

Manual for the Master of Public Administration Degree

Florida Atlantic University

College of Architecture, Urban and Public Affairs (CAUPA)

School of Public Administration

Higher Education Complex

111 East Las Olas Blvd.

Fort Lauderdale, Florida 33301

954.762.5650

www.fau.edu/spa/mpa

Make a difference through public service.

THE MASTER OF PUBLIC ADMINISTRATION DEGREE

I. OVERVIEW AND MISSION

The School of Public Administration at Florida Atlantic University offers a graduate program leading to the Master of Public Administration (MPA) degree. The MPA was originally accredited in 1986 and re-accredited in 1993 and 2000 by the National Association of Schools of Public Affairs and Administration.

The mission of the School of Public Administration, at the master's degree level, is to provide intellectual, technical, analytical, and relevant education to enhance public service and advance the state of knowledge in public administration within a multi-cultural and geographically transcendent environment.

In addition to the Master of Public Administration degree, the School of Public Administration offers the Doctor of Philosophy (Ph.D.) in Public Administration, the Master of Nonprofit Management (MNM), and the Bachelor of Public Management (BPM) degrees. The School also offers the Certificate in Public Management at the undergraduate level and Executive Certificates in Public Administration and Nonprofit Management at the master's level.

Contact Information for the MPA Degree:
Florida Atlantic University
CAUPA Graduate Advisor
Higher Education Complex, Room 1010
111 East Las Olas Blvd.
Fort Lauderdale, FL 33301
954.762.5662

II. ADMISSION REQUIREMENTS

The following are required of applicants seeking admission to the MPA program. Final admission decision is based on GPA, GRE and other relevant factors.

- A. The applicant must hold a baccalaureate degree from an accredited institution.
- B. The applicant must have at least a 3.0 (B) grade point average (GPA) covering the last 60 semester hours of undergraduate work attempted or have a combined score of 1,000 or higher on the combined verbal and quantitative sections of the Graduate Record Examination (GRE). All applicants, regardless of his/her undergraduate GPA, must submit official GRE scores that are no more than 5 years old.
- C. Those applicants whose native language is not English must complete the Test of English as a Foreign Language (TOEFL) and earn a score of at least 550.

III. APPLICATION PROCEDURE FOR POTENTIAL STUDENTS

The following documents are required to apply for admission and should be submitted to the Admissions Office of the University:

- A. A completed FAU Graduate Application for Admission.
- B. Official Graduate Record Examination (GRE) scores.
- C. Official transcripts of all college and university level work. Applicants must obtain

official transcripts directly from the Registrar of each college or university attended.

- D. A non-refundable admission fee (not required if the applicant is a graduate of FAU).
- E. An applicant should also submit a resume and a 500-word personal statement, stating why obtaining the MPA degree is important for his/her career objectives, to the Office of Graduate Academic Programs (HEC 1010, 111 East Las Olas Blvd., Ft. Lauderdale, 33301).

A prospective student should apply at least three months prior to the start of the semester in which (s)he wishes to enroll. When applying, applicants should follow the instructions included in the Graduate Application for admission. After all necessary admissions materials have been received by the College of Architecture, Urban and Public Affairs and reviewed by the MPA Admissions Committee, the College will notify the University Admissions Office that the applicant has been accepted or rejected for graduate study. The prospective student is then notified of his/her status by the FAU Admissions Office.

IV. NON-DEGREE CREDIT TRANSFER

Students who have not applied for admission or who may have applied but have not yet been admitted to the MPA program may register for up to fifteen (15) credit hours of FAU course work as a non-degree-seeking student.

Students who have completed course work in non-degree status may request an audit to have these credits applied to the degree requirements for the MPA if they are subsequently admitted to the MPA program. A maximum of fifteen (15) semester credit hours taken in non-degree status may be transferred to the MPA program, if the courses taken are part of the MPA program AND a grade of B or better was received in each course. A student who completes the Executive Certificate in Public Administration may also request an audit to have a maximum of 15 credit hours applied to the MPA degree requirements, if a grade of B or better has been earned in each course completed. Requests for audits may be secured from the CAUPA Graduate Advisor, Higher Education Complex, Room 1010, 111 East Las Olas Blvd, Ft. Lauderdale, Florida.)

