Department of Public Service and Administration

Head: Jeryl L. Mumpower

The Department of Public Service and Administration seeks to develop principled leaders for the public and nonprofit sectors, providing students with the tools and knowledge they need in order to perform effectively and ethically in a time when public servants face new and increased challenges. The department offers the Master of Public Service and Administration degree, as well as the Graduate Certificate in Nonprofit Management and the Graduate Certificate in Homeland Security.

Faculty

Bearfield, Domonic, Associate Professor
Public Service & Administration
PhD, Rutgers University, 2004

Bowman, Ann, Professor
Public Service & Administration
PhD, University of Florida, 1979

Bright, Leonard, Associate Professor
Public Service & Administration
PhD, Portland State University, 2003

Brown, William, Professor
Public Service & Administration
PhD, Claremont Graduate School, 2000

Bullock, Justin, Assistant Professor
Public Service & Administration
PhD, University of Georgia, 2014

Cortes, Kalena, Associate Professor
Public Service & Administration
PhD, University of California, Berkeley, 2002

Dague, Laura, Assistant Professor
Public Service & Administration
PhD, University of Wisconsin, 2012

Graham, Cole, Visiting Professor
Public Service & Administration
PhD, University of South Carolina, 1971

Griffin, James, Professor
Public Service & Administration
PhD, University of Pennsylvania, 1971

Hilderbrand, Mary, Senior Lecturer
Public Service & Administration
PhD, Harvard University, 1992

Kerr, Deborah, Associate Professor Of The Practice
Public Service & Administration
PhD, University of Texas, Austin, 1982

Lahey, Joanna, Associate Professor
Public Service & Administration
PhD, Massachusetts Institute of Technology, 2005

McIntyre, David, Lecturer
Public Service & Administration
PhD, University of Maryland - College Park, 1999

Morrison, Jenny, Visiting Assistant Professor
Public Service & Administration
PhD, New York University, 2008

Mumpower, Jeryl, Professor
Public Service & Administration
PhD, University of Colorado, 1976

Paalberg, Laurie, Associate Professor
Public Service & Administration
PhD, Indiana University, 2003

Portney, Kent, Professor
Public Service & Administration
PhD, Florida State University, 1979

Reinhardt, Gina, Assistant Professor
Public Service & Administration
PhD, Washington University in St. Louis, 2005

Sullivan, Ronald, Lecturer
Public Service & Administration
JD, University of Kansas, 2014

Vedlitz, Arnold, Professor
Public Service & Administration
PhD, University of Houston, 1975

West, William, Professor
Public Service & Administration
PhD, Rice University, 1981

Masters

• Master of Public Service and Administration in Public Service and Administration

Certificates

• Homeland Security Certificate
• Nonprofit Management Certificate

Courses

PSAA 601 Foundations of Public Service
Credits 3. 3 Lecture Hours.
Different perspectives on management and leadership in public service; provides overview of how public and nonprofit organizations work; discusses ethical dilemmas that occur in public service careers.
Prerequisite: PSAA majors only.

PSAA 602 Tools for Advancement and Leadership in Public Service
Credits 3. 3 Lecture Hours.
Focuses on techniques and practices that executives employ to accomplish their work through politicians, bureaucrats, the media, lobbyists, governing boards, and their supervisors and staff; explores issues that arise from conflict with policy makers, moral and ethical concerns, and professionalism in public service.
Prerequisite: Graduate classification.
PSAA 603 Nongovernmental Organization Management in International Settings
Credits 3.3 Lecture Hours.
Exploration of the management of nongovernmental organizations (NGO) in international setting with special attention to their niche alongside private and public sectors, revenue sources, impact on society and converse effects of society and its institutions.
Prerequisite: Graduate classification.

PSAA 604 Emergency Management and Homeland Security
Credits 3.3 Lecture Hours.
Provides an overview of emergency management and its connection with homeland security; topics include emergency management cycles, activities that fall into mitigation, preparedness, response, recovery phases of emergency management; other topics may include emergency management of terrorism, disaster communication, media relations, and performance assessment for emergency management organizations.
Prerequisite: Graduate classification.

PSAA 605 Homeland Security Policies, Strategies, and Operations
Credits 3.3 Lecture Hours.
In-depth examination of past, current, and emerging national and international homeland security policies, strategies, and selected strategic operations. Emphasis on national and global risks, the national security management system, risk and crisis management, longer-term community recovery, and the strategies of other countries applicable to the United States.
Prerequisite: Graduate classification.

