

Public Administration (PA)

PA 203/PS 203 Introduction to Nonprofits (3 credit hours)

Development of nonprofit organizations and the contributions of nonprofits in the U.S., other countries, and the international community; political, social, and economic roles of nonprofits; nonprofit governance; partnerships with government and other nonprofits; types of organizations in the nonprofit sector; contemporary policy issues. Service project with minor transportation costs.

GEP Social Sciences

Typically offered in Fall, Spring, and Summer

PA 311 Public Policy Analysis and Evaluation (3 credit hours)

This course will be an introductory course for the study of policy analysis, i.e. the systematic study of political-issue problems and alternative policy choices. An individual semester-long project will be completed by each student that identifies a policy issue of interest to the student and various alternatives to implement or improve the policy. Students will measure outcomes of their alternative choices and choose a course of action based on anticipated outcomes.

Typically offered in Fall and Spring

PA 312/PS 312 Introduction to Public Administration (3 credit hours)

Administration in city, state and national governments: effectiveness and responsiveness, involvement in policy areas, and issues of ethics and responsibilities.

GEP Social Sciences

Typically offered in Fall, Spring, and Summer

PA 332 Human Resource Management in Public Sector (3 credit hours)

PA 332 is a fundamental, comprehensive course designed to provide a view of the major influence human resources management has in a productive public sector organization. Specifically, it examines the challenges of managing complex work systems in the political and institutional environments. Emphasis is given to the challenges facing the public sector in attracting and developing human assets in an environment of conflicting goals, stakeholder obligations and a highly aware electorate. With theoretical concepts established, the focus will shift to practical implementation tools to include recruitment, retention, compensation, and evaluation techniques.

Typically offered in Spring only

PA 410 Public Administration for Police Supervisors (3 credit hours)

Introduces law enforcement supervisors to the subject of Public Administration as a field of intellectual inquiry and as a field of professional activity. Students will learn how important founding principles such as federalism, separation of powers, equity, and democratic accountability impact police organizations today. The more practical concerns of police administrators including budgeting and financial management, labor-management relations, and personnel law are also considered. Available only to distance education students enrolled in the AOMP.

Typically offered in Fall, Spring, and Summer

PA 411 Managing Police Organizational Behavior (3 credit hours)

This course is designed to prepare police managers to develop more efficient and effective organizations. Particular attention is given to improving leadership and interpersonal communication skills through self assessment. Students will also study group dynamics, team building, and the importance of employee empowerment within a law enforcement context. Problem-solving tools and assessments utilized by police agencies to facilitate organizational change are also considered. Available only to distance education students enrolled in the AOMP.

Typically offered in Fall, Spring, and Summer

PA 412 Management Skills & Practices for Police Supervision (3 credit hours)

The purpose of this course is to introduce law enforcement supervisors to management skills that can enhance their individual and organizational effectiveness. Students will learn collaborative leadership, conflict resolution, staff development, group problem solving, delegation and coaching. The skills taught in this class are considered theoretically (through reading assignments and lectures), experientially (through role plays, assessment center exercises, and management inventories), and analytically (through written analyses and class discussions). Available only to distance education students enrolled in the AOMP.

Typically offered in Fall, Spring, and Summer

PA 420 State and Local Economic Development Policy (3 credit hours)

In many communities, both rural and urban, the most immediate policy problem confronting public leaders is how to improve the local economy. The purpose of this course is to introduce public leaders to the tasks and challenges in policy development for improving the economies of communities. This course introduces students to the strategies for attracting and retaining public and private investments in a local economy. An individual semester long project will be completed by each student that presents an original economic development strategy, program or project for a specific community (city/town or county).

Typically offered in Spring only

PA 498 Special Topics in Public Administration (3 credit hours)

Offered as needed to engage professional literature not normally available in regular course offerings or for new courses on a trial basis.

Typically offered in Fall, Spring, and Summer

PA 507 The Public Policy Process (3 credit hours)

Application of current theories of the public policy process to current issues in public policy and management. Emphasis on the dominant theories of the process, including policy streams, advocacy coalitions, punctuated equilibrium, institutional and rational choice models. Graduate standing or seniors with instructor's permission.