V. TRANSFER CREDITS

Acceptance of credits from approved institutions is dependent on the approval of the Graduate Admissions and Petitions Committee or the Director of the School of Public Administration. Transfer of credit (graduate courses completed at another university) is limited to six semester hours subject to the following restrictions:

- A. The transfer course(s) must be pertinent to the student's work in the MPA program.
- B. The grade earned in all transfer courses must be B or better.
- C. If the graduate-level course(s) that was completed at another university was used toward a degree that was obtained, the credit for that course can't be used toward the MPA degree.

Should these conditions be met, approval will be granted if, in the opinion of the Admissions and Petitions Committee and the Director, the course work is judged to be equivalent in context and rigor to that of the FAU MPA program. Students must provide an official transcript, and in some cases a course outline, for the credits in question.

When the above conditions have been met, a student may request the transfer of more than six credits from an MPA program offered by another institution within the State University System by submitting a petition requesting a waiver of university policy limiting transfer credits to six hours. The petition and the accompanying supporting documentation (grades and course descriptions) should be submitted to the CAUPA Graduate Advisor. It must be approved by the MPA Coordinator, the Director of the School of Public Administration, the Dean of the College, and the Dean of Graduate Studies, if such is appropriate.

VI. ACADEMIC STANDING

Continuation in the MPA program requires satisfactory progress toward the graduate degree. Evidence of such progress includes maintenance of a 3.0 (B) cumulative grade point average (GPA) throughout the student's academic study. In addition, only grades of C (not C-) or better are acceptable in fulfilling graduate school requirements.

Any student who receives more than two grades of C, or whose GPA falls below a 3.0, will be contacted by the Office of Graduate Academic Coordinator concerning the academic deficiency. Failure to attain a 3.0 cumulative GPA within two successive semesters following the semester in which the deficiency first occurred will result in dismissal. Students may also be dismissed for other academic irregularities, such as plagiarism.

VII. GRADUATION REQUIREMENTS

In order to qualify for the MPA degree, each candidate must meet the following requirements:

- A. Complete the 42 semester hours of core and elective course work with a minimum GPA of 3.0 (B).
- B. Students who expect to graduate at the end of any given semester must file an "Application for Degree" with the Coordinator of Academic Programs who, in turn, will file this form with the Office of the Registrar. Students should return the completed form to the Office Academic Programs no later than the date specified in the University's Academic Calendar for the semester in which they expect to graduate.
- C. Candidates for the MPA must complete all work within a seven-year period after initial registration in the graduate program.

VIII. FINANCIAL ASSISTANCE

The College of Architecture, Urban and Public Affairs also has a limited number of graduate assistantships for which one or more MPA students may be nominated for consideration. Interested students should contact the Director of the School of Public Administration.

IX. STUDENT ADVISING

The MPA Coordinator is the advisor for students in the MPA program. Dr. Leslie Leip is the current MPA Coordinator and she can be reached via email at lleip@fau.edu or by phone at 954.924.8818.

X. COURSE OF STUDY

A. Core Requirements

All MPA degree students must complete 42 semester hours of course work earning no grade below C (C- is not acceptable) with a minimum GPA of 3.0 to be awarded the MPA degree. The 30-semester-hour core course curriculum, which is listed below, must be completed by all MPA students.

| |
|---|
| Curriculum Area Core Course Choices |
| Introduction to Public Administration (PAD 6053)* |
| Public Organization Theory Organizations and Administrative Behavior (PAD 6106) |
| Public Financial Management Seminar in Public Budgeting Techniques (PAD 6227) <u>OR</u> Seminar in Public Financial Administration (PAD 6207) |
| Public Personnel Seminar in Public Personnel Administration (PAD 6417) <u>OR</u> Labor Relations in Government (PAD 6427) |
| Public Policy Public Administration and Public Policy (PAD 6036) <u>OR</u> Seminar in Administrative Policy Making (PAD 6035) |
| Analytical Techniques Applied Methods I (PAD 6701) * |
| Analytical Methods Applied Methods II (PAD 6706) * <u>OR</u> Program Review and Analysis (PAD 6327) * |
| Law and Procedures Administrative Law and Procedures (PAD 6605) |
| Ethics Administrative Ethics (PAD 6471) <u>OR</u> Procurement Law and Ethics (PAD 6882)** |
| Capstone Seminar in Public Administration (PAD 6139)*** |

*This course must be taken within the first 12 semester hours of the student's program.

