

# SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION

Bachelor of Arts and Bachelor of General Studies in Law and Society (<http://catalog.ku.edu/public-affairs-administration/law-and-society-ba-bgs>)

Bachelor of Arts and Bachelor of General Studies in Public Administration (<http://catalog.ku.edu/public-affairs-administration/ba-bgs>)

Minor in Public Administration (<http://catalog.ku.edu/public-affairs-administration/minor>)

Master of Public Administration (<http://catalog.ku.edu/public-affairs-administration/mpa>)

Master of Public Administration and Juris Doctor (<http://catalog.ku.edu/public-affairs-administration/mpa-jd>)

Master of Public Administration and Master of Urban Planning (<http://catalog.ku.edu/public-affairs-administration/mpa-mup>)

Doctor of Philosophy in Public Administration (<http://catalog.ku.edu/public-affairs-administration/phd>)

Graduate Certificate in Performance Management (<http://catalog.ku.edu/public-affairs-administration/performance-management-gradcert>)

Graduate Certificate in City and County Management (<http://catalog.ku.edu/public-affairs-administration/city-and-county-management-gradcert>)

## Why study public affairs and administration?

The School of Public Affairs and Administration develops skilled leaders, innovators and problem solvers who are ready to confront pressing social and economic challenges at the local, state and national levels. Our graduates become public management practitioners who exemplify a deep commitment to ethical and professional public service administration within a wide variety of public and nonprofit sector professions.

## The School of Public Affairs and Administration

The School of Public Affairs and Administration is ranked #1 among graduate schools in city management and urban policy (since 1998), and the School is ranked among public universities as #3 in public management administration, #8 in environmental policy and management, and #10 in public affairs according to the U.S. News and World Report (2016).

Founded in 1948, the masters in public administration (MPA) intern-option program prepares students to assume management and leadership roles in local government. The School also provides a career-option program for working professionals who want to earn their MPA without a career interruption.

While our School is most well-known for its MPA, the School also offers comprehensive programs at the bachelor's and doctoral levels. The bachelor's courses are taught at the Edwards Campus and include majors in 1) public administration and 2) law and society. Our doctoral degree is designed primarily for students anticipating careers in research and teaching.

The Public Management Center (PMC), which is housed within the School, offers educational programs to meet the leadership training needs for public service professionals. The PMC is the only agency in the state of Kansas that can teach the nationally-accredited Kansas Certified Public Manager® program.

## Mission

The mission of the School of Public Affairs & Administration of the University of Kansas is to educate exceptional public professionals and generate thought leadership that provides solutions to the most pressing global and community challenges by advancing the public good, democratic values, and ethical public management practices.

## Undergraduate Programs

A bachelor's degree in public administration provides undergraduate students with the knowledge and skills needed for planning, implementing and evaluating public programs. As students learn to think critically and analytically about public policy, they will better understand the dynamics in their own communities and how to be more effective citizens and public officials.

Graduates of the program will be ready to work in settings like local and state government, nonprofit organizations and private sector businesses.

## Graduate Programs

The School offers an M.P.A. degree and a Ph.D. degree. The M.P.A. program offers two tracks.

- The Intern Option M.P.A. program is a full-time, two-year program which begins in the summer semester. During the first year, you complete academic work on the Lawrence campus and engage in a part-time internship that supplements your classroom experience. During the second year, you serve in a full-time paid job/internship, usually in a city or county government organization.
- The Career Option M.P.A. program has no internship component, and you can pursue the degree full-time or part-time. This option is ideal if you are already working in a public service career – at any level of government, non-profit or other organization focused on meeting community needs. Courses are held in Lawrence, Overland Park, and Topeka.
- The doctoral program is designed primarily for students anticipating careers in research and teaching.

## Graduate Certificates

### Performance Management Graduate Certificate

This certificate is designed for those who wish to develop skill sets in analyzing and changing performance in public sector and non-profit organizations.

### Graduate Certificate in City and County Management

This certificate is designed for those who are interested in a career in local government organizations (cities and counties) or in non-profit or private sector organizations that collaborate or serve local governments.

## Courses

### **LWS 330. Introduction to Law & Society. 3 Hours S.**

Offers an introduction to the interdisciplinary field of law and society. Surveys the role of law in social processes and the influence of these processes on law, and introduces alternative theoretical perspectives on these processes. LEC.

