minimum of 12 credit hours in a concentration, and three credit hours of internship or practicum.

1. Required Core Courses:

- PMAP 8111 Public Service and Democracy (Note: Nonprofit Management concentration students must take PMAP 8210, Introduction to the Non Profit Sector)
- PMAP 8121 Applied Research Methods and Statistics I
- PMAP 8131 Applied Research Methods and Statistics II
- PMAP 8141 Microeconomics for Public Policy
- PMAP 8161 Public Budgeting and Finance (Note: Nonprofit Management concentration students must take PMAP 8261, Nonprofit Financial Management)
- PMAP 8171 Management Systems and Strategies
- PMAP 8411 Law for Public Managers (Note: Nonprofit Management concentration students must take PMAP 8203, Nonprofit Advocacy, Law, and Policy)
- PMAP 8431 Leadership and Organizational Behavior

2. Concentrations (12 hours):

Each student must develop special competence in a particular area of public administration by completing 12 hours in one of six concentrations. Students must formally declare the concentration they wish to complete prior to registering for their first elective course. The M.P.A. program includes concentrations in: criminal justice, management and finance, nonprofit management, planning and economic development, policy analysis and evaluation, and public health. Students also have the option of graduating without a concentration by developing an individualized set of courses that must be approved by completing a petition and returning it to the Office of Academic Assistance for decision with the department. An individualized track in disaster management may also lead to the graduate certificate in disaster management. Concentrations are described below.

Criminal Justice Concentration:

The Criminal Justice concentration prepares students for managerial, planning, and development careers in the court system, corrections, and law enforcement, as well as positions in local, state, or national government. Students will develop knowledge and skills necessary for effective public management: planning and decision making, managing people, money and programs. It also enables those who currently carry out administrative responsibilities with the opportunity for substantial professional development.

Required courses:

- CRJU 7010 Crime & the Criminal Justice System
- CRJU 8710 Legal Aspects of Criminal Justice

Choose two courses (six hours) from the following:

- CRJU 6040 Comparative Criminal Justice
- CRJU 6070 Family Violence and Criminal Justice
- CRJU 6920 Community Policing
- CRJU 6960 Domestic Terrorism
- CRJU 7730 Workplace Law for Criminal Justice Managers
- CRJU 8210 Juvenile Justice Issues
- CRJU 8310 Correctional Issues
- CRJU 8410 Criminological Issues
- CRJU 8720 Legal Issues in Criminal Justice

Management and Finance Concentration:

The management and finance concentration prepares students for careers in what has traditionally been called the public service. This once meant a government job, but today's public service is far more dynamic. Our graduates may find themselves working for a government and interacting regularly with private companies, consultants, and nonprofit organizations. Likewise, they might also work outside government in pursuit of public goals. While management and finance graduates often work as analysts, this track is best suited for students who also see themselves in roles that involve leadership and management at some point in their careers. The coursework in this concentration has an analytical, problemsolving orientation and focuses on the effective management of people, programs, resources, and information in complex environments. This concentration concludes with a capstone experience that will require applying classroom knowledge to a challenging problem or issue facing a government or nonprofit organization.

Required course:

- PMAP 8501 Managing Public Money
- PMAP 8521 Evaluation Research: Design and Practice
- PMAP 8900 Public Service Capstone

Choose one course (three hours) from the following:

- PMAP 8351 Local Government Management
- PMAP 8461 Ethics and Public Administration
- PMAP 8223 Nonprofit Human Resources
- PMAP 8311 Urban Demography and Analysis
- PMAP 8321 Economic Development, Policy and Planning
- PMAP 8271 Disaster Policy and Emergency Management
- ECON 8460 Economics of the State and Local Public Sector (prerequisite PMAP 8141)

Nonprofit Management Concentration:

Nonprofit organizations employ one of every 12 paid workers in the nation and as many volunteers, and generate more than \$800 billion in revenues each year. This concentration prepares students to meet the challenges of this growing, diverse and critical part of our society. Its twin goals are to help nonprofit managers already working in the field to advance their careers and to assist those just beginning to gain the skills needed to become effective professionals.

