Public Administration

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Master of Public Administration

The Master of Public Administration prepares students for careers in public service and non-profit organizations. It also prepares students for private sector positions having significant contact with public organizations. The degree provides pre-service and mid-career students with an appropriate mix of technical and generalist skills needed for management and analytic positions in local, state, and federal government, as well as non-profit organizations. Students are given broad exposure to the field in the core and subsequently develop expertise within their areas of specialization. The degree also provides students with the necessary analytic and substantive background for successful pursuit of doctoral studies within the discipline. Graduates are well-prepared for positions as city manager, finance director, budget analyst, personnel director, special project coordinator and program analyst.

   The MPA Program in Public Administration is accredited by the National Association of Schools of Public Affairs and Administration. Accreditation by this agency ensures the student that the program has been reviewed and meets the national standards for graduate studies in the field.

Admission Requirements

Applicants to the Master of Public Administration (MPA) program must:

• Have earned a bachelor's degree from an accredited institution **and**
• Earn a GPA of 3.0 or better in all upper division course work **and**
• Obtain a letter of recommendation from a faculty member at their undergraduate institution or from a supervisor **and**
• Submission of a current resume **and**
• Demonstrate graduate level writing competency by submitting a letter-of-intent not to exceed three double-spaced pages explaining how earning the Master of Public Administration is consistent with long-term career goals.

Exceptions to the graduate admissions requirement

The MPA program offers certificate programs. In accordance with University policy, students with a bachelor's degree from an accredited institution **and** who have an undergraduate GPA of 2.75 or greater can be admitted to a public administration graduate certificate program, subject to the approval of the MPA Program Director or designee. Students admitted to a certificate program who have completed 12 graduate certificate credits with a 3.25 or better GPA may be admitted to the MPA program, subject to the approval of the program Director or designee. The full 15 or 18 credits obtained in a MPA Graduate Certificate Program may be used to satisfy requirements of the MPA degree, provided the student is admitted to the MPA program **prior to** the completion of the final six graduate certificate credit hours required to obtain the certificate.

Degree Requirements

The Master of Public Administration (MPA) program requires 42 credit hours for all students not having a BPA from a public university in the State of Florida. Students having earned a BPA from a public university in the State of Florida will be waived from taking six elective credits. Core level waivers can only be approved by the MPA Program Director or designee.

Core Courses: (33 credits)

The MPA core consists of the following eleven courses:

PAD 6053	Political, Social and Economic Context of Public Administration	3
PAD 6056*	The Practice of Public Management	3
PAD 6227	Public Finance and the Budgetary Process	3
PAD 6417	Human Resource Policy and Management	3
PAD 6306	Policy Analysis and Planning	3
PAD 6701	Quantitative Methods in Public Administration	3
PAD 6434	Leadership and Decision-making	3
PAD 6726	Applied Research Methods for Accountability in Public and Non-Profit Organizations (Prerequisite: PAD 6701)	3
PAD 6142	Management of Non-Profit Organizations	3
PAD 6209	Financial Management in Public and Nonprofit Organizations (Prerequisite: PAD 6227)	3
PAD 6710	IT and E-Government	3

PAD 6053, PAD 6701, and PAD 6726, must be taken during the first 18 credit hours of course work. PAD 6701 is a prerequisite for PAD 6726.
*PAD 6056, The Practice of Public Management is a capstone experience for the program and must be taken after the successful completion of MPA core; last semester of course work status.

Electives: (9 credits)

Three (3) elective courses required.

Grading, Sequencing, and Substitution Policy

Students must maintain a 3.0 cumulative graduate GPA to graduate. A grade of 'C' or better is required for every core course. Note: A 'C-' is not acceptable.

   The program reserves the right to withhold the awarding of credit for course work taken out of sequence and without appropriate prerequisites.

   Any core course with the exception of PAD 6056 may be waived through petition to the MPA Program Director or designee. The petitioner must demonstrate the

equivalence of the previous coursework, and prove that their performance met or exceeded core requirements.

PAD 6946, Public Administration Internship, may be used as an elective.

