School of Public Service
2084 Constant Hall
(757) 683-3961
John C. Morris, Chair
Meg Jones, Graduate Program Manager

Master of Public Administration
David Chapman, Graduate Program Director
Meg Jones, Graduate Program Manager

The mission of the Master of Public Administration program at Old Dominion University is to prepare students for careers as professionals in public service and to provide students - who have considerable experience in the public sector - an opportunity to enhance their professional knowledge, skills, and abilities, enabling them to advance their careers.

Curriculum
The MPA curriculum consists of 39 credit hours (13 courses). Courses are required in two categories:
1. **Core Concentration** (seven required courses)
2. **Electives** (six courses)

Core Curriculum
The following courses are required of all public administration students.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PADM 651</td>
<td>Administrative Theory I: The Context of Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 652</td>
<td>Administrative Theory II: The Process of Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 671</td>
<td>Public Budgeting and Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>PADM 701</td>
<td>Public Policy and Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>PADM 723</td>
<td>Ethics in Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 753</td>
<td>Research Methods in Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 746</td>
<td>Capstone Seminar in Public Administration</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Hours</strong></td>
<td></td>
<td><strong>21</strong></td>
</tr>
</tbody>
</table>

Electives
Students may also choose to take their elective courses in the general area of public management. With the approval of the MPA Program Director students may take graduate-level courses outside of the Department.

MPA Elective courses include the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>PADM 632</td>
<td>Environmental Planning</td>
</tr>
<tr>
<td>PADM 633</td>
<td>Methods of Urban Planning</td>
</tr>
<tr>
<td>PADM 634</td>
<td>Regional Planning</td>
</tr>
<tr>
<td>PADM 640</td>
<td>Urban and Regional Issues</td>
</tr>
<tr>
<td>PADM 655</td>
<td>Theories of Public Organization</td>
</tr>
<tr>
<td>PADM/PPCM 672</td>
<td>Public Financial Management</td>
</tr>
<tr>
<td>PADM 695</td>
<td>Advanced Topics &quot;</td>
</tr>
<tr>
<td>PADM/PPCM 704</td>
<td>Methods of Public Program Evaluation</td>
</tr>
<tr>
<td>PADM 708</td>
<td>Urban and Regional Economic Development</td>
</tr>
<tr>
<td>PADM 711</td>
<td>Urban Services Administration</td>
</tr>
<tr>
<td>PADM 712</td>
<td>Emergency Management and Policy</td>
</tr>
<tr>
<td>PADM/PPCM 714</td>
<td>Public-Private Partnerships</td>
</tr>
<tr>
<td>PADM 715</td>
<td>Management of Nonprofit Organizations</td>
</tr>
<tr>
<td>PADM 716</td>
<td>Introduction to Nonprofit Sector</td>
</tr>
<tr>
<td>PADM 717</td>
<td>Nonprofit Financial Management</td>
</tr>
<tr>
<td>PADM/PPCM 719</td>
<td>Leadership</td>
</tr>
<tr>
<td>PADM 720</td>
<td>Public Personnel Administration</td>
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<tr>
<td>PADM 721</td>
<td>Transportation Policy</td>
</tr>
<tr>
<td>PADM 724</td>
<td>Administration of Human Services</td>
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</tbody>
</table>

Recommended Core Course Sequence
Students are required to enroll in Administrative Theory I: The Context of Public Administration (PADM 651) and Administrative Theory II: The Process of Public Administration (PADM 652) as early as possible in their program of study. The remaining core courses are not required to be taken in a specific order however, the Capstone Seminar (PADM 746) must be taken after the other core courses have been completed (or in the same semester as the last of the core courses are being completed). Students should note that core courses are rarely offered during the summer term and should plan accordingly.

Concentration in Multi-Sector Public Service
The Multi-Sector Public Service concentration will consist of one (1) required concentration course PADM 725 (Government, Society, and Business) and three (3) electives.

Students will analyze, synthesize, think critically, solve problems, and make decisions from a multi-sectoral perspective. They will examine the impact of different social, economic, and political forces/phenomena on multi-sectoral management/policy issues. Students will understand how the changing public service landscape affects policy decision making, management, and governance.

The acceptable electives for the concentration are:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PADM 690</td>
<td>Urban and Regional Issues</td>
</tr>
<tr>
<td>PADM 695</td>
<td>Advanced Topics (Citizen Engagement course)</td>
</tr>
<tr>
<td>PADM 708</td>
<td>Urban and Regional Economic Development</td>
</tr>
<tr>
<td>PADM 714</td>
<td>Public-Private Partnerships</td>
</tr>
<tr>
<td>PADM 716</td>
<td>Introduction to Nonprofit Sector</td>
</tr>
<tr>
<td>PADM 721</td>
<td>Transportation Policy</td>
</tr>
<tr>
<td>PADM 734</td>
<td>Negotiation and Dispute Resolution</td>
</tr>
<tr>
<td>PADM 760</td>
<td>Collaboration</td>
</tr>
</tbody>
</table>

Internship/Field Experience
Practical professional experience in a public or nonprofit agency setting is an important component of the MPA curriculum. A formal internship is
required for students who lack significant experience in a public or nonprofit agency. Internships give students the opportunity to gain professional level experience and provide government or nonprofit agencies with the services of graduate students with high potential for future achievement. MPA students have the opportunity to earn three semester credits for internships and apply these credits as one of their electives. PADM 668 Internship/Field Experience is a 300-hour public service experience in an approved agency. Please contact Dr. Chapman with specific questions you may have regarding internships, dchapman@odu.edu.