** PAD 6882 is only for students who are enrolled in the Executive Certificate in Public Procurement Program.

***Capstone course completed in last or next to last semester.

The remaining 12 hours may be completed either as electives in the General Course of Study or as an Area of Interest. As part of the 12 hours, pre-service students must complete an internship while registered for the accompanying Government Internship course, PAD 6941. Students may complete a 20 hour-per-week internship for 3 hours of credit or a 40 hour-per-week internship for 6 hours of credit.

B. General Course of Study and Areas of Interest

MPA students may pursue either the General Course of Study or the Area of Interest Course of Study. In addition to the courses listed below, students can also take Special Topics courses that are periodically offered.

1. General Course of Study

The General Course of Study is designed for those students who wish to obtain a broad overview of management skills and administrative processes. The electives in the General Course of Study consist of four courses approved by the MPA Coordinator and may be selected from the list of elective courses shown below. These courses must be consistent with the student's professional and career interests and deemed relevant to the MPA.

| Course# | Course Titles for the General Course of Study |
|----------|---|
| PAD 6061 | Visionary and Creative Management |
| PAD 6062 | Managerial Leadership in State & Local Government |
| PAD 6144 | Public Policy and Nonprofit Organizations |
| PAD 6170 | Management of Nonprofit Organizations |
| PAD 6206 | Resource Development and Capital Campaigns |
| PAD 6258 | Seminar in Grant Writing for Public and Nonprofit Organizations |
| PAD 6260 | Governmental Accounting for Public and Nonprofit Managers |
| PAD 6365 | Seminar in Policy Implementation |
| PAD 6506 | Seminar in Public, Private, and Nonprofit Enterprises |
| PAD 6714 | Seminar in Computer Systems in Public Administration |
| PAD 6807 | Local Government Administration |
| PAD 6826 | Intergovernmental Administration |
| PAD 6844 | Productivity in Government |
| PAD 6907 | Directed Independent Study |
| PAD 6941 | Government Internship <i>(Required of pre-service students)</i> |

2. Elective Courses for Areas of Interest

Electives may be selected in consultation with the MPA Coordinator to reflect the student's professional and career interests. Students can pursue an area of interest in Public Budgeting and Financial Management, Public Management, Public Policy or Non-profit Management, as offered by the School of Public Administration. Students may also consider an area of interest in Justice Policy Management or Restorative Community Justice, which are offered by the Department of Criminology and Criminal Justice. Students may also consider an Urban and Regional Planning area of interest, which is offered by the Department of Urban and Regional Planning.

- *Public Budgeting and Financial Management*

This group of elective courses is designed to prepare students who have career interests in budgeting in governmental as well as in non-profit organizations. These courses focus on the skills and knowledge required in budget analysis, preparation, decision-making, and execution. Students completing these courses should be prepared to work as budget and policy analysts in state and local governments or as a budget officer of a town or city. Twelve credits are recommended from the list below.

| Course# | Course Titles for Public Budgeting and Financial Management |
|----------------|--|
| PAD 6230 | Financial Environment in the Public Sector |
| PAD 6260 | Government Accounting for Public and Nonprofit Managers |
| PAD 6327 | Program Review and Analysis |
| PAD 6826 | Intergovernmental Administration |
| PAD 6844 | Productivity in Government |
| PAD 6907 | Directed Independent Study |

- *Public Management*

Public Management related electives focus on the public manager as the coordinator of the delivery of governmental services, primarily but not exclusively, at the state and local levels. Electives in this area increase the student's understanding of the political, economic, social, and human relations environment within which the public manager must engage in the day-to-day affairs of government. These courses present students with the opportunity to understand the structure, functions, and purposes of local and state governments. Students interested in Public Management issues are encouraged to take 12 elective credits from the following courses:

| Course# | Course Titles for Public Management |
|----------------|--|
| PAD 6061 | Visionary and Creative Management |
| PAD 6062 | Management Leadership in State & Local Government |
| PAD 6170 | Management of Nonprofit Organizations |
| PAD 6206 | Resource Development and Capital Campaigns |
| PAD 6258 | Seminar in Grants Writing for Public and Nonprofit Organizations |
| PAD 6365 | Seminar in Policy Implementation |
| PAD 6506 | Seminar in Public, Private & Nonprofit Enterprise |
| PAD 6807 | Local Government Administration |
| PAD 6826 | Intergovernmental Administration |
| PAD 6844 | Productivity in Government |

