

Master of Public Administration

Program Director: Rosemarie Pelletier

The Master of Public Administration program is designed for working professionals that seek to become leaders in the field of the administration of public services. The curriculum places a high emphasis on experiential learning with a focus on demonstrating knowledge of the principles and concepts of leadership, implementation of ethical principles in operations, program evaluation, critical analysis of operational practices, policy making and strategic planning, management of groups, workforce development, fostering community relations and identifying stakeholders.

The challenge for the administrator of the public service organization is to find a balance between the needs of society, best practices and the financial constraints of public financing. Only by developing a sense of inquiry, mastering the skills of research of relevant and up-to-date studies and publications and focusing on evidence-based practices will

the leader of the public organization achieve organizational success. The Master of Public Administration program requires its students to develop and exhibit superior skills of research, effective communication, excellent integration of relevant concepts and principles appropriate to mission accomplishment and the ability to accomplish operational objectives in an evolving environment of federal and state rules of employment practices, laws of liability, and statutory mandates.

The Master of Public Administration program provides students with the tools to meet these objectives by creating an environment of academic interaction between the students and faculty, all of whom are leaders in the field of public administration. Emphasis is placed on problem-solving, using scenarios that replicate real-world operational and policy-oriented situations. Each student is required to submit a capstone project prior to completion of the program as well as a publishable paper addressing the capstone project.

Curriculum Map

Semester 1	Credits	Semester 2	Credits	Semester 3	Credits
AD 511 Foundations of Public Administration and Policy	6	One concentration course	6	One concentration course	6
One concentration course	6	One concentration course	6	Capstone studies or final concentration course	6
				AD 590 MPA Portfolio	0
				AD 595 Residency ¹	0
	12		12		12
Total Credits: 36					

¹ Students are required to attend a one-week, on campus Residency Conference the June following or concurrent with their final course.

Curriculum Requirements

Required Courses

All students are required to begin their program with AD 511, Foundations of Public Administration and Policy, followed by five six-credit concentration courses. All students are also required to complete the exit portfolio, AD 590.

Core Courses

AD 511	Foundations of Public Administration and Policy	6
AD 590	MPA Portfolio	0

Culminating Academic Requirement

AD 595	Residency	0
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Total Credits		6
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Concentrations Courses

Criminal Justice and Public Safety Courses

AD 521	Public Administration Research and Analysis	6
AD 531	Public Organization Resources & Processes	6

Select two courses from the following:

GJ 551	Law Enforcement Administration	6
GJ 552	Corrections Administration	6
GJ 556	Critical Incident Management for Public Safety	6

AD 561	Capstone Studies	6
Total Credits		30

Fiscal Management Courses

AD 521	Public Administration Research and Analysis	6
AD 531	Public Organization Resources & Processes	6
AD 558	Certified Government Financial Manager Studies	6
AD 559	Public Organization Financial Management	6
AD 561	Capstone Studies	6

Total Credits		30
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International Development and Influence Courses

AD 521	Public Administration Research and Analysis	6
AD 531	Public Organization Resources & Processes	6
AD 564	International Development and Influence I	6
AD 574	International Development and Influence	6
AD 561	Capstone Studies	6

Total Credits		30
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Municipal Governance Concentration

The Municipal Governance concentration focuses on three key areas of study:

- Municipal Governance in general,

- Rural Municipal Governance,
- Urban Municipal Governance.

These three seminars will explore key best practices for municipal leadership, including the challenges of providing direction to a wide scope of departments and agencies necessary to serve the needs of communities. The seminars will also study how to create and maintain intergovernmental relationships, form partnerships with elected officials, staff, and private sector business. Studies in these three seminars will provide a graduate MPA student with a skill set that includes interdisciplinary and multidisciplinary competence, effective leadership skills, and action plan development and implementation.

Municipal Governance Courses

AD 521	Public Administration Research and Analysis	6
AD 531	Public Organization Resources & Processes	6
AD 543	Municipal Governance	6
AD 553	Rural Municipal Governance	6
or AD 563	Urban Municipal Governance	
AD 561	Capstone Studies	6
Total Credits		30

Nonprofit Management Concentration

The Nonprofit Management concentration focuses on these key areas of study:

- Nonprofit leadership and management,
- Nonprofit Administration,
- Transformational Organizational Culture, Human Resource Development and
- Management,
- Resource Development and Efficiency by Nonprofit Organizations,
- Healthcare Management

These seminars will explore key best practices for nonprofit leadership in areas such as: workforce focus, volunteer staff management, leadership and governance, nonprofit law, ethics, grant writing, accounting and economics, healthcare information technology and knowledge management. Studies in these seminars will provide a graduate MPA student with a skill set that includes interdisciplinary and multidisciplinary competence, effective leadership and management skills, and action plan development and implementation.