Juris Doctor/Master of Public Administration Joint Degree Program

The faculties of the College of Law and the College of Arts and Sciences have approved a joint degree program culminating in both a Juris Doctor degree (J.D.), awarded by the College of Law, and a Master of Public Administration degree (MPA), awarded by the College of Arts and Sciences. Under the joint degree program, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. Essential criteria relating to the joint degree program are as follows:

1. Candidates for the program must meet the entrance requirements for and be accepted by both programs. Both programs must be informed by the student at the time of application to the second program that the student intends to pursue the joint degree.
2. The joint degree program is not open to students who have already earned one degree.
3. For law students, enrollment in the MPA program is required no later than the completion of 63 credit hours in the J.D. program. For MPA students, enrollment in the J.D. program is required no later than the third semester after beginning the MPA program. A summer session is counted as half a semester.
4. A student must satisfy the curriculum requirements for each degree before either degree is awarded. The Department of Public Administration will allow 9 credit hours of College of Law courses, as approved by the MPA program Director, in consultation with the Dean of the College of Arts and Sciences, to be credited toward both the MPA and J.D. degrees.
5. Reciprocally, law students may receive 9 hours of credit toward the satisfaction of the J.D. degree for courses taken in the MPA curriculum upon completion of the MPA degree with a grade point average of 3.0 or higher.
6. A student accepted by both degree programs may begin studies in either the College of Law or the Department of Public Administration, but full-time law students must take the first two semesters of law study consecutively and part-time law students must take the first three semesters of law study consecutively. Students electing to begin study in one school under the joint degree program may enter the second school thereafter without once again qualifying for admission so long as they have notified the second school before the end of the first week of the first semester in the second school and are in good academic standing when studies commence in the second school.
7. A student enrolled in the joint degree program will not receive either degree until the student has satisfied all of the requirements for both degrees, or until the student has satisfied the requirements of one of the degrees as if the student had not been a joint degree candidate.

Master of Science in Criminal Justice/Master of Public Administration Joint Degree Program

The Department of Criminal Justice and the Department of Public Administration have a joint degree program culminating in both a Master of Science in Criminal Justice (MSCJ) and a Master of Public Administration (MPA). The joint degree program prepares graduate students for overlapping careers in criminal justice and public management. It is intended to prepare students for positions in public, private, and nonprofit organizations that require both criminal justice and management knowledge. Under the joint degree program, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. Important criteria relating to the joint degree program are as follows:

1. Candidates to the joint degree program must meet the entrance requirements established by each individual program. Candidates must indicate in the application their intention to pursue the joint degree option. Students deciding to pursue the joint degree option after having been admitted to one program will indicate this intention only on their second application.
2. Applicants for a joint degree will not be accepted from candidates who have already completed either degree. MSCJ or MPA students must apply and be admitted by no later than the second to last semester in which they are expected to complete their original degree requirements.
3. Joint degree candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all first degree program requirements as if the student had never been a joint degree candidate.
4. The joint degree requires a total of 60 credit hours (20 courses). Candidates are required to complete the 14 core courses (42 credits) included in the MSCJ and MPA programs, four criminal justice electives (12 credits), and two general electives (6 credits). Advanced students intending to enroll in a doctoral degree program are strongly encouraged to complete CCJ 6915 Supervised Research. General electives taken from outside fields must be relevant to criminal justice or public administration and approved by the Graduate Advisor.

Doctor of Philosophy

The Doctor of Philosophy in Public Affairs (Ph.D.) is intended to prepare graduates for research and analytic positions in universities, public bureaucracies, and nonprofit organizations. Degree content provides a foundation for undertaking policy-oriented research with emphases on urban and comparative public management and criminal justice administration. Doctoral students will be expected to demonstrate the capacity for conducting this research through successful passing of coursework and comprehensive examinations, as well as the defense of a dissertation.

Admission Requirements

Generally, applicants must have a Master's degree prior to program enrollment, though outstanding applicants may

also be considered with only a baccalaureate degree. Admission is not restricted to students with prior course work in Public Administration and the Program encourages applicants with diverse academic backgrounds, with preference given to those with grounding in the policy or administrative sciences.