Typically offered in Fall only

PA 509 Applied Political Economy (3 credit hours)

Principles governing the interaction of politics and markets, and their application to public policy and public administration. Economic and political market failure, dilemmas of public choice and effects of political institutions. Case studies of public policy-making.

Prerequisite: EC/ARE 401

Typically offered in Fall only

PA 510 Public Administration Institutions and Values (3 credit hours)

Exploration of the critical roles public administration plays in the American constitutional system of government with emphasis on public institutions, policy making and implementation, intergovernmental and intersectoral relations, public service values, administrative discretion, and ethical responsibilities and decision-making.

Typically offered in Fall and Spring

PA 511 Public Policy Analysis (3 credit hours)

Methods and techniques of analyzing, developing and evaluating public policies and programs. Emphasis given to benefit-cost and cost-effectiveness analysis and concepts of economic efficiency, equity and distribution. Methods include problem solving, decision making and case studies. Examples used in human resource, environmental and regulatory policy.

Prerequisite: Graduate standing or PBS status

Typically offered in Fall and Spring

PA 512 The Budgetary Process (3 credit hours)

Examination of generalized budgetary process used at all levels of government in the U. S. Understanding of the process based upon comprehension of institutions involved, roles of politicians and professionals and the objectives of budgetary systems. Focus also upon budgetary reforms and on Planning-Programming-Budgetary and Zero-Based Budgeting as management tools.

Prerequisite: Graduate standing or PBS status

Typically offered in Fall and Spring

PA 513 Public Organization Behavior (3 credit hours)

Major conceptual frameworks developed to understand organization behavior. Motivation, leadership, group dynamics, communication, socio-technical systems, work design and organizational learning. Application of theories and concepts to public sector organizations.

Prerequisite: Graduate standing or PBS status

Typically offered in Fall and Spring

PA 514 Management Systems (3 credit hours)

Use of management systems by public and nonprofit organizations to monitor and manage their programs. Results-based management approaches, including strategic planning, goal setting, and output/outcome measurement. Ways of increasing managerial effectiveness through the use of structural changes, process improvements, project planning tools, performance-based budget systems, and individual and group rewards.

Prerequisite: Six hours of graduate PA course work

Typically offered in Fall and Spring

PA 515 Research Methods and Analysis (3 credit hours)

A focus on behavioral approach to study of political and administrative behavior. Topics including philosophy of social science; experimental, quasi and non-experimental research design; data collection techniques; basic statistical analysis with computer applications.

Prerequisite: ST 311

Typically offered in Fall and Spring

PA 516 Effective Communications for Public Administrators (3 credit hours)

Focus on professional written and oral skills and the applications needed by public and nonprofit administrators. This includes drafting, editing, and presenting factual and persuasive materials. Use of visual aids, handling question and answer sessions, dealing with media, and holding effective meetings. Composing memos, position papers, and press releases. The course develops competency to communicate and interact productively with a diverse and changing workforce and citizenry.

Typically offered in Fall and Spring

PA 517 MPA Capstone (3 credit hours)

Students will demonstrate their achievement of core competencies developed through their MPA course of study. The course will include three key components: (1) Academic Portfolio; (2) Capstone Project; and (3) Reflection Essay. Students will develop a professional academic portfolio in which they identify activities and assignments from their course of study that demonstrate their attainment of the program's expected learning outcomes. Students will complete a hands-on, supervised course project focusing on a major public service problem or issue and that demonstrates practical application of core competencies. Students will prepare a reflection essay of what they learned in the MPA program during their preparation for a public service career.

P: PA 510, PA 511, PA 512, PA 513, PA 514, PA 515 and PA 516.

Typically offered in Fall and Spring

PA 520 Seminar in Urban Management (3 credit hours)

A seminar focusing on analytical techniques and managerial principles required for policy formation and implementation in a complex urban governmental environment. Specific topics including urban planning and community development, housing, intergovernmental relations, organizational roles and decision making, budgeting and selected urban services (for example: police, transportation).

Prerequisite: Graduate standing or PBS status

Typically offered in Spring only

PA 521 Government and Planning (3 credit hours)

The planning function at all levels of government in the U. S., with particular attention to problems posed for planning by rapid growth of metropolitan areas. Overview of community development, urban spatial structure, housing economics and land use planning.

