MASTER OF Public Administration
Online

Log in to a Distinguished Tradition.
Since 1819.
Program Overview

Program Outcomes

- Students will demonstrate familiarity with the core values of public service: ethical conduct, professionalism in executing duties and responsibilities, an appreciation of the democratic process, and respect for human dignity.

- Students will exhibit graduate-level skills in critical analysis, research, and written communications.

- Students will demonstrate knowledge of the techniques of creating organizational change, managing organizational culture and conflict, and selecting, training, and retaining quality employees.

- Students will exhibit knowledge of the federal and state laws creating potential liability to third parties during normal operations, and to employees in the areas of sexual harassment and reasonable accommodations.

- Students will demonstrate knowledge of best practices in the areas of leadership, fiscal management, public works, law enforcement, corrections administration, crisis management, government procurement, contract management, and continuity of operations.

- Students will create or evaluate a public service program, operation, or policy in a capstone project, and author a paper suitable for publication in a professional journal.

An exit portfolio of academic work completed throughout the program can be used to demonstrate skill, competency, and application of program concepts to real-world challenges to employers.

Program Mission

The Norwich University Master of Public Administration program instills in its students the principles of public service, ethical administration, evidence-based decision-making, and thoughtful inquiry.

Serving and Leading Communities

In today’s rapidly evolving and interconnected world, much is required of our public administrators. They must be able to respond strategically and nimbly to the needs of their communities, work effectively with other individuals and groups, navigate complex ethical and legal issues, and operate within increasingly limited budgets.

Norwich University’s Master of Public Administration program helps working professionals from a wide range of public service organizations — from law enforcement agencies to city departments to nonprofits — gain the knowledge and skills needed to not only help advance their careers but also make a greater difference in the communities they serve. Join a long tradition of public service education and leadership at Norwich, which goes all the way back to our founding as the nation’s first private military college.

The program is structured as follows:

- Four start dates per year: March, June, September, and December.
- Six credits for each of the six, eleven-week courses.
- A course of study no longer than 18 months* (date of graduation depends on your start date).
- One-week residency preceding graduation.

*Several students complete their coursework in less than 18 months through accelerated course scheduling.
Bryan Jones, MPA Alumnus

“My motivation for pursuing my MPA is that I wanted to grow in my ability to lead an organization. The 18 months in the program have been challenging and yet very rewarding. I applied what I was learning in the program directly into my work.”

The Norwich Advantage

In Your Corner. A Motivating Force.

If you can dream it, you can accomplish it — thanks to Norwich University’s expert faculty and dedicated student support advisers. Your team works together to keep you motivated and build the skills needed for a rewarding career. From program start to finish, you’ll never be alone. Our dedicated faculty and program staff are genuinely invested in your success and will go out of their way to provide the mentorship and support you need. Norwich provides 24/7 access and technical support to an online learning platform, enabling you to contribute to class discussions and complete your coursework at any time from any location.

Access to Extensive Resources

The Kreitzberg Library serves all online students and faculty. You will have access to our library’s 100 online databases, 54,000 full-text electronic journals, and hundreds of thousands of e-books.

To help you succeed as an online learner, our dedicated distance learning librarian and reference staff members provide research assistance via email, phone, and chat. Our staff can also ship you books anywhere in the world from our circulating collection of over 140,000 titles, and provide journal articles not available online through our material request services.
Shannon Hough, MPA Alumna

“I have grown tremendously because of my education at Norwich. I was already an organized person, but I had to become that much more organized to work full time, run a city, and be a mom, wife, and student all in one day, every day.”

Overview

The public administration program requires successful completion of 36 credits of study, or six courses at six credits each. Generally, students are required to first complete three core courses in order to gain a foundational understanding of public administration, and will then choose a concentration for the remaining three courses. Students will take a different path if pursuing the Policy Analysis and Analytics concentration, which requires one core course (Foundations of Public Administration and Policy) followed by five concentration-specific courses.