PSAA 606 Environmental Policy and Management
Credits 3.3 Lecture Hours.
Covers environmental policy areas, including air and water pollution, toxic waste disposal, public land use, sustainable development, and resource conservation. Explores actions of governmental institutions and actors at all levels in their efforts to implement and manage environmental policy.
Prerequisite(s): Graduate classification.

PSAA 607 Research Methods for Homeland Security Studies
Credits 3.3 Lecture Hours.
Introduces fundamental social science research principles, concepts, and methods applied in designing and conducting research and communicating research findings and recommendations; conduct research and write a paper on a homeland security topic and develop expertise in assessing the validity of research done by others.
Prerequisite: Graduate classification.

PSAA 608 Cyber Security for Managers
Credits 3.3 Lecture Hours.
Introduces operations and security issues involving attacking, exploiting, and defending digitized data, knowledge, and communications and the security challenges arising from the globalization of the Internet, the sharing of networks, and the flow of strategic communications. Does not require significant skills or experience in information technology.
Prerequisite: Graduate classification.

PSAA 609 Introduction to Homeland Security
Credits 3.3 Lecture Hours.
Broad, multidisciplinary overview of homeland security as a contemporary subject and an evolving discipline; fundamental issues, strategies, challenges, and interdependencies related to preventing, mitigating, preparing for, responding to, recovering from, and building in resiliency to counter intentional and non-intentional threats to homeland security.
Prerequisite: Graduate classification.

PSAA 610 Comparing Domestic and International Organizations in Public Administration
Credits 3.3 Lecture Hours.
Overview of federal, state and international public organizations; public agencies under the cabinets of the executive branch; universal patterns in organizations that promote the most 'desirable' policy outcomes used national and internationally.
Prerequisite: Graduate classification.

PSAA 611 Public Policy Formation
Credits 3.3 Lecture Hours.
Examination of public policy formation processes in the United States, with an emphasis on national government.
Prerequisites: Graduate classification and approval of MPSA or MPIA director.

PSAA 615 Policy Analysis
Credits 3.3 Lecture Hours.
Provides solid working knowledge of the techniques involved in public policy analysis; gives both the theoretical frame work and practical experience necessary for a public manager to analyze public policy effectively.
Prerequisite: ECON 322 or equivalent or approval of instructor.

PSAA 616 Managing Workplace Diversity in Public and Nonprofit Organizations
Credits 3.3 Lecture Hours.
Examination of how public policy issues are contested and shaped by the major cleavages in American society, such as race and ethnicity, economic and social class, and gender; strategies for building consensus across these divisions.
Prerequisites: Graduate classification.

PSAA 617 U.S. State and Local Government: Institutions and Policy
Credits 3.3 Lecture Hours.
A practical, working knowledge of the institutions and processes through which state and local policy is made and implemented; application of theoretical and empirical tools used to evaluate policy at the state and local levels.
Prerequisite: Graduate classification.

PSAA 618 Education Policy
Credits 3.3 Lecture Hours.
Examines the role of government in education and education policy issues, including equity, adequacy and accountability; final section of class will focus on current policy topics, emphasizing two strategies favored by the Obama administration—charter schools and pay for performance.
Prerequisite: Graduate classification.

PSAA 619 Urban Policy and Management
Credits 3.3 Lecture Hours.
Overview of U.S. urban policy, management and institutions; theory and research on governmental functions and policies; exposure to actual policymakers and jurisdictions; for careers in regional or local levels of U.S. government.
Prerequisites: Graduate classification; PSAA 601, PSAA 611 or approval of instructor or department head.
PSAA 620 Safeguarding the Nation’s Maritime Gateways
Credits 3.3 Lecture Hours.
Thorough examination of the national policy, strategies and plans that
direct maritime security and harbor safety and how they integrate into
homeland security; historical overview, current national strategies,
departments and agencies responsible for security, international
cooporation efforts and U.S. efforts against piracy and vessel hijacking,
future considerations.
Prerequisite: Graduate classification.

PSAA 621 Economic Analysis
Credits 3.3 Lecture Hours.
Microeconomic analysis of consumers, firms and markets; macroeconomic
analysis of growth and stabilization policies; the government’s role in the
economy.
Prerequisites: Graduate classification and approval of MPSA or MPIA
director.

PSAA 622 Public Finance
Credits 3.3 Lecture Hours.
Framework for positive and normative economic analysis of public sector
spending and taxation; application of fundamental analytical principles of
public finance to current issues in public policy.
Prerequisites: Graduate classification and approval of MPSA or MPIA
director.

PSAA 623 Budgeting in Public Service
Credits 3.3 Lecture Hours.
Designed to introduce selected topics in public administration and political
science literature on the politics of public finance and budgeting; introduce
the practice of budgeting by learning language and issues common to
budgeting in government.
Prerequisite: Graduate classification.