### **LWS 332. Methods in Law and Society. 3 Hours S.**

Surveys the various methods used in law society research and prepares students to be sophisticated readers of basic socio-legal research, capable of evaluating the quality of the research design and methods. Prepares students to participate as research assistants in original studies. LEC.

### **LWS 333. The Pursuit of Rights: Law, Democracy & Power. 3 Hours S.**

Examines how law and legal norms, particularly rights, support social and political institutions yet also may be used to challenge these institutions and foster change. Particularly examines the role of law in supporting but also challenging hierarchies of race, ethnicity and gender. Surveys major studies of these processes both domestically and across the globe. Prerequisite: LWS 330 or permission of the instructor. LEC.

### **LWS 643. Theoretical Foundations of Law and Society. 3 Hours S.**

Provides advanced examination of the major theoretical traditions in the field. Addresses classic as well as contemporary studies in these traditions, and considers how these traditions may be applied to enhance understanding of current issues in the field. Prerequisite: LWS 330. LEC.

### **LWS 691. Internship in Law & Society. 1-3 Hours S.**

Designed to provide law society students an applied learning experience in a relevant public, non-governmental, or nonprofit organization. Students are required to critically reflect on their experience through a variety of academic assignments throughout their internship experience. Prerequisite: LWS 330 and LWS 332, and permission of instructor. INT.

### **LWS 692. Research Experience in Law & Society. 1-3 Hours S.**

Designed for advanced law society students. Students enhance their research skills by working one-on-one with a faculty member on an independent scholarly project. Students are required to complete a final project or presentation, through advising and consultation with the designated faculty member. Prerequisite: LWS 330 and LWS 332, and permission of instructor. IND.

### **LWS 694. Topics in Public Administration: \_\_\_\_\_. 3 Hours U.**

Study of selected topics in law and society. Course may be repeated for credit if content varies. Prerequisite: LWS 330. LEC.

### **LWS 699. Capstone in Law and Society. 3 Hours.**

Integrates learning across the Law Society curriculum with an applied, original research experience. Class topics rotate depending on faculty research agenda and current policy foci. Students gather and analyze data throughout the class, and present their final work to a variety of audiences. The product is an original research presentation that advances knowledge. Prerequisite: LWS 330 and LWS 332. LEC.

## Courses

### **PUAD 177. First Year Seminar: \_\_\_\_\_. 3 Hours SF GE11.**

A limited-enrollment, seminar course for first-time freshmen, organized around current issues in public administration. May not contribute to major requirements in public administration. First year seminar topics are coordinated and approved through the Office of First Year Experiences. Prerequisite: First-time freshman status. LEC.

### **PUAD 330. Introduction to Public Administration. 3 Hours S.**

Introduction to administration, public policy and policy makings is the study of government workers, the organizations in which they work, how they are financed, and how government engages citizens to help form and maintain community. In various ways, the class sessions explore the three important issues of public administration: discretion, authority, and accountability. (Same as POLS 330.) Prerequisite: POLS 110. LEC.

### **PUAD 331. Introduction to Public Administration, Honors. 3 Hours S.**

Introduction to administration, public policy, and policy making, for honors students is the study of government workers, the organizations in which they work, how they are financed, and how government engages citizens to help form and maintain community. In various ways, the class sessions explore the three important issues of public administration: discretion, authority, and accountability. (Same as POLS 331.) Prerequisite: POLS 110. LEC.

### **PUAD 332. Quantitative Methods for Public Administration. 3 Hours GE12 / S.**

Focuses on building the quantitative analysis skills of students in public administration. Students learn basic and intermediate statistics, and methods of data analysis and interpretation. Students gain exposure to the uses of data in public organizational settings. Prerequisite: Math 101 or equivalent placement. LEC.

### **PUAD 333. Hard Choices in Public Administration: \_\_\_\_\_. 3 Hours GE3S / S.**

Focuses on some of America's most vexing public policy challenges and emphasizes the political context of difficult choices. Course examines models of decision-making and the process of policy analysis. Students learn how to apply the tools of policy analysis to make policy judgments. Prerequisite: PUAD 330 or PUAD 331. LEC.

