



AMERICAN UNIVERSITY
WASHINGTON, D C

**Department of Public
Administration and Policy**

**Master of
Public Administration
Areas of Concentration**



MISSION STATEMENT

The mission of the **AU Master of Public Administration** program is to instill the knowledge, skills, and values necessary to manage and lead with distinction in government and related organizations that serve the public good in the U.S. democratic context and abroad.

Goals/Objectives - We will achieve our mission by preparing students to:

1. **Apply acquired knowledge** about administration/management/leadership in contemporary public and related organizations and systems.
2. **Allocate administrative and programmatic resources** based on analytic decision making.
3. **Analyze administrative problems, craft solutions**, and communicate them effectively to relevant stakeholders.
4. **Incorporate a range of values** into administrative actions, including democratic/constitutional values, respect for the diversity of people and perspectives in the policy process, and administrative values such as responsiveness, accountability, effectiveness, and equity.

For the foreseeable future, the United States and other governments worldwide face the challenge of discerning how best to harness the energy and expertise of public servants, the passion and commitment of nonprofit organizations, and the dynamism and creativity of markets in the pursuit of democratic and constitutionally informed public purposes.

Through our teaching and unique location in Washington, D.C., we seek to help meet this challenge by enhancing the knowledge, professional skills, and leadership potential of our students in their public service careers.

We educate students entering, engaged in, and interacting with government agencies in the U.S. and abroad.

We treat administration and policy as interrelated subjects strongly influenced by the values of public service and democratic constitutionalism.

Through our research and civic involvement, we also seek to enhance what is practiced and taught in our field.

We seek to attract a diverse group of talented students. We encourage their active involvement in learning, research, and professional activity and strive to enhance their appreciation of the responsibilities of public service.

DISCLAIMER: Students should check the current American University catalog for any changes to degree requirements or course offerings, as well as consult their academic advisors, before finalizing any plan of study.

MPA PROGRAM CORE

The MPA degree program is built around 7 required core courses, 2 public management electives from a list of options, and 4 electives or courses encompassing a selected area of concentration (though students are not required to name a concentration). The total program is comprised of 13 courses or 39 credit hours.

Students may test out of the basic statistics course (Quantitative Methods for Public Managers, PUAD 605) via an online waiver exam administered before the program begins. Students with a B+ or better in STAT 202 or 203 or the equivalent from their undergraduate institution may waive out of the PUAD 605 course, and students with a B+ or better in “Introduction to Economics”, “Introduction to Microeconomics”, or “Intermediate Microeconomics” or the equivalent from their undergraduate institution may waive out of the Public Managerial Economics (PUAD 630) course. Students meeting these requirements who are interested in a waiver must consult their academic advisor. Once approved, students must select other MPA course offerings in place of those required courses.

CORE REQUIREMENTS (21 credits)

1. PUAD 612 Introduction to Public Administration and Democracy (3)
2. PUAD 605 Quantitative Methods for Public Managers (3) **OR**
PUAD 601 Quantitative Methods for Policy Analysis I (3)¹
3. PUAD 630 Public Managerial Economics (3) **OR**
PUAD 670 Economics for Policy Analysis (3)¹
4. PUAD 640 Program Performance Evaluation and Management (3) *(PUAD 605 or equivalent)
5. PUAD 641 Public Policy Implementation and Management (3)
6. PUAD 633 Budgeting and Financial Management (3) **OR**
PUAD 631 Financing Government Services (3)
7. PUAD 610 Public Administration Capstone (3)

PUBLIC MANAGEMENT ELECTIVES (6 credits)

A minimum of **two courses (6 credits)** from the following:

- PUAD 609 State and Local Management (3)
- PUAD 615 Public-Private Partnerships (3)
- PUAD 617 Project Management (3)
- PUAD 650 Leadership and Transformational Change in the Public Sector (3)
- PUAD 651 Project Management for Sustainability (3)
- PUAD 665 Managing Human Capital Assets (3)
- PUAD 681 Managing Nonprofit Organizations (3)
- PUAD 685 Selected Topics:
 - Development Governance and Management (3)
 - Regulatory Policy and Management (3)
 - Possibly other special topics courses (with approval by advisor or Program Director)
- PUAD 696 Selected Topics:
 - Project Management Lifecycle of Grant Management (3)

ELECTIVE COURSES REPRESENTING AREA OF CONCENTRATION

4 courses (12 credits) – see attached pages.

