

PSAA - PUBLIC SERVICE & ADMIN

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 of Leadership in Public Service Organizations

Credits 3. 3 Lecture Hours. In-depth study of public service leadership and management skills; centered primarily in the context of organizations and people engaged in governance and public service, primarily public and nonprofit sectors. **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 608/CYBR 661 Cybersecurity Policy, Issues and Operations - A Manager's Guide

Credits 3. 3 Lecture Hours. Overview related to U.S. homeland defense and homeland security; includes cyber threats; cyberwar; securing cyberspace in public and private sector; protecting data, systems and networks that are connected to the Internet and the Internet of Things. **Prerequisite:** Graduate classification. **Cross Listing:** CYBR 661/PSAA 608.

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 613 Immigration and Education Policy

Credits 3. 3 Lecture Hours. Explores contemporary issues and debates in US education policy as it relates to immigrant children and children of immigrants; examines long-run and current issues that immigrant students face, such as educational assimilation, equity, and access to higher education; includes readings from the education, economics, and sociology disciplines. **Prerequisite:** Graduate Classification.

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 cooperation 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 624 Water Policy and Management

Credits 3. 3 Lecture Hours. Examination of the role of governmental institutions, political parties, political processes and behavior; public policies and the political history in water governance, policy, policymaking and management; focuses primarily on water policy in the U.S., and addresses serious water issues in other parts of the world. **Prerequisite:** Graduate classification.

PSAA 625 Urban Sustainability Policies and Management

Credits 3. 3 Lecture Hours. Relationship between local political processes and the pursuit of sustainable development; theoretical underpinnings of sustainability and sustainable development as applied in the local city context of the United States and the way these concepts actually got defined through local political and policymaking processes. **Prerequisite:** Graduate classification.

PSAA 626 Contract Management

Credits 3. 3 Lecture Hours. Fundamentals of the contracting and procurement processes; exploration of the authority of government agents to contract; examination of remedies in government contracting, including the Government Accountability Office's protest system and actions in federal courts; focuses on the federal level but applicable to state and local levels. **Prerequisite:** Graduate classification.

PSAA 627 Local Economic Development

Credits 3. 3 Lecture Hours. Overview of the economic development policies and practices of states and localities within the United States from the theoretical and applied perspective; exploration of major rationales for undertaking economic development programs, commonly used tools in such efforts, and some of the major strategic issues confronting state and local public officials in their attempts to promote economic development within their jurisdictions. **Prerequisites:** Graduate classification or approval of department head.

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, clientele, 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 639 Social Justice Leadership at Nonprofit Organizations

Credits 3. 3 Lecture Hours. Introduction and exploration of structural inequities at nonprofit organizations; knowledge and practical skills required to build more inclusive workplaces, lead diverse teams, and prioritize equity in their organizations; building abilities to recognize fairness barriers; empowering learners to address these issues from a data perspective to accelerate racial equity at nonprofit organizations. **Prerequisites:** Graduate classification or approval of department head.

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 Behavior 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 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:** Graduate classification.

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. Comprehensive study of the strategy, laws, doctrine and policy governing the Department of Defense's (DOD) role in its Homeland Defense mission and also the Homeland Security mission; DOD's support to other federal departments and the states under federal law such as The Stafford Act and Defense Support of Civil Authorities. **Prerequisite:** Graduate classification.

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.

PSAA 654 U.S. Border Security: Policies, Strategies and Issues

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 658 Disaster Recovery and Business Continuity

Credits 3. 3 Lecture Hours. Comprehensive overview of disaster recovery and business continuity management; guidelines for developing, implementing, maintaining and testing local, state and federal disaster recovery and business continuity plans; public and private roles and partnerships for emergency and crisis management; continuity of operations. **Prerequisite:** Graduate classification.

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:** AGECE 604/PSAA 663.

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 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 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.