



CSUN[®]

CALIFORNIA
STATE UNIVERSITY
NORTHBRIDGE

MASTER OF

PUBLIC ADMINISTRATION

WITH AN OPTION IN

PUBLIC SECTOR MANAGEMENT AND LEADERSHIP

Shape the Vision of Your Community





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***"Great leadership program,
excellent professors, and
flexible schedule."***

*Jaime Barajas
Director, The Barajas Foundation*



Program Overview

California State University, Northridge ranks among the nation's top providers of Master of Public Administration (MPA) degrees and is California's leading MPA provider. Since 1985, more than 3,600 graduates have earned their MPA degrees at CSUN and now work in major roles across Southern California and beyond.

CSUN offers a two-year, professionally focused Master of Public Administration with a specialization in Public Sector Management and Leadership. This program develops and enhances leadership and management skills relevant to the needs of today's public-sector professionals. CSUN's MPA provides the specialized knowledge and develops the capabilities essential for improving and maintaining the efficiency of public organizations of all sizes and types.

CSUN's MPA Public Sector Management and Leadership Option emphasizes both the quantitative aspects of management (i.e., decisions based on analytical data) and the human dynamics of leadership. In addition, by focusing on conceptual as well as professional development, this program offers an unusually broad perspective on the field. This breadth results in well-rounded leaders who appreciate both the internal and external factors involved in decision making and problem solving at all levels of management. This program is delivered in your choice of modes and locations: online, on-campus or off-campus.

According to Georgetown University, about 43 percent of the students who had a B.S. in Public Administration continued on to earn a master's degree. This credential provided earnings increases from a median of \$62,000 to \$106,600.



14.8% of the US workforce are public sector employees.

Society for Human Resource Management

86.6% of MPA Alumni are employed full-time.

NASPAA Data Center



Why Choose This Program?

- Taught by a powerful combination of CSUN faculty and distinguished public administration experts, the MPA program provides an essential knowledge base for career development and advancement in today's increasingly competitive public-sector workplaces.
- CSUN's MPA program prepares students to successfully address managerial and administrative challenges in public organizations of all kinds.
- Courses focus on strategy, program design, and organizational management specific to the public sector.
- An exceptional level of student support and curriculum strength leads to high graduation rates, with some cohorts achieving up to 90%.

"The cohort program was such a convenience for me as a full-time employee, the automatic registration which was done for us, the starting and finishing the program with the same students allowed for special relationships in which we really gelled together as a group. I would not change this if I were to do the program again."

*Wendell Brian Wall
General Manager
Georgetown Divide Public Utility District*



[Watch: Master of Public Administration at CSUN](#)

Program Features Designed to Meet the Needs of Working Professionals

- **Work-friendly scheduling** – With your choice of delivery mode, you can take this program online, on-campus or at various off-campus locations.
 - **Online:** This option provides convenience and flexibility in where and when to complete weekly assignments as well as easy access to the support of fellow students.
 - **On-campus:** Students who earn their MPA degrees on campus enjoy face-to-face interaction with faculty and fellow students. They also have the ability to customize the duration of their learning experiences by choosing the number of courses taken each semester.
 - **Off-campus:** For the convenience of working professionals, CSUN also offers evening MPA classes at locations throughout the Los Angeles area. Off-campus MPA classes meet one night per week.
- **Structured learning** – Regular assignments, activities and due dates enable students to plan ahead.
- **Scheduled group discussions** – Scheduled course activities provide opportunities for student interaction in real time.
- **A community of peers** – Online and off-campus students enter and progress through the program as a group or cohort. The cohort format not only ensures on-time completion and maximizes interaction with faculty, but also encourages the development of valuable professional relationships with classmates who share similar career interests and goals.
- **Exceptional support services** – Chief among these is the personal assistance of a program coordinator whose expertise with program-related administrative matters frees students to focus on their studies and careers.
- **Guaranteed enrollment** – Students admitted into the program are automatically enrolled in all required courses.
- **Federal financial aid** – Many of our students access financial aid to help pay for their education. A team of financial-aid specialists dedicated specifically to our professional students is available to help process applications and distribute funding for those who qualify.