### **PUAD 431. Bureaucracy, Public Administration, and the Private Sector. 3 Hours S.**

Examines the problems posed by behaviors within and by bureaucracies. Provides students with a set of conceptual tools for understanding the organizational environment in which policy analysts ply their profession and the role of a manager within such organizations. Offers strategies for the policy professional seeking to navigate large bureaucracies. Readings and class discussions integrate theoretical analyses of organizations with detailed case studies. Prerequisite: PUAD 330 or PUAD 331. LEC.

### **PUAD 432. Conducting the People's Business Ethically. 3 Hours AE51 / S.**

Addresses the moral challenges facing leaders in the public and nonprofit sectors. Examines the values and virtues important to sustained ethical leadership, as well as strategies to build strong institutional cultures and support ethical practices in institutions. Considers moral and political theory by focusing on contemporary cases and issues. Students learn how to identify moral issues in public life and public management. There is a special focus on the integration of moral concerns into public discussion in a manner that contributes to good policy and does not polarize issues. This course considers moral and political theory by focusing on contemporary cases and issues. Prerequisite: PUAD 330 or PUAD 331. LEC.

**PUAD 433. Metropolitcs and Macroproblems: The American City in Local and Global Context. 3 Hours S.**

An interdisciplinary study of American cities, focusing on the rapidly changing demographic, physical, political, social, and economic changes. Sunbelt cities, edge cities, the rustbelt cities, planned and unplanned suburban communities, as well as declining center cities and newly revitalized downtowns are considered. The role of immigration and migration in reshaping the urban environment, and the effects of globalization are also examined. Prerequisite: PUAD 330 or PUAD 331. LEC.

**PUAD 435. Generating, Allocating and Managing Public Resources. 3 Hours U.**

This course is devoted to topics in public budgeting, finance and financial management. These activities play a central role in public management. The intent of this course is to understand the role these activities play in local, state, and federal governments and to see how policy and management are shaped and influenced by budgets, financial reports, and tax policy. Prerequisite: PUAD 330 or PUAD 331. LEC.

**PUAD 436. Managing People in Public Organizations. 3 Hours U.**

Effective human resources management is one of the key goals of organizations in both the public and private sectors. This course focuses on human resources management in a public sector context with particular emphasis placed upon past, current, and future challenges in the field. The course covers topics such as the recruitment, selection, and compensation of public sector employees, as well as more contemporary issues such as diversity management and public sector personnel reform. Prerequisite: PUAD 330 or PUAD 331. LEC.

**PUAD 494. Topics in Public in Administration: \_\_\_\_\_. 3 Hours S.**

An introductory study of selected topics in public affairs and administration. Course may be repeated for credit if content varies. Course may be offered in lecture or online format. Prerequisite: PUAD 330 or PUAD 331. LEC.

**PUAD 601. Crime and Punishment. 3 Hours AE41 / S.**

Examines the administration of justice and focuses on differential and discriminatory treatment in policing, criminal prosecutions, trials, sentencing, or imprisonment. Also considered are the basis and impact of racial profiling, harassment, arbitrary detention, and abusive treatment of members of racial and ethnic groups, immigrants, and/or other vulnerable groups by law enforcement, and disparate treatment by prosecutors and the courts. Prerequisite: PUAD 330 or PUAD 331. LEC.

**PUAD 602. Diversity in Public Administration. 3 Hours AE41 / S.**

Analyzes diversity and leadership in public and private institutions along ethnic, racial, and gender lines and the challenges of the facilitation of open dialogue on diversity. Examines the political, historical, social, and economic reasons why Americans of different ethnic, racial, and gender groups hold divergent views about major public policy areas, as well as fundamental views about democratic participation. Prerequisite: PUAD 330 or PUAD 331. LEC.

**PUAD 603. Foundations of the Nonprofit Sector. 3 Hours H/S.**

This course provides an overview of the U.S. nonprofit sector, its history, scope, diversity and its positioning among and between the private and public sectors of the U.S. economy. The course explores the legal framework under which nonprofit organizations operate and are regulated. Economic, political, social, organizational and giving theories of the sector are reviewed in order to understand the sectors existence, roles and activities with particular attention to philanthropy and voluntarism. Distinct contributions to society as well as contemporary challenges faced by the sector are examined. Prerequisite: PUAD 330, or POLS 110, or MGMT 305, or a PUAD master's core course, or consent of instructor. Junior status or above is also required. LEC.