Prerequisite: Graduate standing or PBS status

Typically offered in Spring only

PA 522 Intergovernmental Relations in the United States (3 credit hours)

Examination of distinctive features of intergovernmental relations in the U. S. Topics stressed including historical adaptations of federalism, emerging role of the administrator, contemporary trends in intergovernmental relations and assessment of contemporary trends from federal, state and local perspectives.

Prerequisite: Graduate standing or PBS status

Typically offered in Fall only

PA 523 Municipal Law (3 credit hours)

A focus on the legal nature of cities as municipal corporations and the legal context in which local governments operate. Specific topics covered including incorporation, ethics, public access to meetings and records, annexation, land use, development, planning, liability, financing, contracting, and personnel actions.

Prerequisite: Graduate standing

Typically offered in Fall only

PA 525 Organizational Development and Change Management (3 credit hours)

This course provides an introduction to the applied skills and knowledge necessary for helping public and nonprofit organizations and agencies effectively manage change. Students will gain knowledge and skills in organizational assessment, action research, systems change, and the stages of change management. Graduate standing only.

Typically offered in Spring only

PA 530 Financial Management in the Public Sector (3 credit hours)

Survey of financial practices and concepts in the public sector. Topics including public sector accounting, financial information systems, revenue projections, cash management and debt management. Emphasis upon case-based applications.

Prerequisite: Graduate standing or PBS status

Typically offered in Spring only

PA 531 Human Resource Management in Public and Nonprofit Organizations (3 credit hours)

Analysis of major Human Resource practices used by public and nonprofit organizations. Techniques examined include organization (strategy, job analysis, job evaluation, and compensation), staffing (recruitment, retention, testing, and hiring), performance management (appraisal and training & development), and employee relations (grievance & discipline mediation & negotiation, and labor relations).

Prerequisite: Graduate standing or PBS status

Typically offered in Fall only

PA 532 Contract Negotiation and Mediation in the Public and Nonprofit Sectors (3 credit hours)

Three inter-related leadership skills - negotiation, contracting, and mediation-essential for achieving organizational success. Skills for negotiating with partners, for facilitation among colleagues, for crafting and monitoring contracts for equipment, services, or performance, and for using alternate dispute resolution techniques, primarily mediation.

Prerequisite: Graduate standing or Management Development Certificate Program and 6 hours of 500-level course work

Typically offered in Spring only

PA 535 Problem Solving for Public and Nonprofit Managers (3 credit hours)

The course introduces a problem solving model specific to public and nonprofit organizations. The model is based on meeting three criteria: effectiveness, efficiency, and equity. Students learn to apply the model in interpersonal and group interactions. The course relies heavily on self-assessment to enable the students to recognize their problem solving propensities and the strengths and limitations of those tendencies.

Prerequisite: PA 513

Typically offered in Fall only

PA 536 Management of Nonprofit Organizations (3 credit hours)

Strategies for developing board leadership, staffing, and managing volunteers, working in multi-cultural environments, developing partnerships with other organizations, conducting government relations. Legal requirements and constraint on nonprofits: incorporation, lobbying, and tax policies.

Restriction: PBS status for Graduate Standing

Typically offered in Fall and Spring

PA 538 Nonprofit Budgeting and Financial Management (3 credit hours)

Nonprofit budgeting and financial management practices, including budgeting, financial analysis, cash flow forecasting, internally controlling financial transactions, borrowing, external auditing, investing, managing risk, purchasing and inventory control.

Typically offered in Spring only

PA 539/COM 539 Fund Development (3 credit hours)

Identifies and assesses techniques and best practices of fund development, annual giving, capital campaigns, endowments. Topics include setting achievable goals, organizing and staffing a fund development campaign, and identifying donors. Discusses links between fund development and organization mission and governance, ethical issues, and government regulations. PBS status or Graduate standing.

Typically offered in Fall only

PA 540 Grant Writing for Public Administrators (3 credit hours)

Survey of funding environment; how to identify foundations, corporation and government funding sources, write proposals, and evaluate proposals.

Typically offered in Fall only

PA 541 Geographic Information Systems for Public Administration (3 credit hours)

Introduction to management of spatial data in relation to public administration databases, including preparation of maps, tables, and data graphics related to geographic information systems in the public sector. Use of ArcView and a variety of other GIS computer applications.