"My cohort was filled with mostly public-sector employees, like myself, but from wide range of departments and agencies. I learned just as much from my classmates as I did from my professors."

*Stephanie Magnien Rockwell
Principle Project Coordinator
City of Los Angeles,
City Administrative Officer*



“Our MPA program’s great value is that it transforms employees into professionals. It also shows the importance and shape of the public administration discipline as a central and constantly evolving component of our broader community.”

Warren Campbell, Ph. D.
Professor, MPA Program, CSUN

Alumni

CSUN alumni create a network of connections in California, across the nation, and around the globe. When choosing a university, it is useful to know that others who have earned their degree at that university have achieved success and often rise to leading roles in their chosen fields. Graduating from CSUN will make you a part of an extensive network of over 200,000 alumni that will build relationships for continued professional success.

Our MPA alumni have successful careers in these organizations and many others:

					<p>CITIES OF:</p> <ul style="list-style-type: none"> Bell Beverly Hills Burbank Coronado Culver City Fontana Glendale Indian Wells Long Beach Los Angeles Monterey Park Palmdale Pasadena San Gabriel Santa Clarita Santa Monica Simi Valley South Gate South Pasadena Ventura
					
					
					

COUNTIES OF:
Los Angeles
Santa Barbara
Ventura

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"The cohort provides a great opportunity to network and work with other people in your same field of work and study. It provides an excellent opportunity to share information, be a sounding board, learn from each other's public agencies practices, procedures and methods."

*Mariam Lee Ko
Human Resources & Risk Manager
City of South Pasadena*



CSUN: A Leader in Online Graduate Education

CSUN is a model institution for cultural diversity and rigorous scholarship in Greater Los Angeles and beyond. Here, students combine academic pursuits with hands-on experience to assemble the robust skills needed to thrive in today's global economy.

Each year, CSUN's online programs receive national recognition for their innovative curriculum, instruction and methods. All online curriculum is designed by the same distinguished faculty and leading practitioners as on-campus programs. This approach ensures that each course, whether on-campus or online, is held to the same high standards of academic excellence and student achievement.

CSUN's award-winning online programs are developed through a strong collaboration between faculty, instructional design teams and technical professionals. This partnership creates an engaged online learning community and adds enormous flexibility to the demanding personal and professional lives of participants.

Faculty receive individualized training and ongoing support to ensure smooth and effective use of online educational technology. CSUN's professional distance-learning staff also provides training and start-to-finish technical support to students in online degree programs.

Education-technology specialists, assigned to each online program and cohort, develop strong working relationships with those enrolled. This real-world support comes from actual people on the CSUN campus, and not just at a "virtual help desk," who remain fully committed to student success from day one until graduation.

Distinction in Accreditation

California State University, Northridge is accredited by The Western Association of Schools and Colleges (WASC), a regional institutional accrediting body, recognized by the U.S. Council of Higher Education and Accreditation. In 2012, the WASC Commission stated, "The Commission commends CSUN for becoming a model learning organization characterized by collaborative and evidence-based planning, decision making and problem solving. Among its accomplishments during this review are its deep understanding of the characteristics and needs of CSUN students, which has led to programs and activities that promote student success. As noted by the team, the foundation at CSUN could not be stronger." Visit the [University Accreditation](#) web page for more information.

Advantages of the Carefully Crafted Curriculum

CSUN's MPA Public Sector Management and Leadership degree features a carefully crafted curriculum, specifically designed to meet the career-development needs of current or aspiring public-sector professionals. The faculty, working as a creative team with leading practitioners, develop programs in a cohort format. Faculty look at the program as an educational whole from start to finish to ensure the educational experience is powerful, comprehensive, and focused on the essentials that will lead to success in public sectors after graduation.