*indicates prerequisite

¹ PUAD 601 and 670 should only be taken by MPA students planning a concentration in Policy Analysis; these courses are prerequisites for other policy analysis concentration courses. All others should take PUAD 605 and 630.

INTERNSHIP

Students without a significant professional work background participate in either a for-credit or non-credit internship.² Students taking a for-credit internship complete PUAD 691 as part of the concentration and must submit a survey on the experience; students taking a non-credit internship also must complete a survey on the experience. The electronic survey can be found on the MPA/MPP Student Central Canvas website.

PUBLIC ADMINISTRATION CAPSTONE EXPERIENCE

The capstone course should be taken in the final semester of study and is only offered during the Fall and Spring semesters. The course allows students to integrate, synthesize, and apply Public Administration (MPA) coursework to significant public management challenges.

² Students with significant professional experience may apply to waive the internship requirement, with Program Director approval. Please contact your advisor to discuss if applicable.

MPA AREAS OF CONCENTRATION

Each student constructs their area of concentration, suited to their individual career goals. A concentration consists of 12 credits of approved elective courses.³ Students should consult academic advisors and department faculty for help in selecting concentration courses. Interviews with alumni and practitioners may also help students identify suitable subjects. Some students select established concentrations; others assemble courses around their own particular interests. Students are encouraged to plan their areas of concentration early in their programs, as some of the courses may be offered only once or twice during the overall period of study. Some areas of concentration offer an optional focus field - an additional layer of specialization - for interested students.

Students who follow one of the **established** concentrations in this booklet may have the concentration listed on their final transcript (for example, “Master of Public Administration with concentration in Nonprofit Management”). These concentrations are:

1. Nonprofit Management
2. Global Governance and Management
3. Public Management
 - Human Resources Management Focus
4. State and Local Management
5. Public Financial Management
6. Policy Analysis
7. Public Policy
 - Social Policy Focus
 - Education Policy Focus
 - Health Policy Focus
 - Environmental Policy Focus
8. Applied Politics
9. Cyber Policy and Management
10. Customized Concentrations (see below)

MPA students may also develop a customized concentration with the approval of their academic advisor. Students can create their own concentrations by selecting any combination of four elective courses approved by the MPA program. Often, in developing these customized concentrations, students select a mix of courses from two or more concentrations listed here. Students may self-title their customized concentrations. Please note that only the “established” MPA concentrations above will be posted to a student’s official transcript. However, all students are highly encouraged to list their areas of concentration on their resumes to signal their areas of focus and expertise to employers.

In addition, by including courses taken through the Consortium of Universities of the Washington Metropolitan Area, students may be able to develop a concentration in an area not offered at AU. For additional information, consult your academic advisor.

³ Students may count up to three one-credit SAMI (SPA Analytics and Management Institute) courses towards their degree requirements. Three SAMI courses are equivalent to one three-credit course. (You must complete three for-credit SAMI courses for them to count towards the degree.)

Please note that while we *strongly encourage* students to choose a concentration, **students are not required to name a concentration** at any point during their time in the MPA program.

Note: Course numbers and titles may change.