The Application Package

The Old Dominion University Graduate Application can be downloaded from the website, www.odu.edu, or a Graduate Application Package may be received by calling (757) 683-3685. This package includes all forms necessary to apply to the Master of Public Administration program. To be considered for admission, applicants must submit the following:

1. An official transcript of previous college degree program(s);
2. A written statement describing how one’s experience in work and in other settings and the choice of graduate study in public administration will lead to achieving career goals;
3. Scores on the aptitude section of the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT), taken within the past six years. The requirement for the GRE or GMAT may be waived for applicants with at least three years supervisory, managerial or professional level experience in a local, regional, state, federal, military or nonprofit agency. Applicants who wish to be exempted from the GRE or GMAT requirement should complete the “Request for GRE/GMAT Waiver” form and submit it with their application package for review by the admissions committee. The decision to waive the GRE or GMAT is the sole responsibility of the admissions committee and its decision is final;
4. Two letters of recommendation (forms provided) from academic sources or employment supervisors; and
5. Applicants whose native language is not English are required to submit an acceptable score on the Test of English as a Foreign Language (TOEFL).

Financial Assistance

Financial aid is available to graduate students at Old Dominion University. Financial aid may be available in the form of University fellowships, tuition grants, and research assistantships. The MPA program offers graduate research assistantships each semester. In addition to the financial aid offered by the University, graduate students may be eligible for aid and student loans administered by other agencies. For information about part-time employment, scholarships, and student loans, contact the Office of Student Financial Aid.

For information and forms concerning application, contact:
Admissions Office
Old Dominion University
Norfolk, VA 23529
Phone: (757) 683-3685

For information concerning financial aid, contact:
Office of Student Financial Aid
Old Dominion University
Norfolk, VA 23529
Phone: (757) 683-3683

For information about on-campus housing, contact:
The Director of Housing Operations
Old Dominion University
Norfolk, VA 23529
Phone: (757) 683-4283

Visit the Old Dominion University web site at: http://www.odu.edu.

Doctor of Philosophy - Public Administration and Urban Policy

Meagan Jordan, Graduate Program Director
Meg Jones, Graduate Program Manager

The principal objective of the Ph.D. in Public Administration and Urban Policy is to assure that graduates become content area experts with 48 hours of doctoral level course work and 12 hours of dissertation credit. Specifically, students will learn a common body of knowledge in three areas:

Foundation in Public and Urban Policy (core courses) 12
One of either of two tracks with courses specific to public administration or public policy (concentration courses) 12
Foundation in research (quantitative and qualitative research courses) 12
Unique Cognate Courses * 9
Dissertation Seminar 3

Total Hours 48

* Selected by the student with advice and consent of the student’s advisory committee and the Graduate Program Director.

Through this approach, all program graduates will have the opportunity to develop a substantive knowledge of a body of work in public administration and public policy as well to acquire analytical and research skills that will enable them to become educators, leaders and researchers in their chosen specialty areas. The Ph.D. program in Public Administration and Urban Policy, therefore, will focus on:

1. developing effective public, non-profit sector and policy leaders throughout Hampton Roads. The Commonwealth of Virginia, and the nation who have both content knowledge and research skills;
2. educating individuals who intend to pursue teaching as a vocation in colleges and universities in Virginia as well as nationally and internationally;
3. building collaborative research and demonstration initiatives with community and government (state, national, and international) agencies that link research initiatives to public management and policy improvement and economic development; and
4. providing the linkages among content knowledge, research, and field experiences for all doctoral students.

Admission

Applications for admission to the program will be considered once per year in April (see the website for specific details). Students generally begin classes in the fall, but admitted students may enroll in the summer after they are admitted.

Candidates for admission to the doctoral program must have a master’s degree in an appropriate discipline in a program that is accredited by an appropriate specialized accrediting agency and from an institution of higher education that is regionally and/or nationally accredited. A minimum grade point average of 3.25 (on a 4.0 scale) overall and in the major area of study in the master’s degree and an acceptable score on the Graduate Record Examination (GRE) is required; a minimum score of 500 on the verbal section is required. Applicants whose native language is not English must score a minimum of 550 on the Test of English as a Foreign Language. Upon admission, the student must contact the Ph.D. Program Director in the School of Public Service for advisement.

A student seeking admission to the doctoral program should request an application from the Office of Graduate Admissions of Old Dominion University. The application should be filled out completely and promptly returned to the Office of Graduate Admissions.

Each application must contain the following materials:

1. Three letters of recommendation, including at least one from an academic source;

School of Public Service
2. A three to six-page double-spaced written statement of academic and professional goals,
3. Official copies of transcripts from all institutions of higher education attended and
4. Aptitude scores on the Graduate Record Examination (GRE) taken within five years prior to application for admission must be sent directly to the Office of Admissions.

**Time Limitation and Retention Standards**
The Ph.D. program assumes that well-qualified and highly motivated students can complete all degree requirements in four years of full-time work. If a student is unable to pursue the degree on a full-time basis, or if the major field is different from previous academic training, more time to complete the degree is usually required. The maximum time allowed to complete all degree requirements is eight calendar years from the date of initial enrollment in the program.

To remain in good standing after admission to the program, students must maintain a minimum grade point average of 3.25 in all course work attempted in the Plan of Study. Students who fall below this minimum standard will have one semester to remedy this deficiency. Further, students may learn no more than three hours with a grade of C+ or lower. Any student receiving a grade of F in any course work will be immediately removed from the program.

