FLORIDA INTERNATIONAL UNIVERSITY
UNDERGRADUATE PROGRAM PROPOSAL

Changes to an Undergraduate Degree Program

INSTRUCTIONS: Please Type. Fill out this form **completely.**

School/College _____

Div./Dept. _____

Degree Title: _____

☐ B.A. ☐ B.S. ☐ Other Bachelor's _____

Proposed Implementation Date: _____

PROPOSAL REQUESTED BY:

Faculty Contact _____ *Keith D. Revell* _____/_____/20_____

                  (Type Name)   (Signature)

_____

                  (Email address)   (Phone Number)

Chair (Dept./Div.) _____ *Howard Frank* _____/_____/20_____

                  (Type Name)   (Signature)

Chair (Curr. Comm.)_____ _____/_____/20_____

                  (Type Name)   (Signature)

College/School Dean _____ _____/_____/20_____

                  (Type Name)   (Signature)

NO HEARING REQUIRED. PLEASE SUBMIT ORIGINAL FORM.

CHANGES TO UNDERGRADUATE DEGREE PROGRAM
PLEASE SUBMIT THIS FORM WITH YOUR PROPOSAL

Please fill out the coversheet in its entirety.

The proposal must include the following elements using the current undergraduate catalog:

I. List old Degree prescribed courses, other requirements, credits and page number (left column)
II. List new Degree prescribed courses, other requirements and credits (right column, use red font to denote additions to text and strikethrough feature to denote omissions)
III. Include a brief rationale for the change

CHECK LIST

		YES	NO	N/A
1.	**Do all courses exist in the current catalog?**			
2.	**If courses are not in the current catalog, are they proposed in the same Curriculum Committee Bulletin as this proposal?**			
3.	**If courses are not in the current catalog or proposed in this same Bulletin, were they approved in a previous curriculum bulletin?**			
	If yes, attach a separate sheet indicating each course number, name, Bulletin number and Bulletin date.			
	If the answers to 1, 2, and 3 are no, do not submit the proposal. Address the course issues first.			
4.	**Do courses listed have the correct course prefixes, official titles, course numbers and number of credits?**			
5.	**Do course descriptions match the existing catalog or proposed course descriptions?**			
6.	**Are all courses to be added taught in the same proposing department?**			
7.	**Are courses to be deleted taught in the same proposing department?**			
	If the answer to #6 or #7 is no, do you have the written approval/ acknowledgement of the other department(s)? The written approval(s)/acknowledgment(s) must be attached. (You must have written approval before submitting this document.)			
8.	**Does this change affect the courses measuring Student Learning Outcomes (SLO) or Program Outcomes (PO) for the program (for a copy of the assessment reports, please send a request to assessment@fiu.edu)?**			
	If yes, please submit revised SLO and PO to assessment@fiu.edu for approval. Documentation of approval must be attached.			
9.	**Have you contacted the Office of Academic Planning and Accountability to determine if the proposed program change(s) is(are) a substantive change that requires notification or a prospectus to be submitted to the Southern Association of Colleges and Schools? Please do so prior to submitting this form if you answer "yes" to any of the questions below.**			
	Is there another closely related program already offered at FIU?			
	Will significant additional equipment be needed to deliver the revised program?			

Will significant additional facilities be needed to deliver the revised program?			
Will significant additional financial resources be needed to deliver the new program?			
Will a significant number of new courses or content be required (defined as 25% - 33% or more new content/courses)?			
Will a significant number of new faculty members be required to deliver the revised program?			
Will significant additional library/learning resources be needed to deliver the revised program?			
Will at least 50% of the program be offered at a new location geographically apart from the main campus?			
Will the revised program enter into a collaborative academic arrangement that includes the initiation of a dual academic program with another institution?			
Will the revised program enter into a contract by which an entity not eligible for Title IV funding offers 25% or more of the program (e.g., international university)?			