- *Public Policy*

Public Policy electives focus on policy making, policy implementation, and policy evaluation. These courses emphasize the American policy environment, including federal, state, and local governments, and they help prepare students for policy analysis careers in the public sector. Students interested in public policy are encouraged to select 12 credit hours from the elective courses listed below:

| Course# | Course Titles for Public Policy |
|----------------|--|
| PAD 6144 | Public Policy and Nonprofit Organizations |
| PAD 6327* | Program Review and Analysis |
| PAD 6365* | Seminar in Policy Implementation |
| PAD 6506 | Seminar in Public, Private, and Nonprofit Enterprise |
| PAD 6807 | Local Government Administration |
| PAD 6826* | Intergovernmental Administration |
| PAD 6844 | Productivity in Government |

* Essential to this area of interest.

- *Nonprofit Management*

This group of elective courses is designed to prepare students who are interested in the management of nonprofit organizations. These courses focus on the skills necessary to anticipate challenges that are unique to nonprofit organizations. Students who take four of the five elective nonprofit management courses listed below are eligible to receive an Executive Certificate in Nonprofit Management. Students who want to pursue the Executive Certificate should contact the Office of Academic Programs to complete the necessary paperwork.

| Course# | Course Titles for Nonprofit Management |
|----------------|---|
| PAD 6144 | Introduction to Nonprofit Management |
| PAD 6143 | Public Policy and Nonprofit Organizations |
| PAD 6206 | Resource Development and Capital Campaigns |
| PAD 6258 | Seminar in Grants Writing for Public and Nonprofit Administration |
| PAD 6260 | Accounting for Government and Nonprofit Managers |

- *Justice Policy and Management*

(Offered by the Department of Criminology and Criminal Justice)

The Justice Policy and Management electives are designed to provide Public Administration students with an initial exposure to core, system-wide justice policy and management issues within the context of public safety, due process and other system objectives. These courses offer in-depth analysis of policy and management issues pertinent to courts, corrections, police, and juvenile justice/youth service agencies. Students selecting these electives will be able to apply organizational, socio-legal, and appropriate policy sciences theories to the unique context of justice policy decision-making and practice; critique, apply, and conduct research on justice policy decision-making, management and implementation topics; and analyze justice management models and policy within national, state, and local administrative contexts. Students interested in justice policy and management are encouraged to select 12 credits from the elective courses listed below:

| Course# | Course Titles for Justice Policy and Management |
|----------------|--|
| CCJ 6456* | Foundations in Justice Policy and Management |
| CCJ 6435 | Police Policy and Management |
| CCJ 6445 | Corrections Policy and Management |
| CCJ 6555 | Juvenile Justice Policy and Management |
| CCJ 6495 | Courts Policy and Management |

* Essential to this area of interest.

- *Restorative Community Justice*
(Offered by the Department of Criminology and Criminal Justice)

The Department of Criminology and Criminal Justice offers a Restorative Community Justice Certificate. The focus of the elective courses listed below is on examining the emerging movement of policy, theory and research in restorative and community justice. This includes an examination of the role of victims in the justice process and the use of conflict management and dispute resolution. Students who want to pursue the certificate need to complete the four electives listed below. Please contact the Graduate Academic Coordinator to complete the necessary paperwork.

| Course# | Course Titles for Restorative Community Justice |
|----------------|--|
| CCJ 6465 | Conflict Management and Dispute Resolution |
| CCJ 6468 | Restorative Community Justice |
| CCJ 6489 | Issues in Community Justice |
| CCJ 6675 | Victims and the Justice Process |

- *Urban and Regional Planning*
(Offered by the Department of Urban and Regional Planning)

This area of interest is for students who want to study planning practices. These electives provide students with the skills they need to assist local governments and nonprofit organizations with improving physical, economic and social environments. Students should contact the Department of Urban and Regional Planning for advisement before registering for these electives. Students interested in Urban and Regional Planning are encouraged to select 12 credit hours from the elective courses listed below:

| Course# | Course Titles for Urban and Regional Planning |
|----------------|--|
| URP 6101 | Planning Process and Skills |
| URP 6251 | Planning Urban Services |
| URP 6310 | Seminar in Urban Planning |
| URP 6601 | Introduction to Growth Management |
| URP 6881 | Urban Design |