**Financial Aid**
Old Dominion University offers financial assistance to graduate students. Types of aid include research assistantships, teaching assistantships, fellowships, grants, scholarships, and part-time employment. Nearly all forms of aid require that the student be engaged in full-time graduate study, and in the case of assistantships, students are required additionally to work 20 hours per week with an assigned faculty member.

Students may receive an assistantship or fellowship. Amounts for assistantships are typically $6,000 to $12,000 and fellowships from $7,500 to $15,000 per academic year. College funds affect fellowship and assistantship amounts, as well as the continuation of funding. Tuition is waived for research assistants. All assistants and fellowship recipients are evaluated each semester; satisfactory progress toward the degree and acceptable work output are required for the continuation of funding. Funding students must be full-time students, and full-time or part-time work outside of the assistantship or fellowship is not allowed without the express written permission of the Graduate Program Director.

In addition to financial aid offered by the University, graduate students may be eligible for aid administered by other agencies. For information about part-time employment, scholarships, and student loans, contact:

Office of Student Financial Aid
Old Dominion University
Norfolk, VA 23529-0052
(757) 683-3683

**Program Policies**
The School of Public Service maintains an official Ph.D. Program Handbook that contains information about degree requirements, advising, comprehensive examinations, dissertation planning and execution, and many other program policies. Please refer to the department’s website for a downloadable copy of the program handbook.

**Prerequisites**
Applicants who have insufficient background in any of the prerequisite competency areas (PADM 651 Administrative Theory I: The Context of Public Administration, FOUN 722 Quantitative Research Design or (or any course so designated by the GPD) will be required to enroll in courses in the area(s) of deficiency. Such courses must be completed with a grade of B or better. Depending on previous qualifications, students may be advised to take additional prerequisite courses as well. These prerequisite courses will not be included in the required credit hours to complete the doctoral program.

**Course Offerings**
Students are required to complete a minimum of 48 hours of course work and maintain a minimum grade point average of 3.25 or better. Up to 12 hours of appropriate course work beyond the master’s degree and with a grade of B or better may be transferred into the program with the approval of the Ph.D. Program Director. In addition to course work, students are required to take three hours of dissertation seminar and a minimum of 12 hours of dissertation credit.

**Core courses**
- PAUP 801 Theories of Public Policy 3
- PAUP 808 Intellectual Foundations of Public Administration 3
- PAUP 809 Public Organization Behavior and Theory 3
- PAUP 810 Governance and Accountability 3

**Research Core courses**
- PAUP 802 Logic of Social Inquiry 3
- PAUP 803 Multivariate Quantative Analysis for Public Administration 3
- PAUP 853 Research and Evaluation Design 3
- FOUN 814 Qualitative Research Design in Education 3

**Major Concentration (select one of the following)** 12

**Public Administration**
- PAUP 813 Contemporary Public Administration Theory
- Select three from the following:
  - PAUP 820 Public Personnel Administration
  - PAUP 823 Ethics in Public Administration
  - PAUP 830 Theories of Conflict Resolution and Problem Solving
- PAUP 845 Managing Development and Change in Public Organizations
- PAUP 895 Advanced Topics
- PAUP 898 Directed Research (may register for up to two, with consent of the student's Advisory Committee and the Graduate Program Director)

**Public Policy**
- PAUP 812 Public Policy Formulation and Implementation
- Select three from the following:
  - PAUP 804 Policy and Program Evaluation
  - PAUP 811 Urban Services Administration
  - PAUP 814 Public-Private Partnerships
  - PAUP 881 Intergovernmental Relations
- PAUP 895 Advanced Topics
- PAUP 898 Directed Research (may register for up to two, with consent of the student's Advisory Committee and the Graduate Program Director)

**Minor (Cognate)** 9

**Dissertation** 12
- PAUP 890 Dissertation Seminar 3

Total Hours 60

* Other courses may be considered for substitution for courses listed in each concentration track. In addition, students may take up to one course from the concentration area other than their chosen area, with the permission of the student's Advisory Committee and the Graduate Program Director.
Students will take at least nine credit hours designated by their Advisory Committee, in consultation with the student's cognate Professor and the Graduate Program Director. Cognates may be formed of courses offered within USPA, or a combination of both. Students may include up to two Independent Study/Directed Research courses in their cognate area.

**Certificate in Public Administration and Policy**

Meg Jones, Graduate Program Manager

The School of Public Service in the Strome College of Business at Old Dominion University offers a Graduate Certificate in Public Administration and Policy. The objective of the program is to help working professionals upgrade their skills in the areas of policy analysis and public management, by developing analytical and management knowledge and capabilities.

Courses are available in a live or online setting, depending on semester and demand.

**Curriculum**

The curriculum consists of the courses listed below. Students are required to take four courses, totaling 12 credit hours, to complete the certificate program. There are three required courses and a choice of an elective.*

**Required**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>PADM 651</td>
<td>Administrative Theory I: The Context of Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 701</td>
<td>Public Policy and Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>PADM 723</td>
<td>Ethics in Public Administration</td>
<td>3</td>
</tr>
</tbody>
</table>

**Elective (choose 1)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PADM 652</td>
<td>Administrative Theory II: The Process of Public Administration</td>
</tr>
<tr>
<td>PADM 671</td>
<td>Public Budgeting and Financial Management</td>
</tr>
<tr>
<td>PADM 672</td>
<td>Public Financial Management</td>
</tr>
<tr>
<td>PADM 708</td>
<td>Urban and Regional Economic Development</td>
</tr>
<tr>
<td>PADM 714</td>
<td>Public-Private Partnerships</td>
</tr>
<tr>
<td>PADM 719</td>
<td>Leadership</td>
</tr>
<tr>
<td>PADM 724</td>
<td>Administration of Human Services</td>
</tr>
<tr>
<td>PADM 760</td>
<td>Collaboration</td>
</tr>
<tr>
<td>PADM 734</td>
<td>Negotiation and Dispute Resolution</td>
</tr>
<tr>
<td>PADM 781</td>
<td>Intergovernmental Management</td>
</tr>
</tbody>
</table>

**Total Hours** 12

*Any alteration(s) in required or elective course selection require(s) prior faculty advisor approval.