From: Susan Himburg
Sent: Thursday, February 18, 2021 5:17 PM
To: Keith Revell
Cc: Jennifer Doherty-Restrepo
Subject: Re: Curriculum revision

Hi

I am copying Jenna, Director of Accreditation (who is going nuts about SACSCOC site visit in a month). In the future she will pass judgement on these issues, however, for the present we are just looping her in.

Usually, changes like this do NOT constitute a substantive change. It is likely that many of these subjects were covered at some level in other courses, but now demand a course of their own.

So, based on my analysis, this email can be attached to your proposal to indicate you did check with Academic Planning and Accountability.

Thanks for your due diligence,
Susan

Susan P. Himburg, PhD
Associate Vice President
Academic Planning and Accountability
Florida International University PC 112
Miami, FL 33199
305-348-3233 direct line
305-348-1796 staff
305-348-2322 fax

From: Keith Revell <revellk@fiu.edu>
Sent: Thursday, February 18, 2021 4:24 PM
To: Susan Himburg <himburgs@fiu.edu>
Subject: Curriculum revision

Susan,

We are on the verge of submitting a substantial revision of our undergraduate curriculum to the SIPA curriculum committee (March 10 is the deadline, which I hope we will make). The revision is a follow-up to renaming the degree: from bachelors in public administration to bachelors in public policy and service. Prior to this revision, only the name was different.

The form I use to submit the revised curriculum suggests that I contact your office if one of several criteria is met; in our case, we are expanding our core curriculum from 8 courses to 10 courses, deleting several courses from the core, and adding 6 new courses. It is that last bit -- Will a significant number of

new courses or content be required (defined as 25% - 33% or more new content/courses)? – that prompts me to write you now.

Below is a list of the new courses and tentative course descriptions. The first three are revisions of existing courses (we already have policy analysis, budgeting, and management courses). The next three are entirely new. I do not think we are encroaching on any other program since all of these are focused on public policy and not science or engineering. The course called "South Florida Urban Laboratory," for example, will draw on the work of the Metropolitan Center and is not a laboratory course in the same way as a physics or chemistry course.

PUP4*** Analytical Tools for Public Service: Equips students with data skills for public policy analysis and public service applications.

PUP4*** Public Service Leadership and Management: Provides students with tools for setting goals, organizing resources, motivating and supervising personnel, and managing projects in multiple institutional settings.

PUP4*** Public Service Budgeting and Fiscal Management: Trains students to create, manage, analyze, and present financial information.

PUP4*** South Florida Urban Laboratory: An in-depth exploration of major public issues confronting urban South Florida with a focus on developing and implementing multi-sectoral solutions.

PUP4*** Urban Resilience and Sustainability Policies in a Global Context: Examines urban responses to the challenges of climate change from around the globe with an emphasis on local adaptation of successful techniques and approaches.

PUP4*** Global Perspectives on Urban Poverty, Inequality, and Economic Development: Compares public policies and organizational techniques for responding to urban poverty and growing economic inequality.

So I am following protocol here with the hope that this passes muster as standard curricular updating in response to changes in the field.

Keith D. Revell, PhD
Associate Professor of Public Administration
Undergraduate Program Director
Florida International University
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Miami, FL 33199
O: 305-348-0411
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Public Policy and Administration Undergraduate Degree Change (March 2020)

Rationale: The Department changed the name of its undergraduate degree in Spring 2019 from the Bachelor of Public Administration to the Bachelor of Public Policy and Service. The attached program changes implement substantive differences in degree structure and course content implied in the name change. They reflect the change in emphasis in our field from traditional public administration (the management of governmental organizations, personnel rules, organizational behavior, public sector budgeting, etc.) to a broader treatment of techniques and strategies used to pursue public objectives in multiple institutional settings (public, nonprofit, intersectoral collaboration, etc.). The curriculum will embody the program mission: *The Bachelor of Public Policy and Service provides students with the knowledge, skills, and abilities for careers in the public and nonprofit sectors and equips them to contribute to creative problem solving, leadership and management in complex urban environments in this country and globally.* The curriculum also reflects an observation in the *FIU Next Horizon 2025 Strategic Plan*: that South Florida is "one of the world's most visited living laboratories" (page 1). Revised course content will highlight examples of local policy challenges and innovations, as well as the work of the Perez Metropolitan Center in its efforts to advise public-service organizations in their quest to make South Florida a better place to work and live.