Prerequisite: Graduate standing, PBS status, Advanced Undergraduate standing with 12 hours in PS program

Typically offered in Spring only

PA 545 Administrative Law (3 credit hours)

Case law of exercise of administrative power, judicial and legislative control of administrative action, legal rights of public employers and legal procedures of administrative tribunals.

Prerequisite: Graduate standing or PBS status

PA 546 Seminar in Program Evaluation (3 credit hours)

Combination of seminar and field research techniques to study evaluation of public programs. Focus on political and administrative problems associated with program evaluation. Examination of availability and appropriateness of various quantitative methodologies. Seminar concepts applied through evaluative projects conducted for public agencies.

Prerequisite: Graduate standing and 6 hours of 500-level courses

Typically offered in Spring only

PA 550 Environmental Policy (3 credit hours)

Focus on formation and impact of environmental policy in the U. S. Examination on decision-making processes at all levels of government. Comparisons between political, economic, social and technological policy alternatives. Emphasis upon application of policy analysis in environmental assessment and consideration on theoretical perspectives on nature of the environmental crisis.

Prerequisite: Advanced Undergraduate standing including 12 hours of PS program, Graduate standing or PBS status
Typically offered in Fall only

PA 551 Energy Policy (3 credit hours)

This course provides an introduction to U.S. energy policy, using a contemporary electric utility Integrated Resource Plan (IRP) as both a conceptual and weekly roadmap. By way of the IRP, the course reviews the critical technical, economic, and public policy considerations that go into development and operation of an electric utility's generation portfolio. The first part of the course emphasizes the policy context of energy supply and consumption, including utility choice of generation technology, projected load growth, the economics of electricity generation and distribution, power purchase and contracting, and compliance with environmental regulations and requirements. The second half of the course takes the form of an extended group exercise, in which students will develop alternatives to the utility IRP, defending their scenarios and findings at a hypothetical Utilities Commission hearing. In between, guest lectures will add real-world context to the material discussed in class.

Typically offered in Spring only

PA 552 Science and Technology Policy (3 credit hours)

This course explores multiple methodologies and disciplinary perspectives to examine the public policies involving or affected by science and technology (S&T). Course themes include the history and evolution of S&T policy, current national and international S&T policy systems and the interactions and conflicts within and surrounding them, and responsible governance of S&T.

Prerequisite: Graduate Standing or PBS Status
Typically offered in Spring only

PA 553 Disaster, Crisis and Emergency Management and Policy (3 credit hours)

Study of the policies designed to prepare for, respond to, mitigate, and recover from natural and technological hazards, disasters, accidents, or terrorist attacks. Surveys government, nonprofit, and private sector activities in hazards, disasters, emergency and crisis management and policy.

PA 555 Administration of Criminal Justice (3 credit hours)

Politics and administration in American criminal justice system. Emphasis upon interrelationships between ideology, organization and policy outputs in analysis of major problems confronting the system today. Topics including intergovernmental relations, discretionary justice, impact of judicial decisions on criminal justice administration and management trends in criminal justice bureaucracies. Credit for both PS 555 and PA 555 is not allowed.

Prerequisite: PS 311 or Graduate standing
Typically offered in Fall and Spring

PA 580 Independent Study (1-3 credit hours)

Independent research or readings by graduate students under direct supervision of individual faculty members. Students' work evaluated, based on reports, papers and exams.

Prerequisite: Graduate standing or PBS status
Typically offered in Fall, Spring, and Summer

PA 598 Special Topics in Public Administration (1-6 credit hours)

Detailed investigation of contemporary topics in fields of public administration. Topic and mode of study determined by program faculty.

Prerequisite: Advanced Undergraduate standing including 12 hours in PS program, Graduate standing or PBS status
Typically offered in Fall, Spring, and Summer

PA 635 Readings and Research (1-3 credit hours)

To enable graduate students to pursue a subject of particular interest to them by doing extensive readings or research in that subject under direct, individual faculty supervision.