**Business and Public Administration Affiliates**

The college has several external units which enhance and support the academic programs. These units, listed below, offer opportunities for faculty members and students to interact with representatives of business, industry and government in Eastern Virginia.

**Center for Asian Business**

The Center for Asian Business has been established to enhance the college’s capacity to teach and conduct research on the subjects related to Asian business practices. The center collects and disseminates information on Asian businesses, supports course offerings on Asian management, and publishes research monographs and articles on the subject. Also, the center provides managerial training and consulting services for Asian companies and executives.

**The Center for Economic Education**

The center is an integral part of the national effort dedicated to improving economic literacy and promoting a greater understanding of the free enterprise system. A nonpartisan, nonprofit organization, the center is an affiliate of the Virginia Council on Economic Education and the National Council on Economic Education. The center works cooperatively with school systems promoting increased effectiveness of economics instruction in grades K-12 through workshops, credit classes, and consultations.

**Executive Development Center**

The center’s mission is to provide businesses, organizations, and individuals with high quality professional development and continuing education programs in virtually all areas of business, management, and executive education. The center offers public programs for individuals seeking professional certificate programs, preparation for certification exams, career advancement, and career change. In addition, the center develops and delivers custom training programs and consulting services to meet specific organizational and employee development needs of businesses and organizations regionally, nationally and internationally.

**Center for Economic Analysis and Policy**

The primary objectives of the center are to conduct research and develop a knowledge base on regional issues in the Eastern Virginia area. In addition, it provides a forum for regional collaboration involving educational, business, and government organizations.

**Insurance and Financial Services Center**

The Insurance and Financial Services Center supports undergraduate and graduate curricula in the disciplines of professional financial planning and risk and insurance. In addition, it provides for active involvement with the Eastern Virginia financial services community as a placement, research, consultative, and resource agency. The center further supports educational programs and seminars for the profession including a professional development program for practitioners that leads to the designation of Professional Financial Planner (PFP).

**E.V. Williams Center for Real Estate and Economic Development**

The mission of the center is to provide information and resources for the Hampton Roads real estate and economic development communities in their quest to improve the regional economy through job creation and investment. The center fosters relationships with the development community by hosting topical seminars on key development issues affecting the region and works closely with all related professional service organizations. The center maintains a comprehensive collection of information including detailed demographic and real estate data and employs the latest in geographic information and mapping software. The center publishes annual real estate market reviews on the office, industrial, retail, single family and multi-family real estate markets, and sponsors the Hampton Roads Real Estate Market Review and Forecast.

**PUBLIC ADMIN/URBAN POLICY Courses**

**PAUP 801. Theories of Public Policy. 3 Credits.**

Lecture 3 hours; 3 credits. Exploration of key theories and approaches to public policy. This course covers all phases of the policy process, from formulation to evaluation, with particular focus upon the substance, political dynamics, and evolution of public policy.

**PAUP 802. Logic of Social Inquiry. 3 Credits.**

Lecture 3 hours; 3 credits. Social inquiry, the production and application of social science knowledge in the field of public administration/public management and urban policy, is replete with contending philosophical and paradigmatic points of view. The goal of this course is to provide a forum for students to review and critique the major issues within social inquiry: ways of knowing (questions of epistemology and methodology), ways of deciding and ways of acting upon decisions.
PAUP 803. Multivariate Quantitative Analysis for Public Administration. 3 Credits.
This course explores the proper use, calculation, and interpretation of multivariate statistics as commonly found in the literature in public administration. The course will prepare students to choose the appropriate statistical tools, generate testable hypotheses, correctly apply the statistical tool, analyze the results, and present and interpret the results of those tests in a manner appropriate for public in the field.

PAUP 804. Policy and Program Evaluation. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: PADM 753 or URBN 607. Examination of various methodologies for designing and conducting public urban program evaluation and research. Experimental, quasi-experimental and nonexperimental procedures will be covered.

PAUP 806. Urban Resource Allocation. 3 Credits.

PAUP 807. Urban Theory and Practice. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: permission of instructor or graduate program director. The purpose of this course is to convey an understanding of urban theory and practice in the culturally diverse urban environment. The course focuses on the process of urbanization, social differentiation, and social and political organization. Special emphasis is given to the role of technology in contributing to urban change.

PAUP 808. Intellectual Foundations of Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. The course reviews the broad topics of administration theory, behavior and practice in organizations and focuses on the development of management thoughts, as well as the macro and micro organizational processes in public and non-profit organizations.

PAUP 809. Public Organization Behavior and Theory. 3 Credits.
Lecture 3 hours; 3 credits. This course is intended to provide a forum for students to discuss and advance their knowledge of the broad classical and modern organizations theories and behavior. The goal is that in the process of discussing the theories of organization, students will develop expertise in specific, cutting edge areas of academic thoughts of the field.

PAUP 810. Governance and Accountability. 3 Credits.
Lecture 3 hours; 3 credits. Public law defines the structure and authorized practices of public institutions in urban settings. The course reviews the legal powers of state and local government in the U.S., of cities, counties, public authorities and special districts, and of nontraditional forms of governance including principal-agent relations in the production of public services, regulatory governance, delegation of public authority to private entities, and citizen roles in governance.