XI. EXECUTIVE CERTIFICATE IN PUBLIC ADMINISTRATION

The School of Public Administration offers a non-degree, Executive Certificate in Public Administration for those individuals interested in continued professional development, but who may not be interested in the MPA degree. The Executive Certificate program also has appeal to those who are unsure about graduate study, but would like to take course work which, if admitted to the MPA, would count toward the degree requirements.

| Course# | Titles of Executive Certificate Required Courses |
|----------------|---|
| PAD 6053* | Introduction to Public Administration |
| PAD 6106 | Organizations and Administrative Behavior |
| PAD 6227 | Seminar in Public Budgeting Techniques |
| PAD 6417 | Seminar in Public Personnel Administration |
| PAD 6605 | Administrative Law and Procedures |

XII. MPA OPPORTUNITIES

A. Presidential Management Intern Program

The Presidential Management Intern Program is a prestigious federal government recruitment program directed at the best and brightest of MPA graduates from across the country. The rigorous competitive process requires an in-school competition, then a two-phase, subsequent competition among applicants. In the past, each participating college or university has been permitted to nominate up to 10 percent of its graduating class or five students. Nominations are typically due in early October. All finalists, who are deemed to have demonstrated exceptional academic achievement, capacity for leadership, potential for future professional growth, and commitment to a career in the analysis and management of public policies and programs, begin with a federal agency for a two-year internship at a GS-9 level and typically are promoted to GS-12 by the end of the two-year internship.

B. Local Government and Nonprofit Internships

A variety of agencies in South Florida offer paid internships, which can be completed as part of your MPA credit hours. For more information, contact the MPA Coordinator.

C. Post-MPA Paid Professional Internships

A number of post-master's professional internships are available across the country. These paid internships are full-time, professional managerial or analytical positions in state and local governments.

D. CPM Association Essay Competition

The South Florida Chapter of the Certified Public Managers Association has an essay competition each fall semester. Students are required to write a short essay about a topic chosen by the CPM Association. The winner receives a cash award.

E. ASPA Membership

Students have the opportunity to join the American Society for Public Administration, which is the professional association for public administration. Over 12,000 individuals comprise ASPA, representing persons working in the public sector from federal, state, and local governments. ASPA affords its members opportunities to participate in its annual and regional conferences, local chapters and national sections, which are groups within ASPA of specific, focused interest. Sections include Budgeting and Financial Management, Science and Technology, Criminal Justice, Women in Public Administration, the Conference of Minority Public Administrators, and several others. A full-time student membership is available, and regular membership is based on a graduated income scale for equity purposes. Application forms for ASPA can be obtained from the www.aspanet.org. The local chapter in Ft. Lauderdale is the Gold Coast chapter.

F. ICMA Membership

Students have the opportunity to join the International City and County Management Association is an association of professional city and county managers who daily manage the affairs of the public sector. ICMA offers a student membership that permits the student to attend the annual conference at a reduced registration fee. Student members also receive ICMA publications, including its membership directory, and newsletters. Any student interested in joining ICMA should go to their website: www.icma.org

G. Pi Alpha Alpha Membership

Students with a 3.7 GPA will be selected to join Pi Alpha Alpha - the National Honor Society for Public Administration. It recognizes academic excellence and promotes ethical and responsible public service. Each year, typically in the spring semester, the FAU Chapter inducts outstanding MPA and Ph.D. students, some faculty, and alumni into Pi Alpha Alpha. Watch for the invitation to eligible students for induction consideration and for the announcement of the date of induction.

Each year Pi Alpha Alpha, the National Honor Society for Public Administration, invites faculty members to nominate outstanding MPA student papers to be judged in its Outstanding Paper Award competition. These are outstanding papers presented while completing regular academic course work. This is a national competition, and the winners receive a plaque and a cash award. Nominations must be made by faculty members. The deadline is typically in June.

XIII. DESCRIPTION OF COURSES

A. Courses Offered by the School of Public Administration

PAD 6036: Public Administration and Public Policy. A critical examination of the role of public administrators in setting the public agenda, formation of action strategies, execution of preferred action strategy and evaluation of the impacts of the preferred strategy.

PAD 6053: Introduction to Public Administration. An analysis of the contemporary political, economic, and social institutions and processes in which the profession of public administration is practiced.

PAD 6061: Visionary and Creative Management. The integration of imagination and rationality, technique and humanities, in the context of business, public administration, and education.