PSAA 630 Program Evaluation in Public and Nonprofit Organizations
Credits 3.3 Lecture Hours.
Organizations today are responding to increasing demands for
accountability; demands come from an increasingly sophisticated public,
clienteles, and from funding sources including government, foundations,
and corporations; designed to introduce theories, research, and practice
for program evaluation and systems that support the organization’s
information needs.
Prerequisite: Graduate classification.

PSAA 631 Marketing for Nonprofit Organizations
Credits 3.3 Lecture Hours.
Provides overviews and examines the underlying fundamental principles,
concepts, and methods of strategic marketing as it is associated with the
nonprofit sector.
Prerequisite: Graduate classification.

PSAA 632 Fiscal Management for Nonprofits
Credits 3.3 Lecture Hours.
Introduction to the underlying fundamental principles, concepts and
methods of managerial finance in nonprofit organizations; interpretation
and evaluation of the financial reports to inform strategic decision-making
in planning and budgeting.
Prerequisite: Graduate classification.

PSAA 633 Philanthropy: Fundraising in Nonprofit Organizations
Credits 3.3 Lecture Hours.
Examines the theory and practice of fundraising in nonprofit organizations;
overview of fundraising strategies and techniques and how they relate to
the achievement of organizational goals; focuses on ways of integrating
various fundraising activities into an effective fundraising program.
Prerequisite: Graduate classification.

PSAA 634 Public Management
Credits 3.3 Lecture Hours.
Addresses three critical aspects of public management; the role of
management in the public sector, validity of the argument that government
should be run like a business and the tools public managers need to be
effective. Application of organizational theory concepts applied to case
studies.
Prerequisite: Graduate classification.

PSAA 635 Social Welfare and Health Policy
Credits 3.3 Lecture Hours.
Explores the historical development and impact of US public welfare, child
welfare, employment, and health social service programs; analyzes values
and assumptions that formed the foundations of social welfare policy and
explores the social, economic, political, and cultural context in which these
policies developed and their potential future.
Prerequisite: Graduate classification.

PSAA 636 Grant and Project Management in the Public and Nonprofit Sectors
Credits 3.3 Lecture Hours.
Examination of the use and provision of grants in the public and nonprofit
sectors; exploration of the conceptual background of government and
private grants; the management of grants and projects; application of
skills and methods related to proposal writing needs statements, program
budgets and evaluations.
Prerequisite: Graduate classification.

PSAA 637 Decision Making in Government and Public Service
Credits 3.3 Lecture Hours.
Introduction to the study and practice of judgment and decision making
processes in government and administrative settings; content is firmly
grounded in empirically-based theory and research with a practical slant
designed to help develop and improve decision making skills.
Prerequisite: Graduate classification.

PSAA 638 Health Economics and Policy
Credits 3.3 Lecture Hours.
Examines health care and health care markets in U.S. and abroad; topics
include production of and demand for health, moral hazard and adverse
selection in insurance markets, information asymmetries in physician-
patient relationships, regulation and payment systems for providers,
Medicare, Medicaid and other programs, and comparisons to other
countries.
Prerequisite: Graduate classification.

PSAA 640 Energy Policy and Security
Credits 3.3 Lecture Hours.
Policy and economic issues related to increasing global reliance on fossil
fuels, including the resulting impact on security concerns and global
warming; utilizes competitive and non-competitive market theories, non-
renewable resource analysis, and cost-benefit analysis.
Prerequisites: Graduate classification; BUSH 621; course experience in
microeconomics and quantitative modeling.

PSAA 641 Organization Theory for the Public Sector
Credits 3.3 Lecture Hours.
Theories of bureaucracy and control, management, human relations,
decision making and organizations and their environments; effects of
organizations on individuals, the government and the policy formation
process.
Prerequisites: Graduate classification and approval of MPSA or MPIA
director.
PSAA 642 Ethics and Public Policy
Credits 3. 3 Lecture Hours.
Theory and practice for analyzing and responding to the ethical responsibilities and dilemmas for professional conduct; ethical dimensions of analysis and decision making for policy makers and public administrators.
Prerequisites: Graduate classification and approval of MPSA or MPIA director.

PSAA 643 Foundations of the Nonprofit Sector
Credits 3. 3 Lecture Hours.
Overview of the origins, size, scope and composition of the nonprofit and voluntary sector in American society today; introduction to the historical, political and religious foundations of the nonprofit sector; examines theoretical and conceptual framework.
Prerequisite: Graduate classification.