1. NONPROFIT MANAGEMENT

Faculty Advisors: Professors Khaldoun AbouAssi and Lewis Faulk

Nonprofit organizations play a substantial role in the formulation and delivery of public services. This concentration introduces students to a variety of general management practices used in the nonprofit sector: defining organizational missions, building effective governance structures, acquiring resources, maintaining high standards of fiscal, legal, and professional accountability, managing human resources, and thinking strategically. More broadly, this concentration educates students in the many administrative challenges faced by small community-based or large professionalized organizations in today's "networked economy" where organizations increasingly interact, compete, and collaborate with other service providers, policymakers, and regulators.

Required Course (3 credits)

- PUAD 681 Managing Nonprofit Organizations (3)

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 608 Public Admin. in International Context: Governing the Globe (3)
- PUAD 615 Public-Private Partnerships (3)
- PUAD 619 Ethical Issues and the Public Sector (3)
- PUAD 633 Budgeting and Financial Management (3)
- PUAD 682 Nonprofit Financial Management (3)
- PUAD 685 Topics: Nonprofits and Public Policy (3)
- PUAD 696 Topics: Project Management Lifecycle of Grant Management (3)

Courses not offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

- AMGT 608 Grant Writing for Nonprofit Organizations (3) **
- AMGT 633 International Cultural Management (3)
- AMGT 670 Survey of Arts Management (3) **
- AMGT 671 Marketing the Arts (3) *(AMGT 670)
- AMGT 674 Financial Management in the Arts (3) *(AMGT 670)
- AMGT 685 Non-Profit Legal Issues (1)

To complete this concentration, students may take other graduate-level courses in policy, management, or related areas upon advisor approval.

*indicates prerequisite

**indicates instructor permission required; consult your advisor

2. GLOBAL GOVERNANCE AND MANAGEMENT

Faculty Advisors: Professors Khaldoun AbouAssi and Sheeling Neo

Global Governance and Management provides a comparative perspective on how policies are made and services are delivered in non-US contexts. With a specific focus on low and medium income countries, the concentration helps students understand the nature of management responsibilities that bridge different cultures, focusing on how public and nonprofit organizations interact to identify, understand, and address problems within or across different national contexts. The courses provide the students with the management and analytical skills necessary to take leadership and management roles in governments, or organizations abroad, or any organization that delivers services globally.

Required Course (3 credits)

1. PUAD 608 Public Administration in International Context: Governing the Globe (3)
OR
2. PUAD 685 Development Governance and Management (3)

Suggested Courses/Recent Offerings to Complete Requirements:

- The remaining course listed above as required
- PUAD 681 Managing Nonprofit Organizations (3)
- PUAD 615 Public-Private Partnerships (3)
- PUAD 696 Topics: Government Policies to Reduce Inequality (3)

Courses offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

- ECON 661 Survey of Economic Development (3)
- GOVT 523 European Public Affairs and Advocacy Institute (3)
- SIS 636 Power and Practice in Development (3)
- SIS 637 International Development (3)
- SIS 642 Intercultural Relations (3)
- SIS 731 Economic Development (3)

3. PUBLIC MANAGEMENT

Faculty Advisors: Professors Eli Lee, Nathan Favero, Jocelyn Johnston, and John Marvel

This concentration strengthens the knowledge and skills of people called upon to work as line managers or administrative support staff in public service or related organizations. It draws upon the strengths of the department as a national center for the teaching of public management.

Required Course (3 credits)

1. PUAD 617 Project Management (3) - (Public Management Elective)
OR
2. PUAD 696 Topics: Project Management Lifecycle of Grant Management (3) -
(Public Management Elective)
OR
3. PUAD 651 Project Management for Sustainability (3) - (Public Management
Elective)

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 608 Public Admin. in International Context: Governing the Globe (3)
- PUAD 609 State and Local Management (3)
- PUAD 615 Public-Private Partnerships (3)
- PUAD 619 Ethical Issues and the Public Sector (3)
- PUAD 650 Leadership and Transformational Change in the Public Sector (3)
- PUAD 665 Managing Human Capital Assets (3)
- PUAD 681 Managing Nonprofit Organizations (3)
- PUAD 685 Development Governance and Management (3)
- PUAD 685 Regulatory Policy and Management (3)
- PUAD 696 Topics: Government Policies to Reduce Inequality (3)

Human Resources Management Focus

Successful leaders of public service organizations recognize the importance of managing and motivating their workforces. They know that developing human capital is critical for promoting organizational effectiveness. This focus area helps students to understand the strategic role of human resources planning, develop skills to prepare employees for change, and improve management and employee relationships.

