

Master of Public Policy (MPP)

Areas of Emphasis: Foci and Job Market Possibilities

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Economic Policy

Focuses on

- Employment and labor markets
- Tax policy
- Inequality
- International trade and migration
- Entrepreneurship and innovation
- Regulation
- Demography
- Economic development
- Human capital: education and training
- Technological change
- Productivity and drivers of growth
- Environmental policy

Job market possibilities

- Federal agencies, such as Office of Management and Budget, Government Accountability Office, Commerce Department, Small Business Administration, Census Bureau, USAID, U.S. Department of the Treasury
- Congressional bodies, such as Congressional Budget Office and Congressional Research Service
- Congressional committees – Budget, Appropriations, House Ways and Means, Senate Finance, House Energy and Commerce, and Senate Health, Education, Labor and Pensions
- Financial management and budget offices in numerous public agencies (local, state, and federal level)
- Banks and financial regulators (Consumer Financial Protection Bureau, Federal Deposit Insurance Corporation, Federal Financial Institutions Examination Council, Federal Reserve Board, Federal Trade Commission, Internal Revenue Service, Office of the Comptroller of

the Currency, Securities and Exchange Commission, Financial Industry Regulatory Authority, and Commodity Futures Trading Commission)

- Multilateral financial institutions, such as World Bank, IMF, OECD, UNICEF, UNDP
- Consulting firms, such as Impaq, EAB, PricewaterhouseCoopers, Accenture, Deloitte, Ernst & Young, IBM Global Business Services, McKinsey, Penn Hill Group, Booz Allen Hamilton, Mitre, SAIC, Accenture, etc.
- Chambers of Commerce (U.S. Chamber of Commerce, State Chambers of Commerce, Local/City/County Chambers of Commerce)
- Lobbyists for industries and social causes (K Street Lobbyists, Industry/Trade Associations, various social advocacy associations that lobby, etc.)
- Non-profit and non-governmental organizations, in and outside the US
- Civil society and social change organizations like the WorldWatch Institute, Sierra Club, Africare, Center for Responsive Politics, Food Research Action Center, World Wildlife Federation, Nature Conservancy, etc.
- National Association of Governors, National Association of Secretaries of State, National Conference of State Legislators, and state offices represented in Washington

Education Policy

Focuses on

- Improving educational opportunities and student outcomes through federal, state and local policy.
- Pressing challenges facing our education system, from preschool and elementary and secondary schools, through college and beyond.
- Engaging effectively with policymakers and stakeholders to shape and influence education policy.
- Federal and state education policymaker perspectives.
- Key issues and trends in P-12 and postsecondary education.
- History of education reform.
- Conflict and consensus in education, including advocacy and the role of interest groups.
- Education policy implementation.
- All graduate students with an interest in education policy, regardless of their experience level.

Job market possibilities

- Federal government, such as the U.S. Department of Education, U.S. Congress, and the White House (Office of Management and Budget, and the Domestic Policy Council).
- State government agencies, such as the Virginia Department of Education and the DC Office of the State Superintendent of Education, and state legislatures.
- Local government, including school boards, districts and divisions, schools, city councils, mayors' offices, etc.
- National education organizations, such as the American Council on Education, Council of Chief State School Officers, National Education Association, American Association of State Colleges and Universities, etc.
- Nonprofit advocacy organizations and think tanks, such as the Education Trust, Center for American Progress, American Enterprise Institute, New America, Fordham Institute, Alliance for Excellent Education, etc.
- Philanthropy, such as the Gates Foundation, the Lumina Foundation, Ford Foundation, Hewlett Foundation, Wallace Foundation, etc.

- International institutions, such as the United Nations and the World Bank.
- Lobbying and consulting firms, such as Bellwether Education Partners, EAB, McKinsey & Company, Penn Hill Group, etc.
- Colleges and universities.

Global Medical and Health Policy

Focuses on

- Principles of evidence-based public health practices
- Planning and implementation of global health and medical policies
- Assessment of potential costs and performance of international systems
- Understanding of threats presented by weapons of mass destruction and bioterrorism
- Principles for preventive medicine policy formulation for the emerging industries of extreme environments tourism, global travel, and medical tourism
- Health care practices as they relate to human rights, civil liberties and ethics
- The allocation, rationing, and disparities in health-related services