PSAA 644 Management and Leadership of Nonprofit Organizations
Credits 3. 3 Lecture Hours.
Introduction and overview of nonprofit organizations and the environment they operate in; examination of the distinctiveness of these organizations and the special skills required for effective management of them; empirical and normative issues surrounding nonprofit management and leadership.
Prerequisite: Graduate classification.

PSAA 645 Networks and Inter-organizational Collaboration
Credits 3. 3 Lecture Hours.
Introduction to the knowledge base pertaining to inter-organizational relationship and the management environment of network based organizations.
Prerequisite: Graduate classification.

PSAA 646 Accountability in Public Service
Credits 3. 3 Lecture Hours.
Role of bureaucracy in American government; emphasis on mechanisms of institution accountability and control; readings and concepts from the fields of political science, public administration and administrative law; emphasis on broad theory-based knowledge for careers in public service.
Prerequisite: Graduate classification.

PSAA 648 Performance Management in the Public and Nonprofit Sectors
Credits 3. 3 Lecture Hours.
Drawing on readings, practical exercises and guest lectures; examine public sector performance management and measurement as tools for improving strategic planning, resource allocation, organizational learning, internal operational processes, and internal and external accountability; apply learning to the development of a particular organization's performance measurement system.
Prerequisite: PSAA 634 or PSAA 644.

PSAA 649 Volunteer and Human Resources in Nonprofit Organizations
Credits 3. 3 Lecture Hours.
Introduces theories, research and practice for managing personnel and human resources for paid and volunteer staff in nonprofit settings; explores the behaviors and cognitions of participants in nonprofit organizations, the motivational and personnel programs required by the organization, and the managerial strategies for effective human resources management.
Prerequisite: Graduate classification.

PSAA 650 Social Innovation and Entrepreneurship in Nonprofit Management
Credits 3. 3 Lecture Hours.
Nonprofit management practices and principles related to social entrepreneurship and innovation; research, theories, and practice examples utilized to teach principles of designing and implementing a social innovation which can be applied to domestic and international social problems.
Prerequisites: Graduate classification, PSAA 634 or PSAA 644 or approval of instructor.

PSAA 651 Homeland Security and Homeland Defense
Credits 3. 3 Lecture Hours.
Thoroughly examine the strategy for homeland defense and civil support, Department of Defense policy and doctrine, along with numerous scholarly articles focusing on homeland security; master's level course intended for individuals preparing for professional careers in the conduct of international affairs.

PSAA 652 Protection of the Nation's Critical Infrastructure
Credits 3. 3 Lecture Hours.
Protection of the Nation's Critical Infrastructure. Survey an overview of the Nation's strategies for Critical Infrastructure Protection and securing cyberspace and the definition of critical infrastructures as it exists today; master's level course intended for individuals preparing for professional careers in the conduct of international affairs.

PSAA 653 Weapons of Mass Destruction
Credits 3. 3 Lecture Hours.
Comprehensive study of weapons of mass destruction and their potential use by a terrorist group; considers both political and technological issues associated with WMD terrorism; focus will be on prevention, protection, response and recovery to WMD terrorism events; intended for individuals preparing for professional careers in the conduct of international affairs.

Credits 3. 3 Lecture Hours.
U.S. border security policies, strategies and issues; policies and strategies for homeland defense and security; Mexican and Canadian governments' border policies; southern U.S. border situation and issues; considerations when border land is privately versus federally owned; impact of criminal elements on border security; efforts to secure the U.S. coasts.
Prerequisite: Graduate classification.

PSAA 655 Domestic Intelligence Operations: Legalities, Policies, and Procedures
Credits 3. 3 Lecture Hours.
Examination of laws and national policies and operations surrounding domestic intelligence within the United States; departments and agencies with domestic intelligence responsibilities, their missions, operations and resources; selected readings, government documents and case studies.
Prerequisite: Graduate classification.

PSAA 656 Fundamentals of Homeland Security
Credits 3. 3 Lecture Hours.
An introduction to the theory, practice, challenge and prospects for securing the "American Homeland" against terrorist attack, with special emphasis on how American policy makers are resolving this dilemma, and their prospects for the future; draws heavily on current events and emerging policy solutions as examples.
Prerequisite: Graduate classification.
PSAA 657/INTA 657 Terrorism in Today's World
Credits 3. 3 Lecture Hours.
Comprehensive survey of international terrorism from its origins to the present; emphasis on how the U.S. government has responded and how it has organized to counter the threat; all major terrorist groups studied; understanding the nature of the terrorist threat and the implications for the U.S. government.
Prerequisite: Graduate classification.
Cross Listing: INTA 657/PSAA 657.