PAD 6062: Managerial Leadership in State and Local Government. Covers the fundamental managerial and leadership aspects of state and local government. Explores personal ethical, organizational, political and legal dimensions of governance in state and local governments.

PAD 6106: Organizations and Administrative Behavior. An analysis of the formal, informal, and societal characteristics of complex human organizations. Use is made of standard theories of organizations as well as of their more contemporary variations.

PAD 6138: Capstone in Public Administration. Combines the knowledge learned throughout the MPA core curriculum with analysis of real-world situations in public administration. Students should take this course in last or next to last semester.

PAD 6143: Public Policy and Nonprofit Organizations. Seeks to acquaint students with the theoretical and practical issues confronting nonprofit organizations. The course systematically examines the ways in which the public policy process both supports and regulates the activities of nonprofits and the ways in which nonprofits seek to affect public policy governing their behavior.

PAD 6144 - Introduction to Nonprofit Management. This is a multi-disciplinary course examining the historical, political, legal, ethical and societal environments in which nonprofit organizations operate. The course is a survey of some of the major contemporary public policy issues facing nonprofit organizations. The focus is on those nonprofit institutions that are considered to be public-serving, i.e., dedicated to serving the public at large as opposed to member-serving institutions.

PAD 6170: Management of Nonprofit Organizations. Covers the role of the nonprofit sector in a democracy and market economy; examination of historical, political, legal, ethical, and social environments in which nonprofit organizations operate; analysis of both theoretical and practical issues and problems faced by managers of nonprofit organizations.

PAD 6206: Resource Development and Capital Campaigns. Examination of the history, principles, and practical application of resource and capital campaigns and the ethical responsibilities among individuals, corporations, governments, and public donors.

PAD 6207: Seminar in Public Financial Administration. Examination of the budgetary process. Analysis and application of theories and techniques of public financial administration including budgetary approaches, cash management, debt management, risk management, procurement, and tax administration.

PAD 6227: Seminar in Public Budgeting Techniques. A study of public budgeting focusing on budgetary process and techniques such as performance budgeting, planned program budgeting, zero-based budgeting, and management by objectives. Major emphasis is on policy development and decision making as it relates to public financial management.

PAD 6230: Financial Environment of the Public Sector. Examination of the fundamental techniques of the financial analysis of public sector organizations.
Prerequisite: PAD 6227 or permission of instructor

PAD 6258: Seminar in Grants Writing for Public and Nonprofit Organizations. Practical considerations in obtaining funds for delivery of services to client groups, covering local, national, foundation, corporate and state funding environments. Students will be required to explore funding in the social, human, and justice services.

PAD 6260: Governmental Accounting for Public and Nonprofit Managers. Covers accounting standards and principles for state and local governments, including fund structure and accounting process.

PAD 6327: Program Review and Analysis. Analysis of systematic methods for evaluating the efficiency and effectiveness of public programs; means for determining the extent to which program administration promotes achievement of program objectives.

PAD 6365: Seminar in Policy Implementation. Examines the political and bureaucratic setting in which public policies are implemented as well as the political problems in implementation. Emphasis on political constraints of administrative agencies.

PAD 6417: Seminar in Public Personnel Administration. Review of the development of public personnel policies and programs with emphasis on changes resulting from new approaches and employee organization. Studies personnel responsibilities of all public managers and employees.

PAD 6427: Labor Relations in Government. A study of the growth of employee organizations in the public sector, with particular emphasis on the state and local level. Reviews special problems facing the governmental administration and effects of employee organization on governmental administration.

PAD 6471: Administrative Ethics. Ethical considerations for professional public administrators operating in the ethos of a republic; situational analysis of conflicts with elected legislative, executive, and judicial officials, professional policy and career goals; and issues of democracy, bureaucracy, and morality in public service.

PAD 6506: Seminar in Public, Private, and Nonprofit Enterprise. Analysis of the interactions between Public, Private, and Nonprofit sectors of the economy.

PAD 6605: Administrative Law and Procedures. A survey and analysis of the law concerning the rule-making and adjudicatory powers and procedures of administrative agencies and the effect such rules have on the delivery of services by federal, state, and local government.

PAD 6701: Applied Methods I. A study of the statistical methods, techniques, and procedures used in the analysis of public sector data. An emphasis is placed on computer analysis.
Prerequisite: Undergraduate Statistics or permission of instructor.