CHANGES

EXISTING	REVISED
	Deletions/Additions
Public Policy and Administration	**Public Policy and Administration**
Howard A. Frank, Professor and Chairperson	Howard A. Frank, Professor and Chairperson
Susannah Bruns Ali, Associate Professor	Shaoming Cheng, Associate Professor and Chairperson
Agatha Caraballo, Senior Instructor and Assistant Chairperson	Susannah Bruns Ali, Associate Professor and MPA Director
Can Chen, Assistant Professor	Agatha Caraballo, Senior Instructor and Assistant Chairperson
Shaoming Cheng, Associate Professor and MPA Director	Can Chen, Assistant Associate Professor
Nicki Fraser, Visiting Instructor	Shaoming Cheng, Associate Professor and MPA Director
Nazife Emel Ganapati, Associate Professor	Howard A. Frank, Professor
Sukumar Ganapati, Associate Professor	Nicki Fraser, Visiting Instructor
Jean-Claude Garcia-Zamor, Professor	Nazife Emel Ganapati, Associate Professor
Hai Guo, Associate Professor	Sukumar Ganapati, Associate Professor
Alexander Kroll, Associate Professor	Jean-Claude Garcia-Zamor, Professor
Milena I. Neshkova, Associate Professor and PhD Director	Hai Guo, Associate Professor
Meredith A. Newman, Professor	Alexander Kroll, Associate Professor
Valerie L. Patterson, Clinical Associate Professor	Milena I. Neshkova, Associate Professor and PhD Director
Keith D. Revell, Associate Professor and BPPS Director	Meredith A. Newman, Professor
Allan Rosenbaum, Professor	Valerie L. Patterson, Clinical Associate Professor
Travis Whetsell, Assistant Professor	Keith D. Revell, Associate Professor and BPPS Director
	Allan Rosenbaum, Professor
	Travis Whetsell, Assistant Professor
Bachelor of Public Policy and Service Degree	**Bachelor of Public Policy and Service Degree**
Program Hours: 120	**Program Hours: 120**
The Bachelor of Public Policy and Service (BPPS) degree is offered for students interested in a wide range of public service careers and for those who wish to continue in public administration at the graduate level.	The Bachelor of Public Policy and Service (BPPS) degree is offered for students interested in a wide range of public service careers and for those who wish to continue in public administration at the graduate level.
Admission Requirements	**Admission Requirements**

Students are admitted directly to their chosen major at the University. Students are expected to make good progress based on critical indicators that include course completion and GPA requirements. In cases where students are not making successful progress, a change of major may be required. Academic advisors work with students to identify an appropriate major where a student will be successful in completing an undergraduate degree.

Common Prerequisite Courses and Equivalencies

FIU Course(s)
CGS 2060 or CGS 2100
ECO 2013 or ECO 2023
POS 2041
Equivalent Course(s)
CGSX060 or CGSX100
ECOX013 or ECOX023
POSX041

Courses which form part of the statewide articulation between the State University System and the Florida College System will fulfill the Lower Division Common Prerequisites.

Please visit https://cpm.flvc.org for a current list of state-approved common prerequisites.
Common Prerequisites

1. POS 2041 American Government – CL
2. ECO 2013 Principles of Macroeconomics or ECO 2023 Principles of Microeconomics
3. CGS 2060 Introduction to Microcomputers or CGS 2100 Intro to Microcomputer Applications for Business

Lower Division Preparation

It is required that students complete a course in American Government, Principles of Economics and Computer Fundamentals for Business.