Job market possibilities

- International organizations like World Health Organization
- Think tanks and foundations such as the Center for Studying Health System Change and Annie E. Casey Foundation
- U.S. Department of Health and Human Services (Office of Global Health Affairs, Office of Public Health and Science, Centers for Disease Control and Prevention, National Institutes of Health, Food and Drug Administration, Health Resources and Services Administration, Centers for Medicare and Medicaid Services)
- U.S. Agency for International Development (Bureaus of Global Health; Democracy, Conflict and Humanitarian Assistance; and Economic Growth, Agriculture, and Trade)
- U. S. Department of State (numerous bureaus)
- Other U.S. Government departments and agencies, including Environmental Protection Agency, Peace Corps, Agriculture, Defense, Labor, Homeland Security, and Commerce
- Advocacy and lobbying organizations like FamiliesUSA, America's Health Insurance Plans (esp. its Center for Policy and Research), the International HIV/AIDS Alliance

International Governance and Institutions

Focuses on

- Operations/ impact of established institutions (e.g., United Nations, World Trade Organization, International Monetary Fund, International Criminal Court, NATO and others)
- Operations of other groups that are less formally articulated (such as the G8, G20, and central bankers)
- Operations of International Non-Government Institutions (INGOs), such as Non-profit humanitarian institutions, Think-tanks, Contracting Firms, Intl. Social Movements
- Modes of governing, including rules and institutions (from constitutions and treaties to informal agreements)
- Comparative public policy (comparing nations' policies and national institutions)
- International and cooperative public policies (in public health and security, for example)
- International public finance
- Challenges of development and foreign assistance
- Impact of regional groupings across nations, with a special focus on the European Union
- Peacekeeping and institution building in transitional societies
- The basics of international commerce and trade

- Democratization and human rights
- Failed states, transnational crime and corruption
- International cooperation and conflict in intelligence, national security and climate issues

Job market possibilities

- International institutions like the United Nations and the World Bank (fluency in a second language usually required)
- U.S. Departments of State and Defense, intelligence agencies, Agency for International Development, Import-Export Bank and the Asian Development Bank
- Many U.S. departments with international offices, including Commerce, Agriculture, Justice, Energy, and Education
- A large number of non-profit institutions focusing on an element of international policy and politics, disaster relief, development or aid (ranging from AARP to CARE)
- U.S. Peace Corps
- U.S. Office of the Trade Representative
- Congressional Research Service
- Businesses with international elements
- Social change organizations and hubs within citizens' activists networks like Global Witness and Friends of the Earth

National Security and Public Policy

Focuses on

- Contemporary U.S. national security concerns (regional security issues as well as transnational trends, such as counterproliferation, the crime-terror nexus, human smuggling, etc.)
- Intelligence and public policy
- Terrorism, counterterrorism and counterinsurgency
- Structure of military, defense, intelligence and homeland security apparatuses
- National security law and U.S. Constitutional authorities
- International security alliances (such as UN, NATO, ASEAN and the AU)
- International treaties and institutions related to national security (such as the Geneva Conventions ICC, NPT, CTBT and others)
- The role of the media and public opinion in U.S. foreign policy and national security decision-making
- Failed states and conflict resolution
- Peacekeeping policy and peacekeeping resources (military, diplomatic and other)
- Homeland and border security
- Cybersecurity
- Emerging issues in national security (such as the ethics and legality of post 9-11 methods of eliciting information from enemy combatants, tensions between privacy and security and between transparency and secrecy in a democracy).
- War and peace

Job market possibilities

- U.S. Department of Defense (numerous agencies)
- U.S. Intelligence agencies (Office of Director of National Intelligence, Central Intelligence Agency, National Security Agency, Defense Intelligence Agency, and others)
- Non-profit institutions focusing on defense and national security, ranging from the Center for National Security Studies to Electronic Privacy Information Center to Amnesty International

- Consulting firms and private contractors like Booz Allen Hamilton (Intelligence and Operations Analysis and Cyber Security), the Rand Corporation, CACI, and Applied Research Associates
- Homeland Security departments (national and state levels)
- Congressional Research Service
- Congressional committees focusing on defense and intelligence
- Aerospace and defense industry (policy and lobbying units), including Raytheon, Boeing, BAE Systems, Northrop Grumman, Lockheed Martin, General Dynamics
- International cooperative agencies and organizations like INTERPOL, the Forest Stewardship Council

Public Finance and Budgeting

Focuses on:

- Budget and Tax policies – Federal, State and local governments
- Tax expenditures
- Revenue estimates, economic forecasts and historical data on spending and taxing
- The formulation, evaluation, performance measurement and execution of public budgets, financial and other actuarial reports
- Institutional roles and history – Federal Legislative and Executive Branches, including Congressional Budget Office, Office of Management and Budget, Government Accountability Office, Congressional Budget, Appropriations and Tax Committees, and State and local budget/finance offices
- Public understanding of federal, state and local budgets
- Entitlements, mandatory and discretionary spending and special funds
- Legislative, regulatory and other administrative oversight of budget and tax policies
- Debt, deficits and surpluses
- Capital budgets and public pensions
- Cost-benefit analysis
- Grants to State and local governments
- International financial institutions
- International business operations

Job market possibilities

- Congressional Budget Office
- Office of Management and Budget
- Financial management and budget office in numerous public agencies (local, state, and federal level)
- Congressional Research Service
- Government Accountability Office
- U.S. Department of the Treasury
- Congressional committees – Budget, Appropriations, House Ways and Means, Senate Finance, House Energy and Commerce, and Senate Health, Education, Labor and Pensions
- Multilateral financial institutions – World Bank, IMF

Regional Economic Development

Focuses on

- Regions both within a country and across countries or states
- Urban revitalization
- Rural and urban poverty and economic growth

- Housing policy as it is effected through housing and tax programs
- Effect of government policies on economic development
- Technology as a driver of economic development
- Factors affecting levels and quality of employment
- Impact of smart growth policies
- Washington metropolitan area
- Role of entrepreneurship in economic development
- Changes in economic structure of sub-national regions

Job market possibilities

- National governmental agencies throughout the world
- State and local governments
- Chambers of commerce
- Housing agencies, both governmental and non-profit (like the Arlington Economic Development Commission and the National Low Income Housing Coalition)
- Lobbying for state and local governments or for non-profit organizations
- U.S. Congress and its affiliated agencies
- Social change organizations like the WorldWatch Institute, Republicans for Environmental Protection, the Sierra Club and Africare

Science and Technology Policy

Focuses on

- Links among science, technology, and policy development
- Governance of processes of innovation and diffusion
- Impact of new technologies on economic growth, environmental sustainability, public health, and military security
- Developments in telecommunications
- Ethical dilemmas posed by new technologies
- Processes of scientific discovery and of technological change

Job market possibilities

- Non-profit institutions ranging from the Hudson Institute to the American Association for the Advancement of Science
- Lobbying and interest representation for technology companies, ranging from telecommunications to nanotechnology
- Congressional Research Service
- Congressional science committees
- Governmental agencies like the National Institutes of Health, the National Science Foundation, Departments of Commerce and Agriculture, and the Nuclear Regulatory Commission
- Consultancies like Booz Allen Hamilton (Cybersecurity) and Mitre Corporation
- Trade associations developing standards for new technologies

Social Policy

Focuses on

- Key role of culture in development of nations
- Professional ethics in public and private sector work
- Impact of and possibilities offered by cultural differences and similarities for public policy
- Human rights policy and enforcement
- Fairness in administration and outcomes produced by public policy

- Gender and ethnicity as it affects and is addressed by policy
- Impact of culture and values on policy outcomes
- Cross-national comparisons of public policy, ranging from poverty to education to public health
- Health, education, income, housing, economic and related policies

Job market possibilities

- Non-profit organizations focusing on politics and policy, including the Joint Center for Political and Economic Research, the Kaiser Family Foundation, the Washington Office on Human Rights, Families First, Economic Policy Institute, and the Cato Institute
- Congressional Budget Office
- Congressional Research Service
- Agencies within the U.S. Departments of Health and Human Services and Housing and Urban Development
- Lobbying and interest representation, ranging from the Concerned Women of America to the National Council of La Raza to the National School Boards Association
- State and local government health, human service, school, health and related agencies
- Civil society and social change organizations like Amnesty International and National Organization for Women

Terrorism, Transnational Crime and Corruption

Focuses on

- Documenting and combating transnational crime in conflict regions
- The effects of corruption on the political, economic, and social development of countries
- Growth and consequences of human smuggling and trafficking
- Managing non-traditional security threats
- International migration
- Assisting fragile or failing states to develop the rule of law
- Behavioral, economic, strategic, cultural and institutional influences on national security decision making
- Civil liberties in an age of global terrorism