PAUP 811. Urban Services Administration. 3 Credits.
Lecture and discussion 3 hours; 3 credits. Analysis of the range of administrative tools and strategies for the delivery of urban services. Emphasizes new administrative alternatives under conditions of urban change.

PAUP 812. Public Policy Formulation and Implementation. 3 Credits.
Lecture 3 hours; 3 credits. This course focuses on public policy formulation and implementation. The purpose of this course is to examine the bases upon which public policy discussions take place, both at the formulation and implementation stages of the policy process. The goal is to develop a solid understanding of theory and empirical research bearing on critical dimensions of policy and the policy process.

PAUP 813. Contemporary Public Administration Theory. 3 Credits.
Lecture 3 hours, 3 credits. The purpose of this course is to enhance the knowledge inventory of doctoral students and better prepare them for academic careers in the field of public administration in the long term. Students will be exposed to a discussion of the current literature on legitimacy issues, phenomenological issues, gender issues, and Postmodernism in public administration.

PAUP 814. Public-Private Partnerships. 3 Credits.
Lecture 3 hours; 3 credits. An in-depth analysis of the forces behind the privatization movement. Examines the context of privatization, the theoretical and empirical arguments on both sides of the debate, and the different forms of privatization practiced in the U.S. The course draws on a wide range of disciplines in a quest for an understanding of the privatization phenomenon-political science, public administration, public policy, sociology, economics, management, and others.

PAUP 817. Nonprofit Financial Management & Fundraising. 3 Credits.
This course provides students with the knowledge to become effective financial managers by giving them practical applications of theory and skill-building in fiscal processes and fundraising of nonprofit organizations.

PAUP 820. Public Personnel Administration. 3 Credits.
Lecture 3 hours; 3 credits. Examines the basic framework of the public personnel system beginning with the legal requirements imposed by federal and state laws and regulations. General considerations of policy and procedures development, the organization of the public personnel system, the adoption of the personnel ordinance, the determination of various levels of employee status and the coverage of the personnel system are included.

PAUP 821. Transportation Policy. 3 Credits.
This course focuses on surface transportation policy and planning, and highways and roads in particular. Topics include local, state and federal policies, public involvement in transportation planning, transportation and highway finance, privatization and public-private partnerships, critical issues and policy questions.

PAUP 823. Ethics in Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: PADM 651. This course reviews the theory and application of ethics in the public sector, identifying public values and how they apply in the administration of government. It reviews sources of values employed in public sector decision-making, and reviews how values in public administration are managed and applied. Systems of professional ethics are reviewed in the context of public professions. Case studies and best practices are examined to help the student understand the application of administrative ethics in public management.

PAUP 824. Administration of Human Services. 3 Credits.
Lecture 3 hours; 3 credits. Analysis of human services involving direct client/agency interaction. Problems of discretion and control are examined as alternative service delivery strategies which can deal with these problems.

PAUP 825. Business, Government, and Society. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: six completed hours of graduate work in MBA or MPA program. An overview of business-government-society interactions, with special attention to the influence of public policy and corporate strategy on corporate social responsibility. An important theme is the ethical component of management decision making.

PAUP 830. Theories of Conflict Resolution and Problem Solving. 3 Credits.
Lecture 3 hours; 3 credits. An introduction to the field of alternative dispute resolution methods and problem solving. The first part of the course focuses on conflict theory at all levels of human social systems and the second part examines collaborative problem solving strategies.

PAUP 833. Legal Foundations of Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Focus on the processes of law and law application by the executive departments of government and especially the independent regulatory agencies, and their control by legislature and court. Examination of the political origins and constitutional status of administrative agencies and of administration discretion.

PAUP 834. Negotiation and Dispute Resolution. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: PADM 730. The course provides conceptual and practical skills in negotiations. It examines the underlying cultural, legal, and organizational issues and problems that affect managing human resources in the workplace.
PAUP 837. Digital Government. 3 Credits.
Lecture 3 hours; 3 credits. This course provides public administrators knowledge of current technology issues in the public sector and familiarizes them with technological tools used in delivering public services. The course explores administrative responsibility and accountability in digital government, and problems in managing technology in the public sector. Issues concerning citizen privacy, freedom of information requirements, planning, coordinating and sharing information among public sector agencies and the private sector, and building community networks are reviewed.

PAUP 838. Conflict Mediation and Arbitration. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: PADM 730. Surveys the field of third-party intervention in dispute resolution. Provides practical skills in mediation and arbitration. Examines the nature and effectiveness of mediation in a wide variety of disputes including labor relations, community, family, environmental, and international conflicts.

PAUP 845. Managing Development and Change in Public Organizations. 3 Credits.
Lecture/cases/activities; 3 credits. Examination of the theory and practice of organization development. Participants will take the role of change agent and public manager and apply a range of organization development techniques to public agency situations while giving attention to the particular cultural, political, legal and organizational characteristics of public organizations.

PAUP 850. Performance Measurement and Management. 3 Credits.
This course focuses on performance-based management approaches in public and non-profit settings. It addresses the performance measurement and management process, the identification of appropriate performance measures, and the implementation of a performance measurement system, as well as managing for performance.

PAUP 853. Research and Evaluation Design. 3 Credits.
Lecture 3 hours; 3 credits. The course examines advanced research design and evaluation methods used in public administration and management research. Experimental, quasi-experimental, and non-experimental procedures in the context of urban settings will be emphasized. Includes usage of various statistical software.