The MPA program is taught by CSUN faculty who also work in the field in a range of settings and roles. The program uses an evidence-based approach to learning and problem solving through the study of real-world cases. The faculty's combination of traditional scholarship and applied research puts CSUN in a position to offer midcareer professionals the advantage of advanced education rooted in the realities of practice and the challenges facing professionals and organizations today.

The curriculum for this program consists of 12 three-unit courses for a total of 36 units.

"Everything you learn in the classroom can be applied in the workplace the next day."

*Erick Lee
Deputy Director of Public Works
City of Beverly Hills*

CORE MPA COURSES

(six required, 3.0 units each)

- MPA 610 | Seminar in Public Administration and Its Environment
- MPA 650 | Seminar in Public Policy Process
- MPA 620 | Research Methods in Public Administration
- MPA 630 | Seminar in Organization Theory and Human Behavior
- MPA 642A | Ethics and Professionalism
- MPA 644 | Public Budgeting and Financial Administration

CULMINATING EXPERIENCE:

- MPA 698S | Graduate Project

PUBLIC SECTOR MANAGEMENT AND LEADERSHIP OPTION COURSES

(five required, 3.0 units each – pre-selected by the program administration from the list below.)

- MPA 612A | Intergovernmental Relations
- MPA 632A | Organizational Leadership
- MPA 632B | Strategic Management
- MPA 642B | Public Sector Labor Relations
- MPA 623A | Seminar in Effective Public Sector Management
- MPA 623B | Approaches and Methods in Program Evaluation
- MPA 642A | Ethics and Professionalism
- MPA 643 | Public Human Resources Management

Course Highlights

MPA 610 | Seminar in Public Administration and Its Environment

In this seminar, students' personal experiences and insights create the base from which to explore the theoretical and practical aspects of public administration. This course examines the role of public administration in our society-and the role of society in public administration.

MPA 612A | Intergovernmental Relations

Relationships between governmental units are more important than ever in shaping and implementing policy in today's complex society. Students in this course participate in an in-depth examination and analysis of the dynamics of the legislative, political and inter-organizational processes while analyzing the relationships of different levels and branches of government. Students evaluate lobbying, change agents, decision-making procedures, and media impacts. They also develop skills to support change and influence decisions through the use of inter-organizational techniques.

"I really enjoyed not only the classes but the instructors. I definitely left the program feeling like it was worth it and that I learned a great deal that I could carry forward in any future job, regardless of whether I ended up working in the public sector or not."

*Devon Renwick
Sales Associate
Johns Hopkins University Press*

MPA 620 | Research Methods for Public Administration

Sound research methods are an essential tool for helping public professionals gain an understanding of public needs and measure the success of programs. This course introduces students to the concepts, approaches and methods of research in public administration. Students explore different data collection methodologies (including experimental design, survey, observation, content analysis, case study, and evaluation) and use the computer lab (as needed) to compile statistical data for various projects and class assignments.

MPA 623A | Seminar in Effective Public Sector Management

This course is designed to introduce seminar participants to the effective functioning and management of organizations in the public sector. The course will focus on key management issues in public sector organizations, and how to more effectively function in leadership roles in those organizations. Seminar participants are encouraged to relate work-life issues to theoretical perspectives and to bring in examples from their professional experiences to seminar discussions.



MPA623B | Approaches and Methods in Program Evaluation

Public Administration is fundamentally a discipline interested in identifying public problems and implementing successful solutions. Several courses focus on the identification of common problems and review potential policy solutions. This course focuses on assessing policy strategies and solutions at the programmatic level? Does a given program work? And, if so, how well? Program evaluation is concerned with evaluating the extent to which a given program is successfully meeting its stated objectives. Where Policy Analysis is a Pre-Implementation assessment, Program Evaluation is a Post-Implementation assessment.