In order to be admitted to the Ph.D. program students must submit a complete University application and:

- Demonstrate excellence in prior academic work by an earned GPA of 3.5 or better in both the undergraduate degree and the graduate degree **and**
- Present official GRE scores, with a combined score of 1120 on the GRE's quantitative and verbal sections. A minimum of 500 on each of these components is required **and**
- Submit a written personal statement describing your background, career goals, and the reasons for pursuing a Ph.D. in Public Affairs **and**
- Indicate how your research and career interests fit with those of current public administration and criminal justice faculty **and**
- Provide a current resume **and**
- Submit three references using the program's recommendation form **and**
- Provide writing samples

In addition, students must demonstrate knowledge of American political institutions and fundamentals of social research methods.

Foreign applicants must demonstrate proficiency in the English language by presenting a minimum score of a 100 on the iBT TOEFL (equivalent to 600 on the paper-based Test of English as a Foreign Language (TOEFL).

All students living within a 50-mile radius are strongly encouraged to interview with the Ph.D. Coordinator during the admissions process. Telephone interviews may be arranged for students living outside a 50-mile radius.

The admission process is competitive and the program considers all of the evidence in the application file in making its decision. Meeting the minimum requirements does not guarantee admission and applicants failing to meet the minimum requirements may be admitted based on other evidence of potential, such as prior research or senior executive status.

Admitted students may transfer a maximum of six semester credits (not included in another degree) from other institutions towards Ph.D. degree requirements. Admitted students must demonstrate competence in the following areas: descriptive statistics with regression, applied microeconomics and policy analysis, organization theory and design, social science research methods, and personnel and workplace issues. The Program Coordinator may assign specific coursework to students with deficiencies in any of the above mentioned areas.

Financial Aid

The objective of financial aid is to provide direct assistance to those students who require financial assistance to complete their doctoral programs, and to enhance the reputation of the program by attracting an outstanding cadre of students.

To receive financial aid from University and Program sources, doctoral students must be enrolled full-time (9 semester hours during the term in which they receive financial aid). Students having graduate assistantships cannot hold other employment.

The exact amount of financial assistance depends upon funding provided by the University and the legislature. The current level of Program assistance is approximately $19,000 annually. Students on assistantships are eligible for tuition waivers. Assistantships do not cover additional student fees, such as health, parking, athletic fees, and per credit fees.

Program financial aid is awarded in one-year blocks, and is generally provided for up to three years of the student's doctoral study.

The University has a variety of other financial aid opportunities including graduate grants, scholarships, loans, work-study programs and targeted scholarships. Information on these and other opportunities are available through the University and College financial aid offices. To apply for assistance, students should notify the Ph.D. Coordinator of their intent at the time of application. For matriculation fee waivers and University assistance, students must file the University's Financial Aid Form (FAF) and the other University aid documents. Information on the university procedures is available in the University's Financial Aid office.

Degree Requirements

To obtain the degree, admitted students must complete at least 69 semester hours beyond the Master's degree or its equivalent, including 45 semester hours of approved course work and 24 hours of dissertation work after admission to candidacy. In addition, there is a residency requirement of at least 18 semester hours in three consecutive semesters of study during the first year of enrollment in the Ph.D. Program and a minimum of six hours required in all subsequent semesters.

Successful completion of course work and passing scores on the comprehensive examination are required before students can advance to candidacy for the Ph.D. and present a dissertation proposal. Students are advised to consult the doctoral program handbook for any additional information regarding benchmarks for student progress in grade point average, course completion, comprehensive examinations and dissertation work.

Program of Study

The Doctor of Philosophy in Public Affairs is a 69 semester hour program with seven required courses (21 semester hours), seven specialization elective courses (21 hours), a comprehensive examination (minimum of three semester hours), and dissertation (24 semester hours).

During the first semester of the program, students are required to select, with the assistance and approval of the Ph.D. Coordinator, an advisor who is a full-time faculty member in the program. By the end of the first year, students are required to develop a program of study with the assistance and approval of their advisor and the Program Coordinator.