Job market possibilities

- U. S. intelligence agencies
- Federal Bureau of Investigation
- Drug Enforcement Administration
- Internal Revenue Service
- U.S. Department of Treasury (Alcohol, Tobacco and Firearms)
- U.S. Department of Homeland Security (U.S. Customs and Border Protection and Immigration and Customs Enforcement)
- U.S. Department of Energy (National Nuclear Security Administration)
- Congressional committees with national security and commerce jurisdictions
- Congressional Research Service
- Government Accountability Office
- U.S. Department of Defense agencies
- International organizations like the United Nations (Office of Drugs and Crime) and affiliated institutions (UNESCO), INTERPOL, Bank for International Settlements, and Organization of American States
- Non-profit organizations (NGOs) such as Freedom House, Transparency International, the Private Enterprise Partnership for Africa, National Endowment for Democracy, International

Development Law Organization, World Justice Project, Polaris Project and the Center for Private Enterprise

- Consultancies like Booz Allen, Mitre Corporation and ISI

Transportation Policy

Focuses on

- Policy challenges posed by location and mobility of populations
- Training required to advance in a transportation organization, including transportation finance, transportation law, safety and security and environmental impact of transportation policies
- Sources of congestion and methods to reduce it, like smart growth policies
- Air, maritime and ground transport policies
- Space exploration
- Transportation infrastructure
- International cooperation

Job market possibilities

- State departments of transportation
- Federal agencies like the National Highway Traffic Safety Administration, Federal Aviation Administration, and National Aeronautics and Space Administration
- Congressional offices with transportation interests
- Transportation industries (airlines, airports, railroads, etc.)
- Industry and government associations like the American Trucking Association and the American Association of State Highway and Transportation Officials (AASHTO)
- Consulting firms such as SAIC, Accenture (Public Transportation) and Booz Allen Hamilton (Transportation Consulting Services)
- International agencies focusing on cross-national cooperation like the International Air Transport Association

Urban Policy and Development

Focuses on

- Urban revitalization
- Urban poverty and economic growth
- Impact of city boundaries on urban development
- Education and health policies
- Sustainable development in cities
- Impact of federalism on cities and city-state interactions
- Federal economic development policies
- Housing policy as it is effected through housing, banking (including redlining) and tax programs
- Effect of tax and other policies on economic development of cities
- Urban settlement patterns, concentration of poverty, race and immigration

Job market possibilities

- Non-profit organizations focusing on politics and policy, ranging from the National Community Reinvestment Coalition to the National Low Income Housing Coalition
- Other civil society and social change organizations like the Hunger Project, Oxfam, the Yunus Center, and Sustainable Footprint—all headquartered abroad
- Congressional Budget Office
- Congressional Research Service

- Federal agencies such as U.S. Department of Housing and Urban Development and the Office of the Comptroller of the Currency
- Research and social change organizations like the Joint Center for Political and Economic Studies and the National Urban League
- State and local government agencies related to housing and urban development (50 states plus D.C., 3,141 counties and county equivalents, about 88,000 local governments)
- Businesses like Siemens Corporation (as a part of their sustainable cities initiative, for example)
- Organizations representing counties, cities and other localities like the National League of Cities and the National Association of Counties
- Offices of mayors, city managers, county commissioners, and city councils

U.S. Government Institutions and Policy Management

Focuses on

- Emerging issues in policy management (like privatization, selection and oversight of contractors, efficient service delivery, and effective regulation)
- Policy processes and structures
- U.S. national, state and local institutions
- Federalism as an idea and a reality
- Cross-national comparison of public policies
- Urban and regional politics and policy
- Citizen participation and the use of the internet
- Public and private governance
- Policy analysis

Job market possibilities (thousands of possibilities, as this emphasis is the most generic)

- U.S. Government Accountability Office
- Most departments of the U.S. Government
- Offices of the inspector general in government agencies
- Non-profit organizations focusing on politics and policy, esp. U.S., including the Center for Budget and Policy Priorities, the Heritage Foundation, the Center for Responsive Politics, and the Rand Corporation
- Congressional Budget Office
- Congressional Research Service
- Lobbying and interest representation (thousands of possibilities, depending on your interests and aptitudes)
- State and local government agencies (50 states plus D.C., 3,141 counties and county equivalents, about 88,000 local governments)
- Elected officials' offices at all levels of government
- Civil society and social change organizations like the Center for Responsive Politics, the Food Research Action Center, and the National Wildlife Federation
- National Association of Governors, National Association of Secretaries of State, National Conference of State Legislators, and state offices represented in Washington (mostly located at the Hall of the States)
- Consulting firms like PricewaterhouseCoopers (Public Sector Practice), Accenture, Deloitte (U.S. Federal Government and U.S. State Government), Ernst & Young (U.S. Government and Public Sector), and IBM Global Business Services (Public Sector)