MPA 630 | Organization Theory and Human Behavior

This course gives students a historical perspective on organization theory and examines contemporary approaches to the study of organization. The concepts discussed apply to public, private and nonprofit organizations. Students take an active role in bringing their own observations to the discussion of topics such as decision-making, power, conflict, communication, leadership, motivation, group effectiveness, organizational change, personal and organizational autonomy.



MPA 632A | Organizational Leadership

How do leaders make sound, ethical decisions in today's ever-changing world? Students in the MPA program are the leaders of the future. This course is designed to make them familiar with the traits and habits of strong, ethical leaders-preparing them to rise to the top of today's dynamic organizations. Participants will evaluate the effectiveness of various leadership styles and explore their own leadership traits.

MPA 632B | Strategic Management

Limited resources, competing priorities, rapidly changing needs and the call for innovative solutions all mean that strategic management is more important than ever. When done well, this process is open to all possible outcomes, as well as the input and influence of all stakeholders. Students in this course examine how managers guide the creation of goals, setting of priorities, coordinating of disparate activities, and adjustment to a changing environment. While exploring the concepts and models of strategic management currently used in the public and private sector, students will prepare and present a strategic plan to develop an understanding of the process involved in strategic management.

MPA 642A | Ethics & Professionalism

Ethical questions and challenges are part of professional life and are particularly present for those who work in the public trust. Students in this course prepare to analyze and confront ethical issues in their professional life studying professional relationships and responsibilities as well as questions of public power, violence, deception and justice.

MPA 642B | Public Sector Labor Relations

Public administrators must deal with labor-relations matters on a regular basis. This course is an accelerated intensive study of labor-relations concepts through role-playing participation in labor/management negotiations and formal arbitration.

MPA 643 | Public Human Resources Management

Public administrators confront human resource issues on a daily basis. This course provides the fundamental concepts, terminology and technical basics involved in public sector human resources management so that students can deal effectively with the human issues that arise in the workplace. Instructors and guest speakers use lectures, case studies, and discussions to provide real world perspectives, along with a focus on ethics in human resource management.

MPA 644 | Public Budgeting and Financial Administration

The ability of public officials to manage budgets, distribute resources and predict costs is crucial to a community's well-being. This course gives students a solid grounding in the concepts, terminology and techniques in the art and science of public sector budgeting and financial administration. Students use real world examples to analyze various approaches to public budgeting and revenue planning, evaluate and problem solve fiscal activities in governmental units, and gain "hands-on" budget preparation and presentation experience.

MPA 650 | Public Policy Process

Public policy often determines the core of our political and personal lives. This course examines the development of legislative and regulatory policies and the role of public administrators as active participants in the policymaking process by studying problem identification, agenda setting, policy proposal and adoption. Students develop the breadth, skill and knowledge, as well as the understanding of our diverse society, needed for comprehensive analyses of public programs.

MPA 698S | Graduate Project

This culminating course requires students to demonstrate their mastery of their specialization in Public Administration. Students will revise an existing research paper that they produced in one of their graduate seminars in the MPA Program and develop it into a manuscript that could be submitted as a conference paper, journal article, or academic writing sample. This course is to be taken only in the student's final semester. Available for NC/CR only.



“Students are seeking practical approaches to job-related problems. In my courses, we discuss current events that provide examples of leadership challenges and encourage everyone to share challenges experienced on the job.”

*Bryce Yokomizo, MPA
Professor, MPA Program
CSUN*



Distinguished Faculty

The Master of Public Administration with an option in Public Sector Management and Leadership program is designed and taught by CSUN faculty members in collaboration with public administration professionals who are leaders in their areas of specialization. This blend of practitioners with outstanding CSUN faculty ensures that you will graduate with a solid academic background and be well prepared for the realities of practice in the field. Faculty bios can be read on the [Faculty web page](#).