Additional Required Course for the Human Resources Management Focus (3)

- PUAD 665 Managing Human Capital Assets (3)

Courses not offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

4. STATE AND LOCAL MANAGEMENT

Faculty Advisors: Professors Jocelyn Johnston, Eli Lee, David Schwegman, and Sarah Souders

This concentration prepares students for the political and administrative intricacies of delivering public services in an increasingly intergovernmental context. Students are encouraged to include at least one relevant policy course and as many budgeting/finance courses as possible.

Required Course (3 credits)

1. PUAD 609 State and Local Management (3)

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 615 Public-Private Partnerships (3)
- PUAD 619 Ethical Issues and the Public Sector (3)
- PUAD 631 Financing Government Services (3) *(PUAD 630 or 670)
- PUAD 633 Budgeting and Financial Management (3)
- PUAD 665 Managing Human Capital Assets (3)
- PUAD 685 Selected Topics:
 - Education and the American Policy System (3)
 - Public Policies for the Environment and Energy (3)
 - Health Policy (3)
 - Housing Policy (3)
 - DC Policy and Politics (3)
 - Urban Policy and Community Development (3)
 - Social Welfare Policy and Programs (3)
 - Health Economics and Policy (3)
- PUAD 696 Topics: Government Policies to Reduce Inequality (3)

*indicates prerequisite

5. PUBLIC FINANCIAL MANAGEMENT

Faculty Advisors: Professors Marquise McGraw, David Schwegman, and Sarah Souders

Program analysts, financial officers, budget officers, and financial analysts are found throughout, and at all levels of government (national, state, and local). They administer and design programs, prepare and analyze budget proposals, evaluate programs, forecast revenues, collect taxes, allocate monies, advise legislators, inspect programs, and prepare financial statements. This concentration helps to prepare students for the many responsibilities involved with the management of public programs, operations and funds.

Required Course (3 credits)

1. PUAD 633 Budgeting and Financial Management (3) - (Core course)

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 631 Financing Government Services (3) *(PUAD 630 or 670)
- PUAD 671 Cost Benefit Analysis (3) *(PUAD 630 or PUAD 670)

Courses not offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

- ACCT 607 Financial Accounting (3)

Other options include courses in the Kogod School of Business, the Department of Economics, or other units, with advisor approval.

*indicates prerequisite

6. POLICY ANALYSIS

Faculty Advisors: Professors Valentina Duque, Seth Gershenson, Dave Marcotte, Marquise McGraw, and Jhacova Williams

This concentration aims to equip students with a set of cutting-edge, quantitative skills that can be used to conduct policy-relevant data analysis. Coursework includes training in advanced quantitative methods, program evaluation, and/or cost-benefit analysis. Students who wish to work in roles such as research assistants, research associates, program evaluators, data analysts, or who are considering advanced study in public policy or a similar field may find this concentration to be of interest.

Required Courses (6 credits)

1. PUAD 602 Quantitative Methods for Policy Analysis II (3)
*(PUAD 601 or 605)
PUAD 606 Foundations of Policy Analysis (3)
2. Select **two** of the following five courses (6 credits):
 - PUAD 604 Public Program Evaluation (3) *(PUAD 602)
 - PUAD 671 Cost Benefit Analysis (3) *(PUAD 630 or PUAD 670)
 - PUAD 672 Advanced Quant. Methods for Policy Analysis (3) *(PUAD 602)
 - PUAD 685 Qualitative Methods (3)
 - PUAD 685 Health Economics and Policy (3)

MPA students taking this concentration are encouraged to substitute PUAD 601 Quantitative Methods for Policy Analysis I for PUAD 605 Quantitative Methods for Public Managers. Students are also encouraged to take PUAD 670 Economics for Policy Analysis in lieu of PUAD 630 Public Managerial Economics when possible.