PSAA 660 Domestic Terrorism: The Internal Threat to America
Credits 3. 3 Lecture Hours.
Survey of domestic terrorism from the first manifestation of terror tactics in the United States to the anarchist movement of the 1880s to the present; study of domestic terrorist threats, the growing threats from weapons of mass destruction, and the implications WMDs have for all levels of government.
Prerequisite: Graduate classification.

PSAA 661 Human Resources Management in Government and Public Service
Credits 3. 3 Lecture Hours.
Organization and operation of civil service personnel systems in American governments.
Prerequisites: Graduate classification.

PSAA 663/AGEC 604 Natural Resource Economics
Credits 3. 3 Lecture Hours.
Critical evaluation of policies and procedures in natural resource development and use; identification of problems in resource development, the political-economic decision-making process and analytical tools which can contribute to economic decisions.
Prerequisite: ECON 323.
Cross Listing: AGEC 604/PSAA 663.

PSAA 667/INTA 609 Principles of International Law
Credits 3. 3 Lecture Hours.
Introduction to the nature and sources of international law, including jurisdiction of states; law governing the making, interpretation, application and termination of treaties and agreements; recognition of states and government; nationality of persons and corporations; state immunities from jurisdiction and control; and human rights.
Prerequisite: Graduate classification.
Cross Listing: INTA 609/PSAA 667.

PSAA 668/INTA 612 U.S. Law and Homeland Security
Credits 3. 3 Lecture Hours.
Analyze the threat to the homeland as reflected in a number of pre and post 9/11 commission reports; master’s level course intended for individuals preparing for professional careers in the conduct of international affairs.
Prerequisite: Graduate classification.
Cross Listing: INTA 612/PSAA 668.

PSAA 669 Legal Environment of Nonprofit Management
Credits 3. 3 Lecture Hours.
Laws, policies, and ideals affecting the creation and governance of nonprofit organizations; includes medical, education, cultural, social, religious, and advocacy organizations; considers these organizations’ contributions to society, how they cooperate with or rival for-profit entities, and how they should be governed.
Prerequisite: Graduate classification.

PSAA 670 Public Information Systems Management
Credits 3. 3 Lecture Hours.
Introduction to information systems for future public managers, management and public policy issues regarding information systems, and current policy issues related to information and communications technology.
Prerequisite: Graduate classification.

PSAA 671 Science and Technology Policy
Credits 3. 3 Lecture Hours.
An overview of the role of science and technology in the public policy process; explores the impact of public policy on science and technology. These two perspectives are radically distinct, yet intertwined in the broader process of public policy making in the United States.
Prerequisite: Graduate classification.

PSAA 674 Political Economy of International Development
Credits 3. 3 Lecture Hours.
Examines aspects of international development and underdevelopment, including lack of sustained economic growth and the prevalence of income inequality; designed to provide leaders in public service areas with basic knowledge of development and development assistance in cross-national and regional perspectives and the tools to analyze information in the future.
Prerequisite: Graduate classification.

PSAA 675 Public Service and Administration Capstone Seminar
Credits 3. 3 Lecture Hours.
Provides a capstone experience for students as they operate in teams to address an important policy and administrative issue; draws on the coursework and experiences of their Bush School education to develop specific recommendations for design, implementation and evaluation of this project task. For MPSA majors only.
Prerequisites: For MPSA majors only; graduate classification; approval of MPSA director.

PSAA 676 Public Service and Administration Capstone Seminar II
Credits 3. 3 Lecture Hours.
Provides a capstone experience as they operate in teams to address an important policy and administrative issue; draws on the coursework and experiences of their Bush School education to develop specific recommendations for design, implementation and evaluation of this project task. Continuation of BUSH 675.
Prerequisites: BUSH 675; approval of MPSA director.

PSAA 684 Professional Internship
Credits 1 to 6. 1 to 6 Other Hours.
Directed internship in a public or private organization to provide on-the-job training with professionals in organizational settings appropriate to the student’s professional objectives.
Prerequisites: Graduate classification and approval of MPSA or MPIA director.

PSAA 685 Directed Studies
Credits 1 to 4. 1 to 4 Other Hours.
Directed individual instruction in selected problems in government and public service.
Prerequisites: Graduate classification and approval of MPSA or MPIA director.

PSAA 689 Special Topics in...
Credits 1 to 4. 1 to 4 Lecture Hours.
Selected topics in an identified area of government and public service. May be repeated for credit.
Prerequisites: Graduate classification and approval of MPSA or MPIA director.
PSAA 691 Research
Credits 1 to 23. 1 to 23 Other Hours.
Research for thesis or dissertation.