**PUAD 604. Resource Development and Management in Nonprofit Organizations. 3 Hours H.**

This course provides an overview of the broad range of activities relevant to acquisition, management and utilization of resources in nonprofit organizations. The course identifies the primary strategies through which resources are generated with emphases on grantwriting, fundraising, social entrepreneurship, and public/private partnerships. Development of organizational identity and management of public relations is examined in relation to resource and relationship development. Strategies for management of resources to ensure long-term benefit and sustainability are explored. Prerequisite: PUAD 603. LEC.

**PUAD 605. Managing Nonprofit Relationships. 3 Hours H.**

This course considers the set of relationships that nonprofit leaders must balance within the organization and beyond organizational boundaries. Both internal relationships (with staff, volunteers, and board members) and external relationships (with stakeholders, other organizations, and the community at large) are critical to mission accomplishment. This course provides students with the resources necessary to understand the challenges and opportunities related to building and LEC.

**PUAD 606. Nonprofit Accountability: Public Needs and Public Values. 3 Hours H.**

This course examines the role of the nonprofit sector in society by posing broad questions about why nonprofit organizations are held accountable, to whom they are accountable, and detailing how organizations can satisfy accountability demands. The course investigates the public role of the nonprofit sector in society, identifies the stakeholders that are integral to an organization's mission, and describes and critiques the financial and evaluation tools that nonprofits can use to ensure their social viability. Prerequisite: PUAD 603. LEC.

**PUAD 607. Introduction to Project Management. 3 Hours H.**

An exploration of the technical aspects of project management and the human aspects of project leadership. The course integrates conceptual approaches with practical applications of knowledge and skill sets. The course addresses the Project Management Body of Knowledge (PMBOK— as created by the Project Management Institute) and project leadership competencies including leading, communicating, negotiating, problem solving, and influencing. Prerequisite: Junior standing. LEC.

**PUAD 608. Collaboration in Public Administration. 3 Hours SF / S.**

Managers must work effectively across organizational and sector boundaries to solve problems and produce public value. This course considers the forces contributing to the need for collaborative governance, changing management tasks and competencies, and how to address key collaborative challenges. Prerequisite: Student must have junior/senior standing. PUAD 330 or POLS 330, or permission of the instructor. LEC.

**PUAD 639. Concepts of Civil Society. 3 Hours U.**

Concepts of community, social capital, and civil capacity building, and their relations to effective community functioning, democratic politics, and administrative expertise. LEC.

**PUAD 641. Public Service Leadership. 3 Hours U.**

Concepts of leadership in community, political, and administrative settings. These settings include government and all non-business organizations (e.g. certain for-profit organizations). LEC.

**PUAD 660. Organizations and Management I. 3 Hours U.**

An exploration of management in the context of public organizations. Management is explored at the individual, group and organizational level including conflict resolution, problem-solving, planning and legal aspects of organizations. Graded on a satisfactory/unsatisfactory basis. Prerequisite: Permission of instructor. LEC.

**PUAD 661. Organizations and Management II. 3 Hours U.**

A continuation of PUAD 660. The context for leading public organizations is explored through knowledge management, collaboration, innovation, process improvement and leadership succession. Graded on a satisfactory/unsatisfactory basis. Prerequisite: PUAD 660, and permission of instructor. LEC.

**PUAD 691. Internship in Public Service. 1-6 Hours AE61 / U.**

Designed to provide public administration students an applied learning experience in either a public or nonprofit organization. Open to majors in Public Administration only. Prerequisite: One of the following: PUAD 330, 331, PUAD 332, PUAD 333, and consent of instructor required. INT.

**PUAD 692. Research Experience in Public Administration. 1-6 Hours U.**

Designed for advanced public administration students. Students learn research skills by working one-on-one with a faculty member to assist in his/her program of research. Open to majors in Public Administration only. Students are required to complete a final project or presentation, through advising and consultation with the designated faculty member. Prerequisite: One of the following: PUAD 330, 331, PUAD 332, PUAD 333 and consent of instructor required. LEC.

**PUAD 693. Directed Readings. 1-3 Hours U.**

For advanced undergraduate students who wish to study a specific topic of interest that is not covered in the curriculum. Each student must complete a proposal outlining his or her topic request and submit to the Undergraduate Advisor. Intended for students majoring in Public Administration. Prerequisite: One of the following: PUAD 330, 331, PUAD 332, PUAD 333, and consent of instructor. IND.