PAD 6706: Applied Methods II. A study of statistical methods, problem-solving research designs, data acquisition and interpretation, and report presentation for public sector applications.
Prerequisite: PAD 6701 or permission of instructor

PAD 6714: Seminar in Computer Systems in Public Administration. An analysis of the role of computer systems in public agencies. Emphasis is placed on system studies, design, development implementation, and maintenance.

PAD 6807: Local Government Administration. Analysis of the performance of urban agencies, alternative strategies for improving service delivery and management, and strategies for effective change in the public sector.

PAD 6826: Intergovernmental Administration. A study of both theoretical and practical aspects of administration of federalism, including distribution and use of shared revenue funds. Review practices as well as principles pursued in both competitive and cooperative inter-jurisdictional patterns.

PAD 6836: Comparative Public Administration. A comparative analysis of the administrative process in various settings. Emphasis will be placed on the relationships between administrative systems and the changing conditions of their cultural and other environments.

PAD 6844: Productivity in Government. Theory and application of productivity improvement through technology, motivation, and other management techniques, emphasizing state and local government.

PAD 6907: Directed Independent Study. Reading and research in public administration; a program of reading and research selected after consultation with and approval of a faculty advisor and the Director of the School.

PAD 6931: Special Topics. Addresses special concerns relating to the study of public administration.

PAD 6941: Government Internship. A diversified work experience in management or staff positions in federal, state, or local government, or in a nonprofit organization providing public services.

B. Courses offered by the Department of Criminology and Criminal Justice

CCJ 6435: Police Policy and Management. An analysis of policy, theory, and research pertinent to the administration and management of police agencies. Historical development of police policy and administrative practice within a multi-layer intergovernmental context.

CCJ 6445: Corrections Policy and Management. An analysis of policy, theory, and research pertinent to the management of jails, prisons, and community corrections. Historical development of corrections policy and introduction to reform efforts and privatization.

CCJ 6456: Professional Seminar in Justice Policy and Management. Advanced overview of courts, corrections, police and juvenile justice policy and management issues. Introduction to the interagency relationships between these sub-systems as well as planning and coordinating issues.

CCJ 6465: Conflict Management and Dispute Resolution. Examines the application and nontraditional conflict management theories and dispute resolution techniques to the justice system. Within the framework of restorative justice, the nature, substance, applicability, and effectiveness of such strategies are reviewed and assessed.

CCJ 6468: Restorative Community Justice. In-depth familiarization with contrasts between traditional justice system approaches and emerging policy, theory, and research in restorative and community justice. Explores the vision associated with this unconventional paradigm, along with a range of issues related to its operational implementation.

CCJ 6489: Issues in Community Justice. Critical examination of community justice as a movement in which police, courts, and corrections build new partnerships and justice delivery systems in cooperation with local neighborhoods. Explores issues related to transforming the location, access, and intervention practices of justice agencies in accordance with this emerging paradigm.

CCJ 6495: Court Policy and Management. An analysis of theory, research, and policy relevant to the process of court decision-making, the roles of key court actors, the nature of the court in the context of public administration, and the prospects for court modernization and reform.

CCJ 6555: Juvenile Justice Policy and Management. An analysis of policy, theory, and research pertinent to the management of juvenile justice systems and youth service agencies. Broad focus on youth policy issues and responses to at-risk youth spanning prevention and diversion interventions through corrections and aftercare programs within a multi-layer, intergovernmental context.

CCJ 6675: Victims and the Justice Process. Advanced overview of the victim's rights movement, victimization theory, and the justice system's response to victimization, as well as contemporary practices related to victim participation in the justice process. Explores initiatives for enhancing the system's awareness of, sensitivity to, and integration of victims in the justice system.

C. Courses offered by the Department of Urban and Regional Planning

URP 6101: Planning Process and Skills. An introduction to planning; macro and micro procedural theories; graphic, written, and verbal skills.

URP 6251: Planning Urban Services. Measuring growth impacts on service delivery techniques for projecting service delivery demand; the multi-year budgeting and service delivery planning; funding the cost of increased service delivery.

URP 6310: Seminar in Urban Planning. Review and analysis of community planning for development and services.

URP 6601: Introduction to Growth Management. Reading and research seminar on growth management, with an emphasis on Florida.

URP 6881: Urban Design. Elements, concepts and methods of urban design. Analysis of urban form and methods of implementation.

URP 6884: Urban and Regional Theory. The city and region as object of normative, empirical, and planning analysis.