



FLORIDA  
INTERNATIONAL  
UNIVERSITY

EXHIBIT # 2

Human Resources Department  
City of Miami Beach  
Miami Beach, Florida

Dear Sir/Mme:

It has come to my attention that there are questions about tuition charged by the Executive Master of Public Administration Program (MPA). In this letter, I hope to clarify these questions.

The FIU MPA Program is offered by the only public research university in Miami. The program has been offered continuously since 1978, and has over 2,800 graduates. The program is supported by 14 faculty members who are dedicated to public service research – with over 400 publications in the field of public administration. All our faculty are certified as graduate faculty, and the few adjuncts that we hire are credentialed according to our accreditation standards – i.e. 10 years of experience at the level of director or higher.

The FIU MPA program is the only NASPAA-Accredited program in Miami-Dade County. NASPAA accreditation is a quality assurance for curriculum, students and faculty of the program. While other institutions in the region offer non-accredited graduate degrees in public administration, they tend to teach courses using non-qualified faculty. Our average incoming MPA student has a 3.6 out of 4 undergraduate GPA. In short, the FIU MPA is a quality program delivering quality curriculum by quality faculty to quality students.

The Executive cohort of our MPA program is designed for working professionals with experience of 5-10 years of public service experience. The curriculum is designed to meet the needs of professionals – with core courses in budgeting, finance, human resource management, policy making and leadership. Additionally, the program offers elective coursework in strategic planning, public private partnerships, media relations, and executive leadership. The program has excellent retention rates because we are very selective in admission and we are very careful with curriculum design.

Because we are a public institution and our students are public and non-profit students, the EMPA is priced to barely recover its costs. The EMPA does not generate profit and every dollar generated from the cohort is reinvested in the program. The program does include the cost of books and food which amounts to less than \$2,000 of the \$32,000 tuition charged by the program. Therefore, the cost per credit for our EMPA, excluding cost of books and food, is \$714 per credit hour. I want to emphasize that this amount is the actual cost amount – the revenues generated by this program barely

recover its expenses.

Offering an accredited program is expensive – for example, the cost of a research faculty is almost 10 times the cost of an adjunct faculty member. Quality and accreditation requirements unfortunately have costs associated with them. However, accreditation assures that your employees are in fact receiving the proper education and are not just receiving a degree.

If you have questions, or to chat about this matter, please contact me at (305) 348-4338 (work) or at (305) 903-9990 (home). I may also be reached by e-mail at [malkadry@fiu.edu](mailto:malkadry@fiu.edu).

Sincerely Yours

A handwritten signature in black ink, appearing to read 'M. Alkadry', with a long horizontal stroke extending to the right.

Mohamad Alkadry, Ph.D.  
Director, Master of Public Administration  
Professor, Department of Public Administration