**PUAD 694. Topics in Public Administration: \_\_\_\_\_. 3 Hours U.**

Study of selected topics in public administration. Course may be repeated for credit if content varies. Course may be offered in lecture or online format. Prerequisite: PUAD 330 or PUAD 331. LEC.

**PUAD 824. Public Policy and Administration. 3 Hours.**

An exploration of the ways in which public policy is made in the United States, focusing on the role of the administrator at each stage of the policy process: formulation, implementation, and evaluation. Various theories of policy-making with application to specific areas of public policy will be examined. LEC.

**PUAD 825. Urban Policy and Administration. 3 Hours.**

This course explores the development, implementation and evaluation of public policy in the local government context. It examines a variety of policy tools used to address urban problems and applies theories of the policy process, intergovernmental relations, and institutions to municipal governance. (Same as PUAD 825.) LEC.

**PUAD 826. Public Policy and Administration of State Government. 3 Hours.**

An examination of political and administrative aspects of state government focusing on legislative and executive branches of government. LEC.

**PUAD 827. Health Care Policy and Administration. 3 Hours.**

A seminar designed to explore the development of public health policy in the United States. Particular attention will be given to (1) the development of public institutions and policy goals; (2) current policy problems such as expenditure-cost controls, prospective reimbursement, utilization review, access, and public and private investment planning; and (3) administrative problems in the current health care system. (Same as HPM 837.) LEC.

**PUAD 828. Nonprofit Management and Policy. 3 Hours.**

This course focuses on the economic, social, and legal foundations of the nonprofit sector. Nonprofits are examined in the context of a three-sector economy, with emphasis on the ways in which nonprofits compensate for market failures and government failures. The course examines government-nonprofit relations in the modern welfare and offers an in-depth examination of the health, education, and welfare functions as performed by nonprofits. This course also provides exposure to selected topics in nonprofit management such as grant writing, board relations, advocacy, fundraising and volunteer management. LEC.

**PUAD 830. Administrative Ethics. 3 Hours.**

A survey of ethical issues faced by public administrators. Special attention will be given to ethical problems arising within hierarchical organizations and to the ethical implications of particular public policies. LEC.

**PUAD 831. Public Administration Practicum. 1 Hour.**

Exposes students to day-to-day operational facets of public management through workshops, speakers, exercises. LEC.

**PUAD 832. Organizational Theory. 3 Hours.**

An introductory theory course designed to develop an understanding about organizations, their environments, and the political subsystems in which they exist. LEC.

**PUAD 833. Administrative Behavior. 3 Hours.**

An examination of individual and group behavior within organizations, focusing on motivation, leadership, conflict and conflict resolution, group dynamics and communication. LEC.

**PUAD 834. Human Resource Management. 3 Hours.**

This course presents the context and practice of effective human resource management, with emphasis on the political, legal, historical, and ethical dimensions of public employment. This course considers the functions of workforce management, including: 1) planning of work and the allocation of labor to that work, 2) acquisition of employees and their competencies, knowledge, skills, and abilities, 3) development of employees to channel, improve and create new knowledge, skills, and abilities, and 4) maintaining the working relationship between employee and employer. Students will apply workforce management theories and techniques to contemporary organizational challenges and investigate the tensions inherent to balancing competing values (such as: responsiveness/neutrality and efficiency/equity) and meeting conflicting demands of organizational stakeholders and society. LEC.

**PUAD 835. State and Local Public Finance. 3 Hours.**

Focuses on the tax, spending, and debt practices of state and local governments. Drawing on the tools of positive and normative economic analysis, the course explores the implications of these activities on broader economic outcomes, including private allocation of resources and the distribution of wealth. LEC.

**PUAD 836. Introduction to Quantitative Methods. 4 Hours.**

Introduces quantitative approaches to examine public management and public policy decisions. Concepts of research design, probability, and inferential statistics are covered. LEC.

**PUAD 837. Budgeting and Resource Allocation. 3 Hours.**

Examines the practices and the political, economic, and organizational contexts of public and nonprofit budgeting, tools of financial analysis, and ethics of financial management. LEC.

**PUAD 838. Urban Service Delivery. 3 Hours.**

Focuses on organizational arrangements for the provision of basic urban services and the character of service delivery politics. Methods for evaluating the efficiency and responsiveness of alternative organizational arrangements are treated. LEC.