Core Curriculum: (21)

PAD 7277	Public Administration and the American Political Economy	3
PAD 7155	Organizational Development and Change in Public and Nonprofit Organizations	3
PAD 7808	Economic Development and Urban Management (Crosslisted with PAD 5805 Economic Development and Urban Revitalization)	3

PAD 7865	Development Administration (Crosslisted with PAD 6838 Development Administration)	3
PAD 7702	Empirical Methods in Public Administration	3
PAD 7705	Applied Quantitative Analysis	3
PAD 7707	Advanced Applied Research Methods	3

Specialization Courses: (21)

Students are required to take seven courses in an area of specialization to be designed with the advisor. Six of these courses must be at the 5000, 6000, or 7000 level and may be taken within the University. These specialization electives may also be especially designed courses developed in conjunction with the student's advisor and with approval of the Ph.D. coordinator. Specialization areas may include subfields within the discipline of public administration (human resource management; sub-national administration and policy, etc.) or may involve cognate disciplines (such as health services administration; criminal justice administration; environmental management; etc.). At least three hours must be URS 7926 (Supervised Readings), taken in conjunction with comprehensive examination preparation.

In developing a specialization and program of studies, students may consult with both public administration and criminal justice faculty. If the student's principal area of interest is in a cognate discipline outside of the Departments of Public Administration and Criminal Justice, the student and Ph.D. Coordinator should consult with appropriate faculty in designing the program of studies.

Criminal Justice Administration

The concentration in Criminal Justice Administration includes the following courses:

CJL 5421	Legal Issues for Criminal Justice Administration
CCJ 6025	Theory in Administration Justice
CCJ 6485	Criminal Justice Policy Analysis
URS 7926	Supervised Readings

Select three additional criminal justice elective classes (i.e., at the 5000 level and above) with the prefixes CCJ, CJC, CJE, CJJ, CJL, and DSC. Students who have completed any of the above criminal justice courses within the past six years with a "B" or better can select an alternative course(s) with the same prefix.

Comprehensive Examination

Subsequent to completion of course work, students are required to pass a two-part comprehensive examination. The first component of the comprehensive examination is a written examination testing for knowledge of the Ph.D. core and related material. The second component is the submission of a research deliverable that demonstrates competence in defining a research problem, and addressing that problem through empirical study.

Students who fail the Comprehensive Examination on the first attempt must retake the examination at its next offering. Students who fail the examination twice are automatically dismissed in accord with general University policy.

Dissertation: (24)

Upon successful completion of the comprehensive examination, students select their dissertation guidance committee and begin preparation of their dissertation proposal. Students are expected to defend their dissertation prospectus before the end of the first semester subsequent to passing the Comprehensive Examination.

Upon the public defense and approval of the proposal, the student will initiate formal work on the dissertation. During this time, the student is expected to make appropriate progress toward completing the dissertation, and to enroll continually (at least six credits per semester) until the degree is completed. Upon completion of the dissertation, candidates will formally defend the research at a meeting conducted by the Dissertation Committee. The degree will be awarded upon a positive recommendation of the Committee and compliance with all policies and procedures required by the University.

Award of Master's Degree to Ph.D. Candidates: Under certain circumstances, individuals directly admitted into the Ph.D. program following completion of their bachelor's degree, may be awarded a master's degree in public administration or criminal justice. To be eligible, a student must complete core requirements in the master's program. Upon certification by the student's advisor that this requirement has been met, the Ph.D. committee will approve the award of the master's degree upon passing of comprehensive examinations.

Certificates

The Program offers certificates in Human Resource Policy and Management and Public Management. Please refer to the Certificate section under the College for detailed information.

Course Descriptions
Definition of Prefixes
PAD-Public Administration; PAF-Public Affairs; PUP-Public Policy; URP-Urban and Regional Planning; URS-Urban and Regional Studies.

PAD 5041 Values and Technology in Modern Society (3). Surveys personal and societal value assumptions in the context of the technological society. Examines organizational-societal value structures, and the ways in which technology creates rapid change and new alternatives in values. Also interrelationship of the past, present and future is explored, through futurism and forecasting techniques.

PAD 5043 Government and Minority Group Relations (3). Explores the pressing contemporary issue of the relationship between government and minorities. Examines the clash between established institutional values and minority group values, and surveys remedial programs aimed at dealing with the problem. Comparative case studies will be used to analyze public agencies' internal relations with minorities (recruiting, selection, etc.), as well as their different responses to the minority groups they serve.

PAD 5256 Public Economics and Cost Benefit Analysis (3). This course provides the quantitative and qualitative tools and case material to solve allocation

problems in the public sector. Applied microeconomic theory, welfare economics, and market and government failure are analyzed as are the public alternatives available. Cost-benefit analysis, the ethics of applied practice, and the important skills of communicating with decision makers are included.