Required courses (6 hours):

- PMAP 8213 Nonprofit Financial Resources
- PMAP 8223 Nonprofit Human Resources

Choose two courses (six hours) from the following:

- PMAP 8010 Social Policy
- PMAP 8111 Public Service and Democracy
- PMAP 8161 Public Budgeting and Finance
- PMAP 8201 International NGOs
- PMAP 8221 Nonprofit Fundraising
- PMAP 8271 Disaster Policy and Emergency Management
- PMAP 8281 Disaster Relief and Humanitarian Assistance
- ENGL 6510 Grant and Proposal Writing
- MBA 8145, or MK 8200, or MK 8210, or PMAP 8241 Nonprofit Marketing and Communications

Planning and Economic Development Concentration:

This program of study prepares students to be better decision makers on planning and economic development issues at the scale of the neighborhood, city, county, and metropolitan region, for individual private employers and nonprofit agencies, for public agencies, and for elected or appointed officials. It provides academic background for jobs responsible for selecting locations, planning services and facility investments, providing analyses on policy alternatives, and advocating change and improvement within organizations and society.

Students are exposed to theory drawn from planning, economics, and other social science literature, and to a critical view of current practice. They are introduced to the history and professional culture of the planning profession and to the planning process as a systematic approach to problem solving; they become familiar with data sources and how to use them appropriately.

Required courses:

- PMAP 8021 Scope and Theory of Planning
- PMAP 8311 Urban Demography and Analysis
- PMAP 8321 Economic Development, Policy and Planning

Choose one course (three hours) from the following:

- ECON 8300 Urban Economics
- GEOG 6532 Geographic Information Systems
- GEOG 6766 Urban Transportation Planning
- PMAP 8331 Urban Development and Growth Management
- PMAP 8561 GIS Applications to Planning and Policy Analysis
- RE 8040 Legal and Regulatory Environment of Real Estate (same as Lgls 8040)

A graduate certificate in planning and economic development is also available. Review the description at the end of this chapter.

Policy Analysis and Evaluation Concentration:

This concentration provides students with the basic skills needed to work as policy analysts and program evaluators. Two required courses offer a foundation in evaluation strategies and analytical techniques that are useful in assessing public programs and in analyzing policy alternatives. This track also affords students practical research experience in applying these skills.

Required courses:

- PMAP 8521 Evaluation Research: Design and Practice
- PMAP 8531 Policy Analysis

Choose two courses (6 hours) from the following:

- PMAP 8011 Politics and Policy
- PMAP 8010 Social Policy
- PMAP 8021 Scope and Theory of Planning
- PMAP 8311 Urban Demography and Analysis
- PMAP 8551 Survey Research Methods
- PMAP 8561 GIS Applications to Planning and Policy Analysis

- ECON 8740 Applied Statistics and Econometrics

Public Health Concentration:

This concentration is designed for M.P.A. students with career goals in the public health field that are primarily in the management and policy fields as opposed to health promotion or prevention science fields.

Required Courses:

Select two from the following courses (six hours):

One of these two courses:

- PH 7010 Foundations of Public Health Administration and Policy
- PH 7170 Public Health Policy

And one of these two courses:

- PH 7250 Health Care Finance
- PH 7530 Prevention Effectiveness and Economic Evaluation

Advisor Approved Electives:

Select two from the following courses (six hours):

- PH 7010 Foundations of Public Health Administration and Policy
- PH 7012 Health Planning and Program Development
- PH 7130 Law and Public Health Practice
- PH 7140 Social and Behavioral Aspects of Public Health
- PH 7150 Environmental Health
- PH 7170 Public Health Policy
- PH 7250 Health Care Finance
- PH 7530 Prevention Effectiveness and Economic Evaluation

3. Internship:

Internships are required for all MPA students lacking significant prior administrative experience in a public or nonprofit agency or a related organization. Internship experiences provide students the opportunity to apply concepts and skills associated with their graduate curriculum. This opportunity for professional growth and development requires enrollment in three hours of PMAP 8941. The department's internship coordinators assist in the search for an appropriate internship opportunity. Students are expected to take the lead in this search. Internship credit requires the completion of 300 hours of work. Students are free to work full-time or part-time, according to their needs and those of their internship sponsor. Many students find paid internships, but there are some unpaid internships available that are very desirable. Students

should consider the value of the experience that an internship provides, in addition to the pay. Internship information and applications are available from the Department of Public Management and Policy, or the PMAP internship homepage on the web at www.gsu.edu/~padgds/Update.html. Students with substantial prior administrative experience may petition to waive the internship requirement. Petition forms are available from the Office of Academic Assistance. MPA students also have the option to conduct a practicum - an applied research project, in lieu of the internship. The practicum represents an excellent option for students who are interested in additional research experience; especially students who intend to pursue doctoral studies subsequent to their master's work. It also represents an excellent option for working students who do not qualify for an internship waiver, but who could pursue a practicum research project in their employing agency.