**PUAD 839. Topics in Public Administration: \_\_\_\_\_. 3 Hours.**

Study of selected topics in public administration. LEC.

**PUAD 840. Theory of Public Administration. 3 Hours.**

Survey of the development of ideas about public administration among public officials and research investigators. Emphasis on basic concepts, research reports, and theoretical treatises on the nature of public administration. LEC.

**PUAD 841. The Role, Context, and Ethics of Public Administration in American Society. 3 Hours.**

Provides students with an overview of the social context of public administration with an emphasis on political issues, intellectual history, ethics, and the tensions between democracy and bureaucracy. LEC.

**PUAD 842. Law and Public Management. 3 Hours.**

Course investigates major concepts that make up the legal environment of public administration. The accepted uses and procedures of the field, relationships among courts, agencies, the legislature, and basic legal research are examined. LEC.

**PUAD 843. Constitutional Foundations of Public Administration. 3 Hours.**

This course provides a grounding in the constitutional premises of public administration including executive, legislative, and judicial powers, and federalism, and those issues associated with the development of economic institutions and processes such as taxation, employment regulation, and commerce controls. LEC.

**PUAD 844. Advanced Seminar in State and Local Budgeting. 3 Hours.**

This course studies the theories behind selected topics in public budgeting and compares the theories with the actual practice of budgeting in the State of Kansas and its communities. LEC.

**PUAD 845. Organizational Analysis and Public Management. 3 Hours.**

Explores concepts and practices in organization behavior and management theory as they apply to public organizations. Emphasis is placed on understanding the dynamics of individuals, groups, and teams within organizations, dynamics associated with organizational structures, accountability, and culture and dynamics of risk in leadership, collaboration, and contracting. LEC.

**PUAD 846. Kansas and Its Government. 3 Hours.**

This course is designed to offer students the opportunity to obtain a comprehensive overview of the culture, history, economy, and geography of Kansas along with the review of state and local government infrastructure. The review of governments will include the financing of governments in Kansas. LEC.

**PUAD 847. Legislative Process. 3 Hours.**

This course is designed to acquaint students with the workings of the policy process at the level of state government. Its focus will give students an understanding of the political process to enable them to function more effectively in state policy development and implementation. Prerequisite: PUAD 824, PUAD 825, PUAD 826 or PUAD 827. LEC.

**PUAD 848. Advanced Management Practices in State Government. 3 Hours.**

This course offers the student an opportunity to enhance skills developed in PUAD 826 in an experiential learning environment that simulates actual management practice. Complex cases will be rank ordered and resolved on a work schedule developed by each work group. Groups will work simultaneously on two or more cases at all times. Prerequisite: PUAD 826. LEC.

**PUAD 849. Law, Courts, and Public Policy. 3 Hours.**

This course provides an overview of the role of law, litigation, and courts in the public policy process, with an emphasis on bureaucratic institutions. The course covers the main theories and empirical research on the policy effects of litigation and intervention, with a particular focus on civil rights in the areas of employment, policing, welfare, prisons, and environmental policy. (Same as POLS 849.) Prerequisite: Graduate standing or consent of instructor. LEC.

**PUAD 850. Intergovernmental Relations. 3 Hours.**

This course focuses on the fiscal and administrative relationships among the three levels of government - federal, state, and local - in the United States. A number of topics will be examined, including a history of intergovernmental relations, the political, constitutional, and legal foundations of the intergovernmental system, and intergovernmental fiscal policy. The impact of the intergovernmental system will be assessed from the perspective of specific areas and intergovernmental programs. LEC.

**PUAD 851. Infra-Structure Management. 3 Hours.**

A survey of land-use, infra-structure, and technology issues in municipalities. LEC.

**PUAD 852. Comparative Public Policy and Administration. 3 Hours.**

This seminar examines the application of theories in public administration, public management, and public policy in international and comparative contexts. Particular attention is given to how governments and publics are connected by way of intergovernmental strategies, governance, and differing political and administrative arrangements. LEC.

**PUAD 853. Policy Analysis and Evaluation. 3 Hours.**

This course will introduce students to the conceptual foundations and applied techniques associated with identifying, describing, and seeking solutions to public policy problems (policy analysis) and evaluating the performance of public programs and organizations (program evaluation). Basic microeconomic theory is introduced. LEC.