Prerequisite: Graduate standing
Typically offered in Fall, Spring, and Summer

PA 650 Internship in Public Affairs (1-6 credit hours)

Exposure of the student to environment and value systems of the public organization through a supervised work experience. Involving application of substantive knowledge and analytical skills to organizational problems. Credit will vary with nature of the work experience.

Prerequisite: Minimum 9 hours graduate work
Typically offered in Fall, Spring, and Summer

PA 651 Advanced Practical Training (1-3 credit hours)

Substantive knowledge and analytical skills applied to projects under agency supervision. Participation in monthly on-campus meetings. Credit will not be given for placements in current or previous work unit. Credit will not be given for both PA 650 and PA 651. Credit will vary with number of work hours. Must have MPA, current or previous professional work experience.

Prerequisite: 12 graduate credit hours
Typically offered in Fall, Spring, and Summer

PA 685 Master's Supervised Teaching (1-3 credit hours)

Teaching experience under the mentorship of faculty who assist the student in planning for the teaching assignment, observe and provide feedback to the student during the teaching assignment, and evaluate the student upon completion of the assignment.

Prerequisite: Master's student
Typically offered in Fall, Spring, and Summer

PA 688 Non-Thesis Masters Continuous Registration - Half Time Registration (1 credit hours)

For students in non-thesis master's programs who have completed all credit hour requirements for their degree but need to maintain half-time continuous registration to complete incomplete grades, projects, final master's exam, etc.

Prerequisite: Master's student
Typically offered in Spring and Summer

PA 689 Non-Thesis Master Continuous Registration - Full Time Registration (3 credit hours)

For students in non-thesis master's programs who have completed all credit hour requirements for their degree but need to maintain full-time continuous registration to complete incomplete grades, projects, final master's exam, etc. Students may register for this course a maximum of one semester.

Prerequisite: Master's student
Typically offered in Spring and Summer

PA 696 Summer Thesis Research (1 credit hours)

For graduate students whose programs of work specify no formal course work during a summer session and who will be devoting full time to thesis research.

Prerequisite: Master's student
Typically offered in Summer only

PA 714 Public Administration Research Methods and Traditions (3 credit hours)

This course explores a variety of topics, ranging from the philosophy of social science to tailoring a literature review. The goal of this course is to approach the public administration research craft from a variety of perspectives, though their underlying epistemic assumptions are often not made explicit. The course also incorporates material on the responsible conduct of research.

Typically offered in Fall only

PA 715 Quantitative Policy Analysis (3 credit hours)

Application of quantitative tools to conduct public policy and administrative research. Course identifies and uses secondary data, including U.S. Census Data, to empirically assess social and economic policies. Emphasis is on the correct selection, use and interpretation of data to answer public policy questions and to understand the strengths and limitations of quantitative analysis.

Prerequisite: ST 407, ST 511, ST 513
Typically offered in Fall only

PA 761 Foundation of Public Administration (3 credit hours)

Intellectual foundation of public administration and its development as a discipline. Boundaries between public administration and large political process, external political control, factors producing administrative influence and the bases of administrative ethics.

Prerequisite: Graduate standing
Typically offered in Fall only

PA 762 Public Organization Theory (3 credit hours)

Examination of fundamental questions guiding organization research in public administration with emphasis on reconciling democracy and organization. Analysis of classical bureaucratic systems, rational choice, cognitive and organizational economic, and nonlinear and chaos theories.

Prerequisite: Graduate standing
Typically offered in Spring only

PA 763 Public Policy Process (3 credit hours)

Examination of public policy process at federal level in the United States. Analysis of constitutional foundations of this process and the role of governmental institutions, political culture, parties, interest groups, and public opinion in policy making. Case studies of policy making and implementation in selected policy areas.

Prerequisite: Graduate standing
Typically offered in Fall only

PA 764 Budgeting and Financial Management (3 credit hours)

Examination of budgetary and financial management processes in governmental and nonprofit agencies. Budgetary and financial management theory, practice, and unanswered research questions.

Prerequisite: PA 512
Typically offered in Spring only

PA 765 Quantitative Research in Public Administration (3 credit hours)

Review of quantitative procedures commonly applied in public administration with emphasis on applications found in leading journals in the discipline. Exploration of data acquisition, appropriate research design, selection of procedures, data assumptions of procedures, and common errors in the research process and in statistical analysis.