As part of their studies, students develop a capstone project that outlines a practical or theoretical solution to an existing program, policy, or operation. Their capstone project can be used to solve an administrative issue within their current workplace or to explore an area relevant to their desired career path. As an accompaniment to their capstone projects, students write a paper appropriate for submission to a professional journal and are assessed on an exit portfolio that consists of academic work they’ve produced in each course throughout the program.

Students who take the Policy Analysis and Analytics concentration will have a lab in each concentration course, allowing them to work in groups on a research project analyzing real data sets. The lab work is designed to help students acquire practical knowledge of research methods software while working on real-world research projects for government agencies and corporations. Students will produce reports on their findings, and prepare a final research paper on their work that will serve as their capstone project.

Through the curriculum structure, we strive not only to open the doors to formal learning, but to add value to the student’s role in the professional work environment. The program culminates with a one-week residency and graduation ceremony at Norwich University in June.
Norwich University’s Master of Public Administration program attracts working professionals from a wide range of public service organizations — from law enforcement agencies to city departments to nonprofits — and helps them gain the knowledge and skills needed to advance their careers and make a greater difference in the communities they serve.

**Concentration Courses**

**Public Works and Sustainability**
- Public Works Administration I
- Public Works Administration II
- Strategies and Principles of Sustainability

**Criminal Justice and Public Safety**
- Law Enforcement Administration
- Corrections Administration
- Critical Incident Management for Public Safety

**Municipal Governance**
- Municipal Governance
- Rural Municipal Governance
- Urban Municipal Governance

**Nonprofit Management**
- Leading the Nonprofit Organization
- Nonprofit Administration
- Transformational Organizational Culture, Human Resource Development and Management in Nonprofit Organizations
- Resource Development

**International Development and Influence**
- International Development & Influence I
- International Development & Influence II

**Public Administration Leadership and Crisis Management**
- Foundations of Leadership
- Leadership, Crisis Management, and Organizational Change

**Fiscal Management**
- Certified Government Financial Manager Studies
- Public Organization Financial Management

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

**Government Procurement and Contract Management**
- Procurement and Government Contracting
- Government Contract Management
Curriculum

Oriana Olmedo, MPA Alumna

“Norwich University’s Master of Public Administration program challenged me and helped improve my critical thinking skills. My continuous growth has increased my self-awareness.”

The Norwich Advantage

Unique Blend of Theory and Practicality

Rooted in theory and practice, the Master of Public Administration program gives students a comprehensive foundation in core areas including organizational management, strategic planning, conflict management, ethical and legal issues, human resources, and fiscal management, as well as ongoing opportunities to apply that core knowledge to case studies and projects geared toward their workplaces and other organizations.

Learn from Superb Teacher-Practitioners

Our faculty members have broad industry and research experience that informs and enriches their teaching, providing students with real-world insight and a context for applying their expanded skills and knowledge. Our public administration faculty includes former and current leaders of city, state, and federal departments; criminal justice organizations; and nonprofits as well as respected researchers and scholars in areas ranging from white-collar crime to public health policy. Many of the faculty hold terminal degrees, and all are motivated by public service and their ability to make their communities, the nation, and the world a better place.

Faculty work closely with students and inspire them to produce their best work, motivate them to reach higher and further than they thought possible, and encourage them to make a difference. The public administration faculty’s mission is to inspire, teach, and mentor the next generation of public leaders.

Offering working adults the opportunity to pursue their professional and personal goals while meeting work and family obligations, the program is characterized by flexibility, accomplished faculty, highly relevant curricula, and small, supportive learning communities.

The Norwich Advantage

The pace for each course is designed with busy schedules in mind

Through our flexible online platform, you can access program content and contribute to class discussions on your own schedule and at your own pace each week. This format gives you extra time to contemplate questions and compose well-thought-out responses. Small classes and students from diverse professional and cultural backgrounds foster in-depth discussions and unique perspectives.

Your learning community will become an invaluable network

You will progress through the program in small classes called cohorts. Small classes of 16 or fewer students encourage frequent student-student and student-faculty interactions, while a team of dedicated program staff provides students with additional support and guidance as needed. When students enroll at Norwich, they not only gain access to a dynamic learning community but also to an extensive career network of successful alumni from around the globe.