PAUP 854. Advanced Public Program Evaluation. 3 Credits.

PAUP 857. Advanced Public Research and Decision Making Methods. 3 Credits.

PAUP 860. Collaboration. 3 Credits.
An examination of the fundamental concepts of intra-sectoral and cross-sectoral collaboration. Emphasis is placed on the management and process of collaboration.

PAUP 868. Urban Services Internship. 3 Credits.
3 credit hours. Urban field experience for students in the Ph.D. in Public Administration and Urban Policy program. Supervised work experience in a public agency. A written report is required.

PAUP 881. Intergovernmental Relations. 3 Credits.
Lecture 3 hours; 3 credits. Analysis of relationship among federal, state, and local governmental units in the delivery of governmental programs. Focus on intergovernmental issues in urban metropolitan regions.

PAUP 890. Dissertation Seminar. 3 Credits.
3 credit hours. A multidisciplinary seminar that focuses on the design, implementation, and evaluation of urban programs under real-life conditions in the field. Students and faculty work with urban decision makers utilizing problem-solving skills and analysis.

PAUP 895. Advanced Topics. 3 Credits.
Advanced topics in public administration.

PAUP 898. Directed Research. 1-6 Credits.
1-6 credits. Supervised research on a specific problem. A written report is required.

PAUP 899. Dissertation. 1-12 Credits.
1 to 12 credits. An approved research project, written under the supervision of a faculty advisor, in which the student demonstrates the capacity of design and completes independent applied research. The completed project must be approved by the dissertation committee.

PUBLIC ADMINISTRATION Courses

PADM 632. Environmental Planning. 3 Credits.
Lecture 3 hours; 3 credits. Environmental analysis and the planning process; administrative agency structure, policy development, regulation and enforcement, content and use of the environmental impact statement.

PADM 633. Methods of Urban Planning. 3 Credits.
Lecture 3 hours; 3 credits. A survey of the methods of local planning in the governmental and administrative setting. The course is geared toward the administrator and technician in dealing with urban planning problems.

PADM 634. Regional Planning. 3 Credits.
Lecture 3 hours; 3 credits. The course analyzes the origins of regional planning agencies, current organizational structures, financing and functional activities. The focus is on the application of the systems approach to metropolitan planning issues. This latter objective is achieved through participation in exercises dealing with economics, transportation and land-use allocation modeling.

PADM 640. Urban and Regional Issues. 3 Credits.
Lecture, 3 hours; 3 credits. Prerequisite: permission from an advisor. Basic definitions and concepts in urban studies, interdisciplinary perspectives on the urban process from the perspectives of history, economics, geography, sociology, political science and related disciplines. Some focus on the qualities of urban research activities.

PADM 651. Administrative Theory I: The Context of Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Introduction to the profession of public administration; the evolution and development of the field, the role of organizations in contemporary American government, and the roles of politics and administration. The course also provides an introduction to the necessary skills for successful graduate study.

PADM 652. Administrative Theory II: The Process of Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: PADM 651. Introduction to management in the public sector. Topics include: organizing public agencies, managing people and work groups, introduction to organizational systems (human resources, budget, and information systems), and effective leadership and decision-making processes.

PADM 655. Theories of Public Organization. 3 Credits.
Lecture and discussion 3 hours; 3 credits. Analysis of public organizations from environmental (macro) and organizational (micro) viewpoints, viewed as both closed and open systems. The course also examines organizational behavior, design, structure and evaluation.

PADM 668. Internship/Field Experience. 3-6 Credits.
3 or 6 credits. Required of all students without previous experience in government service. Supervised work experience in a public agency. A written report will be required.

PADM 671. Public Budgeting and Financial Management. 3 Credits.
Lecture 3 hours; 3 credits. The purpose of this course is to examine the institutions, principles, and techniques of national, state, and local budgeting processes and financial administration. The course explores the allocation as well as the re-distributive role of government and the market. While applying information technology, students will analyze the practices and fundamental concepts of government budgeting, financial management, and public finance, with an emphasis on revenue, expenditure, capital budgeting and debt structures.

PADM 672. Public Financial Management. 3 Credits.
Examination of public sector financial management principles, practices and processes. Emphasis on financial auxiliary services employed in local government financial management. Introduction to governmental accounting practices and financial statements. Micro computer applications to public sector financial decision-making techniques. (Cross listed with PPCM 672).
PADM 690. Urban and Regional Issues. 3 Credits.
3 cr. Lecture. Prerequisite: permission from an advisor. Basic definitions and concepts in urban studies, interdisciplinary perspectives on the urban process from the perspectives of history, economics, geography, sociology, political science and related disciplines. Some focus on the qualities of urban research activities.

PADM 695. Advanced Topics. 1-3 Credits.
Lecture and discussion; 1-3 credits. Topics vary each semester.

PADM 696. Directed Readings. 1-3 Credits.
1-3 credits. Specifically planned readings for the graduate student who wishes to pursue special interests outside the scope of formal studies. Supervised on an individual basis.

PADM 698. Directed Research. 1-6 Credits.
1-6 credits. Supervised research on a specific program. A written report will be required.

PADM 699. Thesis. 3-6 Credits.
6 credits. An approved research project, written under the supervision of a faculty committee, in which the student demonstrates the capacity to design and complete independent scholarly investigation. The completed project must be approved by the thesis committee.

PADM 701. Public Policy and Evaluation. 3 Credits.
Examination of key theories and approaches to public policy. This course covers all phases of the policy process, from formulation to evaluation, with particular focus upon the substance, political dynamics, and evolution of public policy.