PAD 5416 Social Equity and Human Resource Management (3). The course deals with the human resource management issues arising from equity and affirmative action requirements in the workplace.

PAD 5427 Collective Bargaining in the Public Sector (3). The course deals with the nature and implications of collective bargaining for managers and employees in (and students of) public organizations. The course emphasizes similarities and differences between the private and public sectors, as they apply to collective bargaining.

PAD 5435 Administration and the Role of Women (3). The course is designed for women and men who are interested in moving into management positions, or who have done so and want to broaden their understanding of the changing role of women. Classes will allow for experimental as well as academic exploration of the issues. The course will also explore design, implementation, and evaluation of affirmative action programs.

PAD 5443 The Public Administrator and Media Relations (3). Surveys the government-mass communication media relationship, and then concentrates on the ways in which public managers handle media relations. Emphasis throughout is placed on questions of information-handling unique to public organizations, involving, for example, adherence to Florida's Sunshine Law and the Federal Freedom of Information Act.

PAD 5460 Productivity Improvement (3). Provides measures to improve organizational and worker productivity using applied behavioral science.

PAD 5616 Contracting and Managing Third Party Governments (3). Analyzes the legal foundations, administrative and economic characteristics of government instrumentality's as they are used to pursue public policy. Analyzes how and why different combinations of instrumentality's are used in different policy areas.

PAD 5660C Applied Legal Context of Public Administrators (3). An overview of constraints and latitude the legal system grants to public administrators and managers. Provides the applied legal information required to make effective decisions in the public sector.

PAD 5661C Management of Court-Agency Relations (3). Examines applied judicial-administrative relations with particular emphasis on administrative policymaking. Covers the legal, environmental, and political factors that influence administrative strategies of policy and program compliance.

PAD 5805 Economic Development and Urban Revitalization (3). This course is an interdisciplinary examination of research and practice in contemporary economic development, with emphasis on successful implementation in a variety of settings.

PAD 5934 Contemporary Issues in Public Administration (3). An analysis of major conceptual issues currently facing public administrators. May be repeated for credit.

PAD 6042 Democracy and the Administrative State (3). Juxtaposes the contemporary administrative condition of American government with the values of the democratic state. Different approaches to democracy - in practice as well as in theory - will be analyzed, and their implications for public organizations and individual administrators examined.

PAD 6053 Political, Social and Economic Context of Public Administration (3). Examines the context in which public organizations operate, stressing the relationship between such organizations and their multifaceted environment. Emphasis is on examining relevant social and cultural mores and patterns, political values and processes, governmental institutions, economic systems, resource availability, and other environmental factors currently significant to public organizations.

PAD 6056 The Practice of Public Management (3). This capstone course for the MPA Program will deploy skills, concepts, and knowledge acquired in previous course work in analytic exercises related to students' areas of specialization. Prerequisites: Completion of MPA Core; last semester of course work status.

PAD 6106 Organization Theory and Administrative Behavior (3). Historical perspective and philosophical foundations of contemporary and emerging organization theory and administrative behavior, with emphasis on concepts of administrative leadership, the organization's members and systems, group dynamics, socio-psychological aspects of organization and management.

PAD 6142 Management of Nonprofit Organizations (3). Studies the characteristics, roles, and challenges of nonprofit entities. Topics include structure and governance, financial reporting and accountability, financial development, and contract management.

PAD 6156 Applied Organization Theory and Behavior (3). Contemporary approaches to improving the overall effectiveness of public organizations through the utilization of the applied behavioral sciences: personal and executive development programs, team building, action research, etc. Survey of research on the effects of organizational development programs, with special reference to public organizations.

PAD 6205 Public Financial Management (3). Capital asset administration, debt administration, revenue systems, public employee retirement programs, purchasing, inventorying, and risk management.

PAD 6209 Financial Management in Public and Nonprofit Organizations (3). Processes, tools and methods used in financial planning and control of public and nonprofit entities with focus on utilization of critical performance indicators deployed over agency budget and life cycles. Prerequisite: PAD 6227.

PAD 6224 Advanced Seminar in Public Budgeting (3). A review of the state of the art in public budgeting, emphasizing conceptual areas for significant research and appropriate methodological design for addressing them. Prerequisites: PAD 6227, PAD 6229, and PAD 6205.