Nonprofit Management Courses

AD 521	Public Administration Research and Analysis	6
AD 531	Public Organization Resources & Processes	6
AD 542	Leading the Nonprofit Organization	6
AD 552	Nonprofit Administration	6
or AD 562	Transformational Organizational Culture, Human Resources Devel and Mngt in NonProfit Organizations	
or AD 572	Resource Development, Management & Efficiency by Nonprofit Organizations	
or AD 582	Healthcare Management	
AD 561	Capstone Studies	6
Total Credits		30

Policy Analysis and Analytics Concentration

The Public Policy Analysis and Analytics concentration focuses on these key areas of study:

- Policy, Politics, and Planning,
- Methods of Policy Analysis,
- Policy and Policy Implementation,
- Tools for Policy Analysis, and
- Economics and Decision Making.

These seminars will explore key best practices for policy planning, implementation, analysis and analytics. Data mining, data gathering, decision making based upon analysis and analytics all contribute to a growing field of policy analysis and the need for those who understand public administration, public policy AND the process of analysis using up to date tools.

Policy Analysis and Analytics Courses

AD 545	Policy, Politics, and Planning	6
AD 555	Public Organization Fiscal Management, Part I	6
AD 565	Public Organization Fiscal Management, Part II	6
AD 575	Tools for Policy Analysis	6
AD 585	Economics & Decision Making	6
Total Credits		30

Public Administration Leadership and Crisis Management Concentration

The Public Administration Leadership and Crisis Management concentration focuses on these key areas of study:

- Foundation of Leadership and Ethical Decision Making,
- Public Leadership, Crisis Management, and Organizational Change.

The concentration seminars will explore key best practices for public administration leadership and management in areas such as: workforce focus, leadership and governance, ethics, information technology, and knowledge management. Studies in these seminars will provide a graduate MPA student with a skill set that includes interdisciplinary and multidisciplinary competence, effective leadership and management skills, and action plan development and implementation.

Public Administration Leadership and Crisis Management Courses

AD 521	Public Administration Research and Analysis	6
AD 531	Public Organization Resources & Processes	6
AD 576	Foundations of Leadership and Ethical Decision Making	6
AD 586	Public Leadership, Crisis Management, and Organizational Change	6
AD 561	Capstone Studies	6
Total Credits		30

Public Works and Sustainability Courses

AD 521	Public Administration Research and Analysis	6
AD 531	Public Organization Resources & Processes	6
Select two courses from the following:		
AD 557	Public Works Administration, Part I	6
AD 567	Public Works Administration, Part II	6

AD 544	Strategies and Principles for Sustainability I	6
AD 561	Capstone Studies	6
Total Credits		30

Exit Portfolio

The Exit Portfolio is a graduation requirement for students who enter the program on or after December 2014. Upon entering their sixth and final course, students are required to submit to their portfolio the final graded assignment from each of their first five (5) courses. The student's final course instructor will assess the portfolio and assign a grade of Satisfactory (S) or Unsatisfactory (U) and provide an assessment summary for each student, noting the student's strengths, interests, and improvements.

One-Week Residency

All degree candidates of the Master of Public Administration are required to attend a one-week Residency Conference (<http://catalog.norwich.edu/archives/2015-16/onlineprogramscatalog/mastersdegrees/residencyconferencerequirement>) on the Norwich University campus, during which they may attend professional presentations, participate in roundtable discussions with faculty, and present papers. The one-week residency is a degree requirement.

Faculty Member	Institution at which highest degree was earned
Paula Beiser, MBA	College of William and Mary
Frank Colaprete, EdD	Nova Southeastern University
Tracy Connors, PhD	Capella University
Susan Craig, PhD	Pennsylvania State University
Lori Demeter, PhD	University of Maryland
George Franks, PhD	Texas A and M University
Brenda Lewis, PhD	Capella University
Inglis Morgan-Gardner, PhD	Capella University
Daniel O'Shea, JD	New England School of Law
Deborah Rhyne, EdD	University of Central Florida
Linda Roseburr, MPA	California State University
Tanya Settles, PhD	University of Colorado at Denver
Emmanuel Tettah, PhD	Walden University
Geraldine Waite, PhD	Capella University
Roberta Walsh, PhD	Brandeis University
Robert Wright, DPA	University of Leverage