PADM 702. Urban Resource Allocation. 3 Credits.
Lecture 3 hours; 3 credits. This course has three basic emphases: (a) theories of resource allocation; (b) analytical techniques useful in resource allocation analysis; and (c) methods of control for resource allocation. Includes techniques of cost effectiveness, budgeting, expenditure analysis as they relate to the urban environment.

PADM 704. Methods of Public Program Evaluation. 3 Credits.
Examination of various methodologies for designing and conducting program evaluation and research. Experimental, quasi-experimental and nonexperimental procedures will be covered. (Cross listed with PPCM 704) Prerequisites: PADM 753/PADM 853.

PADM 705. Urban Law and Public Policy. 3 Credits.
Lecture 3 hours; 3 credits. Focuses on legal aspects of urban policy by analyzing primary legal materials, including court decisions and legislative and administrative regulations. Skills of legal interpretation and legal draftsmanship are developed.

PADM 708. Urban and Regional Economic Development. 3 Credits.
Lecture 3 hours; 3 credits. This course examines the theory and practice of urban and regional economic development. The tools, institutions, and analytical techniques of urban and regional economic development are examined in light of relevant public policy issues.

PADM 711. Urban Services Administration. 3 Credits.
Lecture and discussion 3 hours; 3 credits. Analysis of the range of administrative tools and strategies for the delivery of urban services. Emphasizes new administrative alternatives under conditions of urban change.

PADM 712. Emergency Management and Policy. 3 Credits.
Lecture 3 hours; 3 credits. Explores policy and regulatory issues of emergency management; intergovernmental responsibilities and relationships among local, state and federal agencies in an “all hazards” approach to preparing and responding to manmade and natural disasters. Examines challenges faced by local, state, and federal managers during a large scale disaster.

PADM 713. Fundraising for Nonprofit Organizations. 3 Credits.
This course introduces students to fundraising principles of nonprofit organizations with an emphasis on different types of philanthropy, fundraising theories and practices, and motivations of givers. They will develop skills in creative problem solving for fundraising practice while learning to analyze and evaluate the fundraising process and methods. Additionally, students will develop the ability to synthesize and integrate current information and emerging ideas into a fundraising strategy and to think critically and analytically about a variety of fundraising perspectives.

PADM 714. Public-Private Partnerships. 3 Credits.
An in-depth analysis of the forces behind the privatization movement. Examines the context of privatization, the theoretical and empirical arguments on both sides of the debate, and the different forms of privatization practiced in the U.S. The course draws on a wide range of disciplines in a quest for an understanding of the privatization phenomenon—political science, public administration, public policy, sociology, economics, management, and others. (Cross listed with PPCM 714).

PADM 715. Management of Nonprofit Organizations. 3 Credits.
Lecture 3 hours; 3 credits. Successful nonprofit organizations require substantial capability in key areas of management such as developing a strong board of directors, recruiting and motivating talented staff and volunteers, creating a strategic plan and wisely managing fiscal and human resources. This course addresses these topics from theoretical and practitioner perspectives.

PADM 716. Introduction to Nonprofit Sector. 3 Credits.
Lecture 3 hours; 3 credits. This course offers a broad introduction to the study and practice of the nonprofit sector. The course explores the history, scope, and significance of the nonprofit sector as it relates to philanthropy, voluntary action, civil society, and civic engagement.

PADM 717. Nonprofit Management. 3 Credits.
This course provides students with the knowledge to become effective financial managers by giving them practical applications of theory and skill-building in fiscal and accounting processes of nonprofit organizations.

PADM 718. Public Sector Contract Administration. 3 Credits.
Examines the actions that must be taken following the award of a contract, including assurance of required outcomes, assurance of compliance, proper contract launch, proper contract close-out, and documentation and carrying forward lessons learned. Connections to steps that must be taken in the other two phases of the procurement process are noted. (Course is cross listed with PPCM 718).

PADM 719. Leadership. 3 Credits.
Examines leadership through theoretical and practice-based frameworks. Offers analytical and intellectual examination and reflection on core issues in the practice of leadership. These objectives will be achieved through open discussion, honest self-assessment, experiential exercises, and observation of real-life leadership practice. (Cross listed with PPCM 719).

PADM 720. Public Personnel Administration. 3 Credits.
Lecture 3 hours; 3 credits. Examines the basic framework of the public personnel system beginning with the legal requirements imposed by federal and state laws and regulations. General considerations of policy and procedures development, the organization of the public personnel system, the adoption of the personnel ordinance, the determination of various levels of employee status and the coverage of the personnel system are included.

PADM 721. Transportation Policy. 3 Credits.
Lecture, 3 hours; 3 credits. This course focuses on surface transportation policy and planning, and highways and roads in particular. Topics include local, state and federal policies, public involvement in transportation planning, transportation and highway finance, privatization and public-private partnerships, critical issues and policy questions.
PADM 723. Ethics in Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: PADM 651. This course reviews the theory and application of ethics in the public sector, identifying public values and how they apply in the administration of government. It reviews sources of values employed in public sector decision-making, and examines how values in public administration are managed and applied. Systems of professional ethics are reviewed in the context of public professions. Case studies and best practices are examined to help the student understand the application of administrative ethics in public management.

PADM 724. Administration of Human Services. 3 Credits.
Lecture 3 hours; 3 credits. Analysis of human services involving direct client/agency interaction. Problems of discretion and control are examined as alternative service delivery strategies which can deal with these problems.

PADM 725. Government, Society, and Business. 3 Credits.
This course studies the interdependencies and interactions among three broad entities - business, government, and society - in the delivery of public services, paying special attention to their implications for public policy. Prerequisites: six completed hours of graduate work in MBA or MPA program.