Upper Division Program	Upper Division Program
Students must complete 60 credit hours of coursework, of which 48 credit hours must be at the 3000 level or greater.	Students must complete 60 credit hours of coursework, of which 48 credit hours must be at the 3000 level or greater.
Students must complete the following requirements:	Students must complete the following requirements:
1. Eight core courses. (24 credits), including a three credit seminar, PAD 4934 (Integrative Seminar in Public Policy and Service).	1. ~~Eight~~ Ten core courses. (~~24~~ 30 credits), including a three credit seminar, PAD 4934 (Integrative Seminar in Public Policy and Service).
2. Four courses (12 credits) of concentration electives to be taken from the Steven J. Green School of International and Public Affairs at the 3000 level or greater.	2. ~~Four~~ Six courses (~~12~~ 18 credits) of concentration electives to be taken from the Steven J. Green School of International and Public Affairs at the 3000 level or greater.
3. Eight courses (24 credits) of general electives from any department at the 3000 level or greater.	3. ~~Eight~~ Four courses (~~24~~ 12 credits) of general electives from any department at the 3000 level or greater.
4. Students must earn a grade of 'C' or higher in each of the core courses, the concentration electives, and the general electives.	4. Students must earn a grade of 'C' or higher in each of the core courses, the concentration electives, and the general electives.
Students are required to enroll in PAD 3003 and PAD 4723 during the first 12 hours of upper-division coursework.	Students are required to enroll in PAD 3003 and PAD 4723 during the first 12 hours of upper-division coursework.
Core Courses: (24) *(Core Courses may be restricted to Degree-seeking students in the Department of Public Policy and Administration. All other students must seek approval of Department.)*	**Core Courses: (~~24~~ 30)** *(Core Courses may be restricted to Degree-seeking students in the Department of Public Policy and Administration. All other students must seek approval of Department.)*
PAD 3003 Introduction to Public Policy and Service 3 PAD 3034 Policy Development and Implementation – GL 3 PAD 3800 Managing Global Cities – GL 3 PAD 4723 Applied Research Methods for Policy and Management 3 PAD 4223 Public Sector Budgeting 3	PAD 3003 Introduction to Public Policy and Service 3 PAD 3034 Policy Development and Implementation – GL 3 PAD 3800 Managing Global Cities – GL 3 ~~PAD 4723 Applied Research Methods for Policy and Management 3~~ ~~PAD 4223 Public Sector Budgeting 3~~

PAD 4414 Personnel Skills for Administrators 3 PAD 4432 Administrative Leadership and Behavior 3 PAD 4934 Integrative Seminar in Public Policy and Service 3	~~PAD 4414 Personnel Skills for Administrators 3~~ ~~PAD 4432 Administrative Leadership and Behavior 3~~ PUP 4*** Analytical Tools for Public Service 3 PUP 4*** Public Service Leadership and Management 3 PUP 4*** Public Service Budgeting and Financial Management 3 PUP 4*** South Florida Urban Laboratory 3 PUP 4*** Urban Resilience and Sustainability Policies in a Global Context 3 PUP 4*** Global Perspectives on Urban Poverty, Inequality, and Economic Development 3 PAD 4934 Integrative Seminar in Public Policy and Service 3
Concentration Electives: (12) Students are required to take 12 credits of upper-division coursework from the following departments: Public Policy and Administration; Global and Sociocultural Studies; Criminal Justice; and Politics and International Relations, with no more than six hours from any one of these programs. These courses may constitute part of a minor or a certificate program in another department. Such a minor or certificate program must be pre-approved by the undergraduate advisor and be relevant to the chosen administrative area of concentration.	**Concentration Electives: (~~12~~ 18)** Students are required to take ~~12~~ 18 credits of upper-division coursework from the following departments: Public Policy and Administration; Global and Sociocultural Studies; Criminal Justice; and Politics and International Relations, with no more than six hours from any one of these programs. These courses may constitute part of a minor or a certificate program in another department. Such a minor or certificate program must be pre-approved by the undergraduate advisor and be relevant to the chosen ~~administrative~~ area of concentration.
General Electives: (24) Students are required to take 24 hours of general electives. Students with no relevant public or nonprofit experience are encouraged to register for an appropriate internship (PAD 4940) for elective credits.	**General Electives: (~~24~~ 12)** Students are required to take ~~24~~ 12 hours of general electives. Students with no relevant public or nonprofit experience are encouraged to register for an appropriate internship (PAD 4940) for elective credits.
Minor in Public Administration	**Minor in Public ~~Administration~~ Policy and Service**