PAD 6225 Comparative Public Budgeting (3). Public budgeting is a common activity in all governments and

international organizations. Covers the differences in budgeting and explores patterns implicit in those differences.

PAD 6227 Public Finance and the Budgetary Process (3). Examines the theory and practice of public budgeting and its relationship to the administrative processes of control, management and planning. Special emphasis will be given to the social balance question; the kinds and scope of government expenditures; the fiscal role of government in a mixed economy; sources of revenue available to government; administrative, political and institutional aspects of the budget and the budgetary process; and problems and trends in intergovernmental financial relations.

PAD 6229 Advanced Management Techniques (3). Explores quantitative revenue and expenditure models and other techniques which address public sector decision making under conditions of resource constraint. Prerequisites: PAD 6205 or permission of the instructor.

PAD 6306 Policy Analysis and Program Planning (3). This course presents techniques and tools for the practice of policy analysis in public, nonprofit, and health organizations, with emphasis on constructing policy analysis useful to decisionmakers. Prerequisites: PAD 6701 or equivalent.

PAD 6366 Policy and Program Implementation (3). This course examines and evaluates the legal, socio-political administrative factors influencing the implementation of public policy and programs. Prerequisite: PUP 6015. (S)

PAD 6379 Homeland Security Risk Assessment (3). Provide the technical framework needed for design, implementation, and evaluation of risk assessments used in local, regional, and state Homeland Security administration.

PAD 6399 Homeland Security Management for State and Local Government (3). Provides a broad overview of the legal, technical, financial, and organizational environment in which Homeland Security initiatives are designed and successfully implemented.

PAD 6417 Human Resource Policy and Management (3). The course focuses on the role of the personnel manager and how the manager performs tasks connected to human resources development, policy and management in public and nonprofit organizations.

PAD 6434 Leadership and Decision-making (3). Readings and case studies examine how effective leaders in the public and non-profit sectors make decisions in fluid and challenging environments.

PAD 6436 Professionalism and Ethics (3). Examines behavioral approaches toward understanding the personal world of public managers with emphasis on knowledge, skills, and abilities which aid effective goal accomplishment.

PAD 6437 Dynamics of Individual Growth (3). This course focuses on the importance of small group theory to the personal growth of the administrator, and the role of interpersonal abilities in effectively serving client groups. The course also deals with the expansion of the phenomenological world view of each student; and will look at existential theory and the dilemma of personal growth.

PAD 6605 Administrative Law and Procedures (3). Emphasizes the responsibilities public administrators have under local, state, and federal laws. Explores such concepts as client responsiveness under the law; the regulatory process; state administrative law systems; the executive order process; the relationship between administrative law and the checks-and-balances system; discretionary justice; and others.

PAD 6701 Quantitative Methods in Public Administration (3). An intensive introduction to statistical and forecasting tools appropriate for public, nonprofit, and health professionals. Prerequisites: PAD 4713 or equivalent.

PAD 6710 IT and E-government (3). Studies the electronic delivery of government information and services and the problems of managing information technology in the public sector. Survey technology principles of IT and E-government.

PAD 6715 Public Monitoring Systems for Government Organizations (3). Focuses on the formal information system which is or can be used to guide a public organization and judge its performance.

PAD 6717 GIS Applications for Urban Management (3). Geographic Information System Applications for urban decision makers and social scientists.

PAD 6726 Applied Research Methods for Accountability in Public and Nonprofit Organizations (3). Tools, methods, and concepts employed to reengineer public and nonprofit agencies and to design performance indicators needed to enhance customer satisfaction and strategic service delivery. Prerequisite: PAD 6701.

PAD 6807 Urban and Municipal Government Administration (3). Detailed examination of problems facing the municipal administrator; of the pressures upon the contemporary urban environment; and of the administration of large metropolitan areas comprised of numerous entities. Emphasis will be on determination of current trends, discussion of cases, and arrival at suggested solutions.

PAD 6816 Regional and State Government Administration (3). Surveys the historical development of regional administration, analyzes present administrative problems of the states, and explores contemporary and suggested remedial policies. Emphasizes the complex problems of the institutional relationships among local, state and regional governments, and their implications for public policy-making.