*indicates prerequisite

7. PUBLIC POLICY

Faculty Advisors: Professors Valentina Duque, Derek Hyra, Taryn Morrissey and Brandyn Churchill (Social and/or Health Policy), Dave Marcotte, Seth Gershenson, Claudia Persico, Jordan Matsudaira, Sarah Souders (Education Policy), Nicole Darnall and Daniel Fiorino (Environmental Policy)

This concentration combines the management and leadership strengths of the MPA program with policy courses for students interested in either public policy generally or a particular policy area.

Required Course (3 credits)

1. PUAD 606 Foundations of Policy Analysis (3)

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 685 Selected Topics:
 - Social Welfare Policy and Programs (3)
 - Health Policy (3)
 - Child and Family Policy (3)
 - Education and the American Policy System (3)
 - Housing Policy (3)
 - Health Economics and Policy (3)
 - Urban Policy and Community Development (3)
 - Environmental Sustainability and Public Policy (3)
 - Public Policies for the Environment and Energy (3)
 - Regulatory Policy and Management (3)
- PUAD 696 Topics: Government Policies to Reduce Inequality (3)

Social Policy Focus

The social policy focus teaches students how to utilize governmental and nongovernmental tools to address challenges imposed by poverty, hunger, educational deficiencies, unemployment, and discrimination.

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 685 Selected Topics:
 - Social Welfare Policy and Programs (3)
 - Health Policy (3)
 - Urban Policy and Community Development (3)
 - Child and Family Policy (3)
 - Education and the American Policy System (3)
 - Housing Policy (3)
- PUAD 696 Topics: Government Policies to Reduce Inequality (3)

Education Policy Focus

This focus allows students to gain an appreciation for the issues faced by policymakers and analysts working on education and related issues in the U.S. and abroad. Coursework teaches students how to use relevant tools and techniques from policy analysis and management to address these challenges.

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 685 Selected Topics:
 - Education and the American Policy System (3)

- Social Welfare Policy and Programs (3)
- Urban Policy and Community Development (3)
- Child and Family Policy (3)
- PUAD 696 Topics: Government Policies to Reduce Inequality (3)

Health Policy Focus

This focus allows students to gain an appreciation for the issues confronting policymakers and analysts working on health and related issues in the U.S. and abroad.

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 685 Selected Topics:
 - Health Policy (3)
 - Health Economics and Policy (3)
 - Social Welfare Policy and Programs (3)
 - Child and Family Policy (3)

Courses not offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

- HLTH 606 Foundations of Public Health Equity (3)

Environmental Policy Focus

This focus allows students to gain an appreciation for the issues confronting policymakers and analysts working on environmental issues in the U.S. and abroad.

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 685 Selected Topics:
 - Environmental Sustainability and Public Policy (3)
 - Public Policies for the Environment and Energy (3)
 - Regulatory Policy and Management (3)
- PUAD 696 Selected Topics:
 - Politics of Managing Climate Change (3)
 - Project Management Lifecycle of Grant Management (3)
 - Project Management for Sustainability (3)
- Additional courses approved by advisor or Program Director

Courses not offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

- GOVT 680 Comparative Environmental Politics: Climate Change (3)
- GOVT 696 Selected Topics: Climate Change Pol-Int-Local (3)
 - The Search for Climate Change Solutions (3)
- SIS 620 Selected Topics: Environmental Justice (3)
- SIS 660 Environment and Politics (3)

Race, Policy, and Administration Focus

This focus enables students to examine the role of race and ethnicity in public policy and administration.