Prerequisite: PA 515 ; ST 507
Typically offered in Spring only

PA 766 Advanced Quantitative Research in Public Administration (3 credit hours)

Review of advanced quantitative procedures commonly applied in public administration research with emphasis on multivariate models found in leading journals in the discipline. Illustrative topics include the application of specialized regression models, generalized linear models, event history models, mixed and multilevel models, and structural equation models to topics in public administration.

Prerequisite: PA 765
Typically offered in Fall only

PA 770 Contemporary Public Management (3 credit hours)

Current public management practices, including evaluation of their underlying theoretical assumptions and of empirical evidence about their effectiveness. Causes of recent shifts in public management theory; political implications of management choices; privatization in theory and practice; managerial use of performance measurement systems; customer feedback systems; worker incentive structures.

Prerequisite: PA 514
Typically offered in Spring only

PA 771 Seminar on Nonprofit Organizations (3 credit hours)

Course provides the necessary theoretical foundation to design scholarly research on nonprofit organizations, voluntary action, and the nonprofit sector. Topics focus on the historical and philosophical roots of the nonprofit sector, the theories used to frame scholarly research and answer contemporary research questions. Students assume a leadership role in shaping the course content. Doctoral students only.

PA 780 Independent Study (1-3 credit hours)

Independent research or readings by graduate students under direct supervision of individual faculty members. Students' work evaluated, based on reports, papers and exams.

Prerequisite: Graduate standing or PBS status
Typically offered in Fall, Spring, and Summer

PA 798 Special Topics in Public Administration and Policy (1-6 credit hours)

In depth exploration of specialized or emerging topics in public administration or public policy. Student presentations on readings and research projects. Also used to test and develop new courses.

Typically offered in Fall and Spring

PA 803 Advanced Research Design (3 credit hours)

Philosophy and objectives of social scientific research with focus on basic and applied research, need for hypothesis development and testing as a basis of scientific research, inductive and deductive reasoning. Emphasis on preparation of research design of dissertation, published articles, and technical presentations. Students will present a research prospectus that will serve as the basis for their dissertation.

Prerequisite: Doctoral student in Public Administration; PA 765,
Corequisite: At least two graduate methodology or statistics courses
Typically offered in Fall only

PA 810 Special Topics in Public Administration (1-6 credit hours)

Detailed investigation of contemporary topics in fields of public administration. Topic and mode of study determined by program faculty.

Prerequisite: Advanced Undergraduate standing including 12 hours in PS program, Graduate standing or PBS status
Typically offered in Fall, Spring, and Summer

PA 835 Readings and Research (1-3 credit hours)

To enable graduate students to pursue a subject of particular interest to them by doing extensive readings or research in that subject under direct, individual faculty supervision.

Prerequisite: Graduate standing
Typically offered in Fall, Spring, and Summer

PA 885 Doctoral Supervised Teaching (1-3 credit hours)

Teaching experience under the mentorship of faculty who assist the student in planning for the teaching assignment, observe and provide feedback to the student during the teaching assignment, and evaluate the student upon completion of the assignment.

Prerequisite: Doctoral student
Typically offered in Fall only

PA 890 Doctoral Preliminary Examination (1-9 credit hours)

For students who are preparing for and taking written and/or oral preliminary exams.

Prerequisite: Doctoral student
Typically offered in Summer only

PA 893 Doctoral Supervised Research (1-9 credit hours)

Instruction in research and research under the mentorship of a member of the Graduate faculty.

Prerequisite: Doctoral student
Typically offered in Fall, Spring, and Summer

PA 895 Doctoral Dissertation Research (1-9 credit hours)

Dissertation research.

Prerequisite: Doctoral student
Typically offered in Fall, Spring, and Summer

PA 896 Summer Dissertation Research (1 credit hours)

For graduate students whose programs of work specify no formal course work during a summer session and who will be devoting full time to thesis research.

Prerequisite: Doctoral student
Typically offered in Summer only

PA 899 Doctoral Dissertation Preparation (1-9 credit hours)

For students who have completed all credit hour, full-time enrollment, preliminary examination, and residency requirements for the doctoral degree, and are writing and defending their dissertations.

Prerequisite: Doctoral student
Typically offered in Fall, Spring, and Summer