**PUAD 854. Innovation and Organizational Change. 3 Hours.**

This course will examine theories of innovation and organizational change as applied to public organizations. Particular emphasis will be placed on the concepts of innovation in bureaucratic organizations, on the process of successful change in organizations, and on leadership and employees' roles. LEC.

**PUAD 855. Financial Management for Public and Not-for-Profit Organizations. 3 Hours.**

Financial management focuses on the use of financial information for decision making and evaluation. This course will rely on fundamental accounting concepts as they relate to the basic financial statements of government and not-for-profit organizations. Time will also be spent on financial management practices (e.g. cash management, debt management, etc.) and financial condition analysis. Material presented in this course expands on the foundational material covered in PUAD 837. Prerequisite: PUAD 837 or permission from the instructor. LEC.

**PUAD 856. Management and Information Technology. 3 Hours.**

An introduction to the concepts of information policy and management of technology within governmental organizations. The course covers the effects of technology on government and society as well as information policy (privacy, security and access) and their importance to democracy. The course also includes a leadership perspective on planning, funding, and implementation of technology systems in governmental organizations as well as the role of Chief Information Officer. LEC.

**PUAD 857. Performance Management and Governance. 3 Hours.**

This course examines the practice and governance challenges of performance management and budgeting in the public sector. Topics covered in this course include: a) the governance context of performance measurement and management; b) the historical and theoretical foundation of performance measurement and management; c) the global trend of performance-oriented reforms; d) the practice and politics of performance measurement and management; and e) governance and ethical issues in managing for results. LEC.

**PUAD 858. Performance Audit. 3 Hours.**

This course examines the practice of performance audit at the national, state, and local levels. Topics covered in the course include: a) the concept of performance audit and the roles of auditors in performance management; b) performance audit systems and standards at the national, state and local levels; c) performance audit methodologies and techniques; d) the establishment of audit criteria; e) the concept and practice of risk and vulnerability analysis; f) the reporting and communication of performance audit results. LEC.

**PUAD 859. Service Management. 3 Hours.**

This course provides an introduction to service management in the public sector and will focus on providing students with the conceptual understanding and skills to design, promote, manage, and deliver public services. The course will integrate concepts of service management with quality assurance, business process analysis, and project management. Through this course, students will develop a better understanding of methods for improving responsiveness and accountability to organizational goals and mission. LEC.

**PUAD 892. Public Administration Internship. 3 Hours.**

A part-time supervised professional work experience designed to provide students the knowledge, background, and practical experience in public service. A written summary of the experience including a job description, projects the student, and a reflective statement on integrating the internship with theoretical issues regarding public administration. This course brings theory and practice together. Graded on a satisfactory/unsatisfactory basis. INT.

**PUAD 893. Directed Readings. 1-3 Hours.**

Designed to meet the needs of advanced students whose study in public administration cannot be met with current course work. RSH.

**PUAD 894. Professional Development Seminar I: Public Administration Contemporary Issues & Competency Assessment. 3 Hours.**

Open only to MPA students who are required to complete a full-time internship. This intensive seminar during the second year of study is designed around issues interns confront in their working environment with emphasis placed on the transition of the student from an academic to a professional work setting. Students will complete the MPA Final Essay, which requires them to reflect clearly and thoughtfully on how they have integrated academic coursework and their professional work setting experience. Graded on a satisfactory/unsatisfactory basis. INT.

**PUAD 895. Professional Development Seminar II: Leadership, Professionalism, and Citizen Engagement. 3 Hours.**

Open only to MPA students who are required to complete a full-time internship. This intensive seminar explores connections between facilitative political and administrative leadership, professional expertise, and citizen engagement. Students will also consider concepts of citizen engagement and adaptive work, and explore how these increasingly important concepts both complicate and enrich public policy making and implementation. INT.

**PUAD 897. Public Administration Contemporary Issues and Competency Assessment. 3 Hours.**

This course exposes students to the contemporary issues in public management and analysis of competencies for public management in four theme areas. Students will participate in discussions of issues and in three assessments of their preparation to lead public organizations. Students will complete the MPA Final Essay which focuses on integration of course and work experience in relation to the values theme of the MPA program. Graded on a satisfactory/unsatisfactory basis. LAB.