- Varouj Abkian, P.E.
- Pauline Arneberg, Ph.D.
- Lawrence Becker, Ph.D.
- Maurice Bisheff, Ph.D.
- Photo of Maurice Bisheff
- David Cain, M.P.A.
- Warren M. Campbell, Ph.D.
- Michael J. Carter, Ph.D.
- Shauna Clark, M.B.A.
- Ariane David, Ph.D.
- Joseph C. De Ladurantey, Ph.D.
- Jonathan Delgado, DPA
- Steven J. Golightly, Ph.D.
- Thomas Hartman, Ph.D.
- Tom Hogen-Esch, Ph.D.
- Paul D. Krivonos, Ph.D.
- James S. Larson, Ph.D.
- Julio L. Lima Ph.D.
- Dean C. Logan, M.P.A.
- Thomas Lynch, Ph.D.
- Sarmistha R. Majumdar, Ph.D.
- Debbie Martin, MPA
- Kristy E.H. Michaud, Ph.D.
- Henrik Minassians, Ph.D.
- Patty Oertel, M.B.A.
- David Powell, Ph.D.
- Ravi Roy, Ph.D.
- Martin Saiz, Ph.D.
- Talin Saroukhanian, Ph.D.H.
- Eric Schockman, Ph.D.
- Ward Thomas, Ph.D.
- Zeynep Toker, Ph.D.
- Anaïs Valiquette L'Heureux, Ph.D.
- Steven Wantz, M.P.A.
- Kim Williams, Ed.D.
- Mylon Winn, Ph.D.
- Bryce Yokomizo, M.P.A.

The Advantages of CSUN's Approach to Supporting the Educational Success of Working Professionals

Starting a degree program is a big step, but – for working adults – the real value is in completing the program. That is why CSUN focuses on providing the outstanding student support services that ensure participants meet their educational goals and succeed in graduating. We recognize that midcareer professionals undertaking advanced professional education need to focus on their academic work to be successful in the program. This recognition prompted the development of a level of support services rare among public universities.

Students should not have to spend time trying to figure out and navigate the university's administrative systems. With that in mind, the program coordinator assigned to each cohort works with students from the point of application through graduation. This practice ensures that each student will have direct personal support with a specific person to email or call with any questions or concerns at any time during the program. Each program coordinator is also a proactive part of the cohort experience, providing ongoing information, regular reminders and consistent encouragement.

Each degree program also has an assigned academic lead. This is a faculty member with specific responsibilities for coordinating the work of the faculty teaching in the program and responding to academic questions students may have that go beyond the scope of an individual course. Participants in each cohort know their academic lead well and can take advantage of this resource for guidance whenever they face an academic challenge.