PADM 726. Introduction to Public Procurement. 3 Credits.
This course provides an overview of procurement and contract management as a core function in public sector organizations. The course introduces the student to how properly-aligned, best practice acquisitions can support public entities' strategic goals. Challenges and opportunities for all stakeholders are addressed. Special attention is given to ongoing changes in public procurement. (Cross listed with PPCM 726).

PADM 727. Public Procurement and Project Management. 3 Credits.
Course covers each phase of the public procurement project cycle, with an emphasis on tools and techniques to manage a public procurement project. (Cross listed with PPCM 727).

PADM 728. Public Sector Contract Planning and Formation. 3 Credits.
This course provides insight into why and how public sector contracts should be planned and formed properly. A strong emphasis is placed on the strategic role that procurement can play in public sector organizations and how procurement planning and source selection, in particular, fit into that role. (Cross listed with PPCM 728).

PADM 730. Theoretical Conflict Resolution and Problem Solving. 3 Credits.
Lecture 3 hours; 3 credits. An introduction to the field of alternative dispute resolution methods and problem solving. The first part of the course focuses on conflict theory at all levels of human social systems and the second part examines collaborative problem solving strategies.

PADM 731. Public Sector Procurement Law and Ethics. 3 Credits.
This course surveys the laws and ethics applicable to public sector procurement and contract management. A theoretical and problem-based, interdisciplinary approach is used to address the major legal and ethical issues that arise when public sector organizations plan, form, and administer contracts. Attention is given to the role of professionalization in socializing appropriate ethics. (Cross listed with PPCM 731).

PADM 733. Legal and Ethical Foundations of Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Introduces the role of law in ordering public administration through the application of constitutional values and administrative law principles in administrative practice. Introduces ethical theories and applications in the public sector, examining values within administrative environments. Topics include privacy in information systems management, whistleblowing, and other cases of applied ethical reasoning in the practice of public administration.

PADM 734. Negotiation and Dispute Resolution. 3 Credits.
The course provides conceptual and practical skills in negotiations. It examines the underlying cultural, legal, and organizational issues and problems that affect managing human resources in the workplace. (Cross listed with PPCM 734).

PADM 737. Digital Government. 3 Credits.
Lecture 3 hours; 3 credits. This course provides public administrators knowledge of current technology issues in the public sector and familiarizes them with technological tools used in delivering public services. The course explores administrative responsibility and accountability in digital government, and problems in managing technology in the public sector. Issues concerning citizen privacy, freedom of information requirements, planning, coordinating and sharing information among public sector agencies and the private sector, and building community networks are reviewed.

PADM 738. Conflict Mediation and Arbitration. 3 Credits.
Surveys the field of third-party intervention in dispute resolution. Provides practical skills in mediation and arbitration. Examines the nature and effectiveness of mediation in a wide variety of disputes including labor relations, community, family, environmental, and international conflicts.

PADM 745. Managing Development and Change in Organizations. 3 Credits.
Lecture/cases/activities; 3 credits. Examination of the theory and practice of organization development. Participants will take the role of change agent and public manager and apply a range of organization development techniques to public agency situations while giving attention to the particular cultural, political, legal and organizational characteristics of public organizations.

PADM 746. Capstone Seminar in Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: completion of 30 hours in the MPA program or permission of instructor. Presents an integrated approach to the field of public administration, and examines the political, administrative, and social implications of administrative choices. The emphasis of the course will be a case approach to public administration and public management.

PADM 750. Performance Measurement and Management. 3 Credits.
This course focuses on performance-based management approaches in public and non-profit settings. It addresses the performance measurement and management process, the identification of appropriate performance measures, and the implementation of a performance measurement system, as well as managing for performance.

PADM 752. Introduction to Statistics for Public Administration. 3 Credits.
An introduction to statistics for students in Public Administration and related fields. Emphasis is placed on the quantitative analysis of demographics and factors affecting public administrators in the field.

PADM 753. Research Methods in Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. This course examines various methods for designing and conducting research, collecting and organizing data, and disseminating results. Information technology and applications to practical management problems and public research topics are emphasized.

PADM 760. Collaboration. 3 Credits.
An examination of the fundamental concepts of intra-sectoral and cross-sectoral collaboration. Emphasis is placed on the management and process of collaboration.

PADM 781. Intergovernmental Management. 3 Credits.
Analysis of relationships among federal, state, and local governmental units in the delivery of governmental programs. Focus on intergovernmental issues in urban metropolitan regions. (Cross listed with PPCM 781).

PADM 795. Advanced Topics in Public Personnel Administration. 3 Credits.
Lecture 3 hours; 3 credits. An examination of selected topics including job analysis, position classification, test construction, performance appraisal, and affirmative action. The course emphasizes the everyday application of these topics through in-class exercises and short papers. Permission of advisor is required.

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PADM 830. Theories of Conflict Resolution and Problem Solving. 3 Credits.

PADM 845. Managing Development and Change in Organizations. 3 Credits.

PADM 998. Master’s Graduate Credit. 1 Credit.
This course is a pass/fail course for master’s students in their final semester. It may be taken to fulfill the registration requirement necessary for graduation. All master’s students are required to be registered for at least one graduate credit hour in the semester of their graduation.

PADM 999. Doctoral Graduate Credit. 1 Credit.
This course is a pass/fail course doctoral students may take to maintain active status after successfully passing the candidacy examination. All doctoral students are required to be registered for at least one graduate credit hour every semester until their graduation.