A five-course minor in Public Administration is available to baccalaureate degree-seeking students who are interested in careers in public service. The courses that comprise this minor will provide students with the opportunity to develop specialized skills in such areas as urban administration, organizational change, personnel management, and budgeting and financial management.

Requirements

Fifteen semester hours in Public Administration. Classes are to be selected from the following course list:

PAD 3003 Introduction to Public Policy and Service 3
PAD 3034 Policy Development and Implementation – GL 3
PAD 3431 Exploring Leadership: Yourself, Your Organization and Your Community 3
PAD 3438 Communication Skills for Policy and Management 3
PAD 3800 Managing Global Cities – GL 3
PAD 3804 Government and Administration of Metropolitan Areas 3
PAD 4046 Values, Ethics, and Conflict Resolution 3
PAD 4141 Citizen Participation and Community Empowerment 3
PAD 4223 Public Sector Budgeting 3
PAD 4414 Personnel Skills for Administrators 3
PAD 4432 Administrative Leadership and Behavior 3
PAD 4940 Public Administration Internship 3

Students must contact the department from which the student wishes to receive the minor when they apply for graduation. This will ensure that the minor will be posted on the transcript.

A five-course minor in Public ~~Administration~~ Policy and Service is available to baccalaureate degree-seeking students who are interested in careers in public service. The courses that comprise this minor will provide students with the opportunity to develop specialized skills in such areas as urban administration, organizational change, personnel management, and budgeting and financial management.

Requirements

Fifteen semester hours in Public ~~Administration~~ Policy and Service. Classes are to be selected from the following course list:

PAD 3003 Introduction to Public Policy and Service 3
PAD 3034 Policy Development and Implementation – GL 3
PAD 3431 Exploring Leadership: Yourself, Your Organization and Your Community 3
~~PAD 3438 Communication Skills for Policy and Management 3~~
PAD 3800 Managing Global Cities – GL 3
~~PAD 3804 Government and Administration of Metropolitan Areas 3~~
~~PAD 4046 Values, Ethics, and Conflict Resolution 3~~
PAD 4141 Citizen Participation and Community Empowerment 3
~~PAD 4223 Public Sector Budgeting 3~~
~~PAD 4414 Personnel Skills for Administrators 3~~
~~PAD 4432 Administrative Leadership and Behavior 3~~
PUP 4*** Analytical Tools for Public Service 3
PUP 4*** Public Service Leadership and Management 3
PUP 4*** Public Service Budgeting and Financial Management 3
PUP 4*** South Florida Urban Laboratory 3