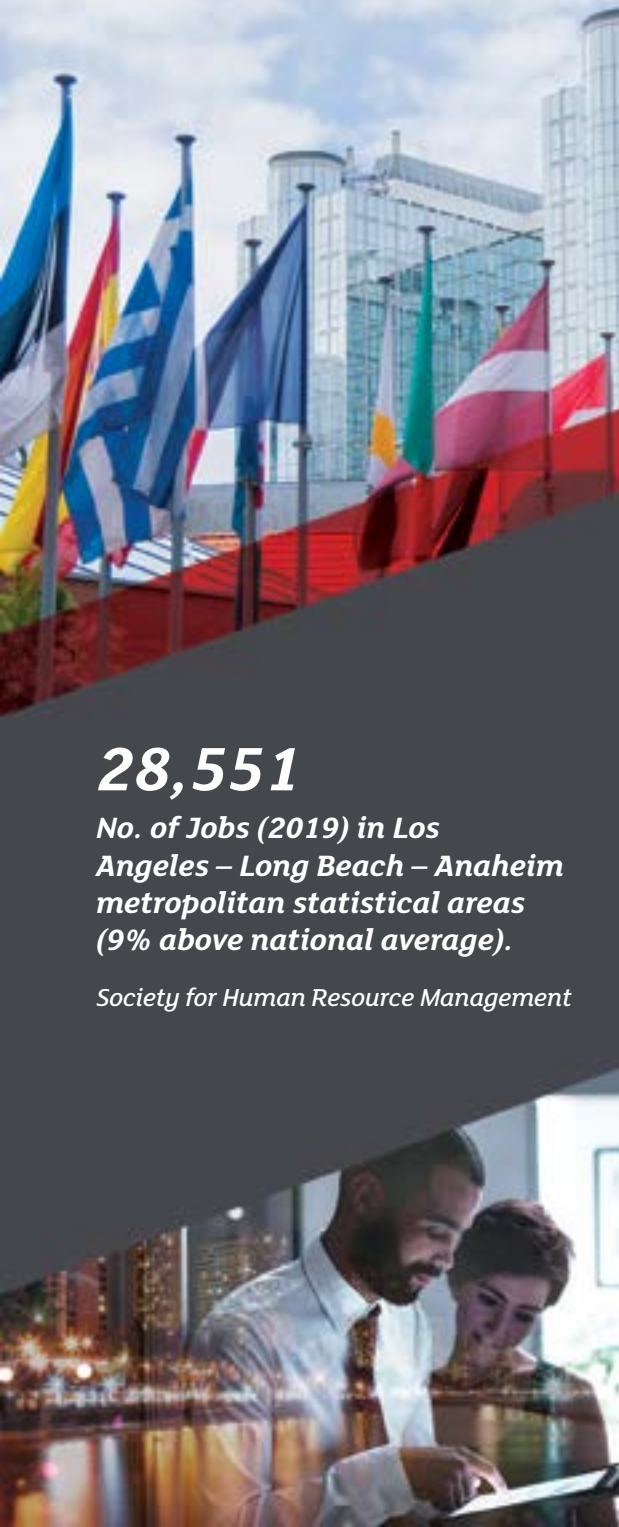
With this approach, CSUN graduate programs are proud to have achieved high graduation rates with some cohorts reaching up to 90%.

CSUN graduate programs are proud to have achieved high graduation rates with some cohorts reaching up to 90%.

28,551

No. of Jobs (2019) in Los Angeles – Long Beach – Anaheim metropolitan statistical areas (9% above national average).

Society for Human Resource Management





Admission to the Master of Public Administration program

CSUN admits those who apply for admission to the Master of Public Administration program in one of two categories: Classified or Conditionally Classified.

Admission Requirements for Classified Status

- Bachelor's degree from an accredited college or university.
- Minimum cumulative undergraduate GPA of 3.0.

Admission Requirements for Conditionally Classified Status

Conditionally classified admission may be awarded to students with a 2.5-2.99 GPA and the following:

- Bachelor's degree from an accredited college or university.
- At least two years of work experience in the public sector.
- Students with less than a 3.0 GPA must provide three letters of reference from supervisors that include information about work assignments and their completion, overall work performance and growth in responsibility in the workplace.

Note: Admission to the MPA program is competitive and admission files are adjudicated based on all contents of the file, including resume and related experience, transcripts, statement of purpose, and letters of recommendation. Strong candidates will have a cumulative undergraduate GPA of 3.0 or higher, extensive work experience in the public sector, a clear statement of purpose, and stellar letters of recommendation. Students must achieve fully classified standing prior to completing no more than 12 units of graduate coursework in the program of study. No more than 12 units of work taken prior to attaining fully classified status will be applied to a master's degree program..

English Proficiency Requirements for Non-U.S. Degree and International Students Only

If a graduate applicant has earned a bachelor's or master's degree from a college or university outside the U.S., then an English language proficiency exam may be required.

For more information, please visit [Admission Requirements](#) web page.

For More Information

(818) 210-3063

programs@csun.edu

Learn More