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 609 State and Local Management (3)

- PUAD 685 Urban Policy and Community Development (3)
- PUAD 685 DC Policy and Politics (3)
- PUAD 685 Education Policy in America (3)
- PUAD 685 Housing Policy (3)
- PUAD 685 Social Welfare Policy and Programs (3)
- PUAD 685 Health Policy (3)
- PUAD 685 Health Economics and Policy (3)
- PUAD 696 Government Policies to Reduce Inequality (3)

Courses not offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

- EDU 611 Social Theory and Educational Practice (3) *
- JLC 610 Justice and Public Policy: Controversial Issues (3)
- JLC 638 Race and Justice in America (3)
- JLC 651 Drugs, Crime, and Public Policy (3) *
- SOCY 653 Intersectionality: Theory/Practice (3)
- SOCY 661 Racial Inequality and Social Transformation (3)

*While race is not the predominant focus of these courses, it plays a critical role throughout the course.

8. APPLIED POLITICS

Faculty Advisors: Professor Candice Nelson and Liz Suhay

This concentration incorporates two fields offered through the school's Department of Government. The first field covers politics, campaign management, and lobbying and serves students aiming to involve themselves as managers in the effort to influence the course of government through the electoral or political process. It draws upon the educational programs offered by the school's Campaign Management Institute and Center for Congressional and Presidential Studies. The second field encourages students to think strategically about the challenges confronted by policymakers concerned with women's issues. It addresses women, public policy, and political leadership and draws upon coursework offered through the school's nationally renowned Women & Politics Institute. Students are welcome to choose courses in one field or the other, or from a mix of both areas.

Any of the courses listed below satisfy this concentration; they are listed in optional (not required) areas of focus.

Suggested Courses/Recent Offerings to Complete Requirements:

- PUAD 685 DC Policy and Politics (3)
- PUAD 696 Politics of Managing Climate Change (3)

Courses not offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

- GOVT 520 Advanced Studies in Campaign Management: Campaign Management Institute (4)
- GOVT 521 Topics in Campaign Management (1)
- GOVT 522 Public Affairs and Advocacy Institute (4)
- GOVT 523 European Public Affairs and Advocacy Institute (3)
- GOVT 524 Topics in Public Affairs and Advocacy (1)
- GOVT 624 Campaign Finance (3)
- GOVT 641 The Politics of Mass Communication (3)
- GOVT 644 Political Speechwriting (3)
- GOVT 645 Political Parties, Interest Groups, and Lobbying (3)
- GOVT 651 The Legislative Process (3)
- GOVT 656 Voting Behavior, Elections and Campaigns (3)
- GOVT 682 Women and Politics (3)
- GOVT 683 Women, Politics and Public Policy (3)
- GOVT 684 Women and Political Leadership (3)
- GOVT 685 Topics in Women and Politics
(Various topics – 1-3 credits each)
 - Supreme Court and Women's Rights
 - Legislative Negotiation
- JLC 635 Gender and the Law (3)

9. CYBER POLICY AND MANAGEMENT

Faculty Advisors: Professors Bryan Arva and Suleyman Ozeren

This concentration prepares students to understand, analyze, and manage the dynamics of the cyber policies that are critical to effective governance across public agencies, levels of government, and in nonprofit organizations and contracting agencies. The concentration courses will include the history, development, and management of U.S. cyber policy, and a range of frameworks that can be used to facilitate and protect the flow of information and communication through sound cyber policies designed to enhance the success of organizations and public services.

Suggested Courses/Recent Offerings to Complete Requirements (12 credits):

- PUAD 617 Project Management (3)
 OR
- PUAD 651 Project Management for Sustainability (3)

Courses not offered by the Department of Public Administration and Policy may not be offered regularly and are subject to change. Please consult your advisor if you are interested in taking one of these courses.

- JLC 639 Cybercrime and Public Policy (3)
- JLC 665 Introduction to Advanced Cyber Policy (3)
- JLC 683 Cyber Threats and Security (3)