PAD 6836 International Public Administration (3). The role of public administration systems around the world; and the impact of political and socio-cultural frameworks on administration. Focus on national and state organizations' politics, economics, problems, and possibilities. A review of scope and programs of contemporary international public administration organizations.

PAD 6838 Development Administration (3). The role of public administration in national development, with specific attention to theories of economic aid from external sources, and the effects of this aid. Theories and policies of economic and social development are explored; and particular attention is given to the role of the United States

in strengthening administrative capabilities as an important means for achieving developmental goals in selected countries.

PAD 6839 Comparative Public Policy (3). This course addresses policy formulation and implementation as a general process of administrative action that can be investigated among the varying nation-states. It covers the differences in policy and explores patterns implicit in those differences. Prerequisites: PAD 6836 or PAD 6838.

PAD 6907 Independent Study in Public Administration (1-6). (Normally 3 credit hours) Individual conferences; supervised readings; reports on personal investigations and similar undertakings. Prerequisites: Completion of required courses in public administration is expected. Consent of faculty sponsor and Program Director required.

PAD 6915 Independent Research in Public Administration (1-6). (Normally 3 credit hours) An individualized research project and report which, if feasible, should include field work with a public organization. Prerequisites: Completion of required courses in public administration is expected. Consent of faculty sponsor and Program Director required.

PAD 6946 Public Administration Internship (1-6). (Normally 3 credit hours) Supervised work in a public or quasi-public organization. Should not be undertaken until completion of required courses in public administration program. Prerequisite: Approval of internship coordinator.

PAD 7026 Proseminar in Public Administration and Policy (3). An intensive introduction to American Public Administration and Public Policy making and implementation by "The Fourth Branch" of government.

PAD 7055 Scope and Theory of Public Administration (3). An integrative capstone seminar in which traditional models of Public Administration are explored and employed to analyze the structures and dynamics of public organizations and to develop alternative models and new theoretical perspectives concerning the scope and theory of the field.

PAD 7102 Advanced Organization Theory (3). Philosophical foundations of contemporary organization theory, with emphasis on dynamic interfaces between the environmental contexts and organizations, critical analysis of both the normative and incremental orientation of concepts, theories, models, and applications. Prerequisites: PAD 6106 or equivalent.

PAD 7155 Organizational Development and Change in Public and Nonprofit Organizations (3). Explores the unique challenges to implementing effective management environments in public and nonprofit organizations. Emphasis on organizational diagnosis and performance measures.

PAD 7257 Economic Context of Government (3). This course examines interdisciplinary approaches to collective decision making and the delivery of public goods and services.

PAD 7277 Public Administration and the American Political Economy (3). An analysis of the origins and growth of the American administrative state within the broader socioeconomic and cultural context, with particular emphasis on the post-World War II era.

PAD 7607 Legal Context of Public Administration (3). This course analyzes the administrative significance of delegation, judicial review, rule making, freedom of information and sunshine laws, legislative veto, and liability for administrators. Prerequisite: PAD 6053.

PAD 7702 Empirical Methods in Public Administration (3). An advanced research/seminar practicum focusing on the development of theoretical models relevant to public administration and analytical techniques for testing these models. Particular attention is paid to structural equation models and latent measures.

PAD 7705 Applied Quantitative Analysis (3). Application of selected multivariate statistical and quantitative models to the field of public administration. Prerequisite: PAD 6701.

PAD 7707 Advanced Applied Research Methods (4). This course will provide students with an increased understanding of concepts of research methods through applied research projects related to public policy and public administration. Prerequisites: PAD 6701 and URS 6806.

PAD 7808 Economic Development and Urban Management (3). Details the theory and practice of contemporary urban management, with particular emphasis on development of the economic base as a requisite in a competitive federal system.

PAD 7865 Development Administration (3). Policies and institutions fostering decentralization and the rise of civil society in less-developed nations; strategies for change and political, cultural, and economic drivers of progress.

PAD 7913 Comprehensive Examination in Public Administration (1-6). An in-depth review of the Public Administration knowledge base taken prior to sitting for the comprehensive examinations. May be repeated for credit. Prerequisite: Completion of Program of Studies.