**PUAD 898. Leadership, Professionalism, and Citizen Engagement. 3 Hours.**

This course explores connections between facilitative political and administrative leadership, professional expertise, and citizen engagement. It will explore politics and the political arena; administrative/technical expertise and the relationship between the arenas of politics and administration. It will present the concept of citizen engagement and adaptive work, complicating as well as enriching public policy making and implementation. LEC.

**PUAD 930. Research Seminar in Public Administration and Democracy. 3 Hours.**

This course focuses on the democratic context of public administration. Topics could include how democracy shapes the practice of public administration; the functioning of public administration in a constitutional democracy; issues relating to control and discretion of public administrators; citizenship and representative bureaucracy; theories of bureaucratic values such as equity, justice and efficiency, ethics and accountability; theories of institutions. SEM.

**PUAD 931. Research Seminar in Public Management. 3 Hours.**

This course, on the topic which increasingly is approached as an interdisciplinary field, focuses on the management of public and non-profit agencies. Topics could include: the nature of public agencies and the roles of public executives, managers, and professionals; distinctions between public, private, and non-profit agencies in America and internationally; creating and managing organizational networks; leadership; work motivation; and the ethics of decision-making. SEM.

**PUAD 932. Seminar in the Intellectual History of Public Administration. 3 Hours.**

This course will analyze the intellectual currents that undergird the theories and concepts in public administration. There are three primary perspectives crosscutting the topics. They are historical, cultural and analytical. SEM.

**PUAD 934. Research Methods in Public Administration. 3 Hours.**

The course examines issues of research and epistemology with an emphasis on connecting theory and research and doing research in field settings. RSH.

**PUAD 935. Advanced Quantitative Methods for Public Administration. 3 Hours.**

This seminar will assist students to develop a thorough competence in both theory and application of multivariate statistical models of the types that are commonly used to study questions of organization and policy in the public sector. These will include inference for the general linear regression model under a wide variety of specifications, as well as a consideration of path models and systems of simultaneous equations. The principal goal of this course is to strengthen the ability of doctoral students in public administration to work methodologically as independent scholars using relatively advanced designs and technique in their work. SEM.

**PUAD 936. Policy Analysis and Program Evaluation. 3 Hours.**

This course examines the theoretical foundations and analytical components of policy analysis and program evaluation, common tools for assessing alternative courses of public action and program effectiveness. This examination will include a review and critique of common quantitative and qualitative approaches, including cost-benefit analysis, cost-effectiveness analysis, and quasi-experimental design. LEC.

**PUAD 937. Qualitative Methods in Public Administration. 3 Hours.**

This course examines the concepts and practices of qualitative research. The focus will be on field research and the collection of "textual data" through observation, interviewing, and documents. The course will also examine the interpretation and analysis of qualitative data and how to present qualitative findings. RSH.

**PUAD 939. Topics in Public Administration: \_\_\_\_\_. 1-3 Hours.**

A study of selective topics in public administration. Course may be taken more than once. LEC.

**PUAD 943. Constitutional Foundations of Public Administration. 3 Hours.**

This course provides grounding in the constitutional premises of public administration including executive, legislative, and judicial powers, and federalism, and those issues associated with the development of economic institutions and processes such as taxation, employment regulation, and commerce controls. LEC.

**PUAD 949. Law, Courts, and Public Policy. 3 Hours.**

This course provides an in-depth analysis of the role of law, litigation, and courts in the public policy process, with an emphasis on bureaucratic institutions. The course covers the main theories and empirical research on the policy effects of litigation and intervention, with a particular focus on civil rights in the areas of employment, policing, welfare, prisons, and environmental policy. As part of the course requirements, students will conduct original empirical research. LEC.

**PUAD 990. Research Practicum in Public Policy and Administration. 3 Hours.**

This course will provide students with an opportunity to conduct applied research in a field setting with faculty guidance. May be pursued as an independent study or as a regularly scheduled class with a group of students. Prerequisite: PUAD 934 and PUAD 935. RSH.

**PUAD 998. Directed Reading on Public Administration. 1-6 Hours.**

Designed to meet the needs of graduate students whose study in public administration cannot be met with present course. Prerequisite: consent of instructor. RSH.

**PUAD 999. Dissertation. 1-15 Hours.**

Enrollment for writing doctoral dissertations. Graded on a satisfactory/unsatisfactory basis. THE.