Career Preparation

A degree from Norwich’s online Master of Public Administration program can help you advance within your current organization or serve as the foundation for a variety of public service careers in areas such as city management, law enforcement, nonprofits, and federal management. Examples of positions held by our alumni include supervisory accountant for U.S. Citizenship Immigration Services, white-collar crime supervisor for the FBI, city public works manager, executive officer in the U.S. Civil Affairs Battalion, and manager of global sponsorship services at Save the Children U.S.

Residency

The culmination of the 18 months of study is the one-week residency at the beautiful campus of Norwich University, nestled in the Green Mountains of Vermont. Residency is held in June of each year. During residency students meet to cement relationships with their cohort and faculty, exchange ideas, create and foster professional networks, and immerse themselves in the Norwich campus and legacy.
Norwich seeks goal-oriented individuals who have high standards of personal ethics and have demonstrated excellence in their professional lives and academic studies.

Applicants should have a desire to make a positive contribution to the field of public administration. Selective admissions standards are intended to ensure that those admitted will have the greatest prospect of successfully completing the program and contributing to the field of public service. We invite all applicants to contact our Admissions Advisors, who are available to guide you and provide you with as much information and assistance as you need.

Admission Criteria
- A bachelor’s degree from a regionally or nationally accredited institution or an equivalent degree from a foreign institution, as evaluated by WES, IERF, Span Tran, or CED
- The GRE is not required to apply
- If English is not your first language, proof of English language proficiency is required. This can be demonstrated in one of two ways:
  - TOEFL - a minimum score of 550 (paper-based test) or 80 (internet-based test) is required.
  - IELTS - a minimum composite score of 6.5 is required.

Application Process
Call an Admissions Advisor to begin the application process and submit the following items:
- Application form
- Resume
- Official transcript from undergraduate degree-granting institution
- Letter of intent
- One letter of recommendation (professional or academic)
- Proof of English language proficiency TOEFL, if applicable

Financial Aid Information
Financing your graduate education can be a daunting task if you are unfamiliar with the process, timeline, expectations, and options. Norwich University wants to make this process a smooth journey for you.

To speak with one of our Admissions Advisors about financial aid:
Call 1-877-348-8153 or Email info@online.norwich.edu.
Visit online.norwich.edu for more information.

Frank Tona, MPA Alumnus
“Norwich has not only provided me with a foundation to continue my education, but also opened new avenues for learning and professional growth. Specifically, my Capstone project led to an article I authored being published in an edition of Law and Order Magazine.”
Master of Public Administration Online

About Norwich University

Founded in 1819, Norwich University is a small, private, not-for-profit university that offers professional and liberal arts programs to military and civilian students. The campus is located in Vermont. The College of Graduate and Continuing Studies builds upon nearly 200 years of Norwich University traditions while offering a variety of degree programs online in a rigorous academic environment. By enrolling in our Master of Public Administration program, you’ll become part of a long tradition of public service education and leadership at Norwich, which goes all the way back to our founding as the nation’s first private military college.

Norwich University is accredited by the New England Commission of Higher Education (formerly the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, Inc.).

Recognized for academic excellence, U.S. News & World Report ranks Norwich University in the top 100 for Regional Universities in the North. Rankings are based on undergraduate programs.

Recognized as offering the Best Value with respect to high academic quality and low net cost of attendance, U.S. News & World Report ranks Norwich University in the top Regional Universities in the North. Rankings are based on undergraduate programs and on students who received the average level of need-based financial aid.

College of Graduate and Continuing Studies

158 Harmon Drive
Northfield, Vermont 05663-0367
Tel: 1-877-348-8153
Email: info@online.norwich.edu

Visit our online master’s programs at online.norwich.edu:

- Master of Arts in Diplomacy
- Master of Arts in History
- Master of Arts in International Relations
- Master of Arts in Military History
- Master of Arts in Strategic Studies
- Master of Business Administration
- Master of Civil Engineering
- Master of Public Administration
- Master of Science in Criminal Justice
- Master of Science in Information Security & Assurance
- Master of Science in Leadership
- Master of Science in Nursing