PAD 7929 Dissertation Prospectus Development (3). To provide students with the analytic and conceptual frameworks needed for crafting defensible dissertation prospectuses.

PAD 7960 Comprehensive Examination in Public Administration (3). Intensive preparation for the comprehensive examinations in Public Administration in both the core and areas of specialization. Students may repeat for credit. Prerequisite: Completion of program of studies.

PAD 7980 Ph.D. Dissertation (1-12). This course provides dissertation guidance to doctoral candidates in the Ph.D. program in public administration. Prerequisite: Permission of Major Professor and Doctoral Candidacy.

PAF 7002 Foundations of Policy Analysis (3). Intensive exploration of models, theories, and designs applied to quantitative and qualitative methods of public policy analysis. Instruction and case studies cover a wide range of normative and policy issues. Prerequisites: PAD 6306 and PAD 6053.

PUP 6006 Public Policy Analysis and Evaluation (3). A framework for evaluating public policy-making will be presented. The emphasis will be on criteria and methodologies available for choosing among alternative courses of action. The systems approach, alternative

futures, and nth-order consequences of policies will be analyzed.

PUP 6015 Public Policy (3). An intensive analysis of the normative theories of public policy making, with emphasis on the processes by which policy choices are made and implemented by government agencies. The current trends and perspectives of effective policy development (such as participatory democracy, multi-valued choice, etc.) are examined.

URP 5314 Introduction to Urban Planning and Growth Management (3). An historic overview of land use planning and the rise of growth management with emphasis on implementation in complex market and political environments.

URP 5426 Emergency Management and Planning (3). This course focuses on the concepts, processes, and techniques associated with developing and implementing emergency management plans in public, nonprofit, and health organizations.

URS 5645 Strategic Planning in Public and Non-Profit Organizations (3). This course exposes students to the concepts associated with strategic planning of public and nonprofit organizations and provides them with practical experience in their use.

URS 5647 Continuous Quality Improvement (3). This course provides an in-depth exposure to the concepts, principles, and techniques associated with continuous quality improvement (CQI) applied to public, nonprofit, and health organizations.

URS 6806 Applied Research and Evaluation Techniques (3). Theories and concepts of research and evaluation. Specific focus given to action components of the research process: design and formulation, strategies and methodological tools for conducting research. Discussion of the role of research in administrative decisions and in testing ways to implement public policy. A review of contemporary critiques on research design. Prerequisite: PAD 6701.

URS 7031 Information and Telecommunications Design and Policy (3). The managerial and public policy implications of innovations in the 'information super highway'; establishment of intra and interorganization capacity for dealing with continued development in the field. Prerequisites: Ph.D. status or permission of the instructor.

URS 7156 Research Practicum (6). An integrative studio course intended to produce a defensible dissertation prospectus and significant empirical research project; may be repeated for credit. Prerequisites: Completion of Ph.D. tool requirement, and URS 7157.

URS 7157 Applied Research Methods (3). Extensive exploration of designs utilized in contemporary social and policy science research with emphasis on triangulated models. Prerequisites: Completion of tools requirement in program of studies or permission of the instructor.

URS 7379 Leadership Development and Decision-Making (3). Leadership as the focal point for organizational development, resource allocation, and 'fit' within the environment; emphasis on effective leadership in the public, health, and nonprofit sectors. Prerequisites: Ph.D. status or permission of the instructor.

URS 7380 Contemporary Management Issues and Problems (3). A proseminar on workplace issues such as AIDS, the Americans with Disability act, and 'the Glass Ceiling'. Special emphasis on diversity and increased utilization of contractual employees. Prerequisites: Ph.D. status or permission of the instructor.

URS 7644 Managing Public Financial Resources (3). An integrative seminar treating taxation, public budgeting, debt management, and evaluation, in the context of a globally competitive economy. Prerequisites: Ph.D. status or permission of the instructor.

URS 7655 Evaluating Organizational and Program Performance (3). Methodology and conceptual frameworks needed to augment organizational effectiveness while enhancing the accountability of public, health, and nonprofit organizations. Prerequisites: Ph.D. or permission of the instructor.

URS 7926 Supervised Readings (3). Extensive reading and review in area of concentration taken in preparation for comprehensive examinations; supervised by Chair of Program Advisory Committee, may be repeated for credit. Corequisite: URS 7156.