	PUP 4*** Urban Resilience and Sustainability Policies in a Global Context 3 PUP 4*** Global Perspectives on Urban Poverty, Inequality, and Economic Development 3 PAD 4940 Public Administration Internship 3 Students must contact the department from which the student wishes to receive the minor when they apply for graduation. This will ensure that the minor will be posted on the transcript.
Combined BPPS/MPA Degree Pathway The combined BPPS/MPA degree pathway offered by the Department of Public Policy and Administration allows qualified students to earn both degrees in a shorter amount of time than typically required for earning degrees sequentially. A student admitted to the combined degree pathway will be considered to have undergraduate status until the student applies for graduation from their bachelor's degree program. Upon conferral of the bachelor's degree, the student will be granted graduate status and be eligible for graduate assistantships. **Admissions Requirements to the Combined Degree Pathway** 1. Overall GPA of 3.2 or better. 2. Letter of recommendation from a faculty member at FIU or from a supervisor. 3. Current resume. 4. Letter-of-intent not to exceed three double-spaced pages explaining how earning the Master's of Public Administration is consistent with long-term career goals. Students may also use this letter to discuss their passion for public issues or policies and to communicate to the admission committee if they feel that their admission file does not properly reflect their potential to succeed in graduate school.	**Combined BPPS/MPA Degree Pathway** The combined BPPS/MPA degree pathway offered by the Department of Public Policy and Administration allows qualified students to earn both degrees in a shorter amount of time than typically required for earning degrees sequentially. A student admitted to the combined degree pathway will be considered to have undergraduate status until the student applies for graduation from their bachelor's degree program. Upon conferral of the bachelor's degree, the student will be granted graduate status and be eligible for graduate assistantships. **Admissions Requirements to the Combined Degree Pathway** 1. Overall GPA of 3.2 or better. 2. Letter of recommendation from a faculty member at FIU or from a supervisor. 3. Current resume. 4. Letter-of-intent not to exceed three double-spaced pages explaining how earning the Master's of Public Administration is consistent with long-term career goals. Students may also use this letter to discuss their passion for public issues or policies and to communicate to the admission committee if they feel that their admission file does not properly reflect their potential to succeed in graduate school.

5. Application to the combined pathway after having completed at least 75 credit hours in the BPPS program.
6. Completion of at least 12 credits of Public Administration coursework and at least 24 credits of coursework at FIU.
7. Completion of all lower division requirements, including the University Core Curriculum, prior to acceptance to the combined pathway.
8. Attainment of a grade of 'B' or better on all graduate courses completed while in the BPPS program.

Courses Counted Toward both Degree Programs

Students accepted into the combined degree pathway may count no more than 4 of the master's courses (maximum of 12 credits) listed below toward satisfying both the BPPS and MPA degree requirements:

PAD 6053 Political, Social and Economic Context of Public Administration 3
must be among the four double-counted courses

Students may select 3 of the following courses to be doubled-counted:
PAD 6227 Public Finance and the Budgetary Process 3
PAD 6306 Policy Analysis and Planning 3
PAD 6417 Human Resource Policy and Management 3
PAD 6434 Leadership and Decision-making 3
PAD 6701 Quantitative Methods in Public Administration 3 (Prerequisite: PAD 4704)
PAD 6726 Applied Research Methods for Accountability in Public and Non-Profit Organizations 3 (Prerequisite: PAD 6701)

With advisor approval, these graduate courses can be substituted for the equivalent required or any elective bachelor's in public administration courses listed in the program

catalog, with the exception of PAD 4934 Integrative Seminar in Public Policy and Service, which must be taken by all BPPS majors. Students must maintain a cumulative GPA of 3.0 or better in all upper level and graduate level coursework completed as prior to admission to the MPA program.

Students accepted into the accelerate BPPS/MPA degree pathway must complete all of the requirements of the MPA to receive their graduate degree.

Course Descriptions

Definition of Prefixes
PAD-Public Administration; URP-Urban and Regional Planning; URS-Urban and Regional Studies
Courses that meet the University's Global Learning requirement are identified as GL.

PAD 2011 Public Service and the Making of Modern America (3). An exploration of the role of public service in the development of public-sector institutions and U.S. civil society with an emphasis on the public service values and principles.

PAD 3003 Introduction to Public Policy and Service (3). Provides an overview of the field of public administration by focusing on its development and importance in modern government operations. Must be taken in first 12 hours of upper-division coursework.

PAD 3034 Policy Development and Implementation – GL (3). Examines the formulation, implementation, and evaluation of governmental efforts at federal, state, and local levels.

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Course Descriptions

Definition of Prefixes
PAD-Public Administration; URP-Urban and Regional Planning; PUP-Public Policy; URS-Urban and Regional Studies
Courses that meet the University's Global Learning requirement are identified as GL.

PAD 2011 Public Service and the Making of Modern America (3). An exploration of the role of public service in the development of public-sector institutions and U.S. civil society with an emphasis on the public service values and principles.

PAD 3003 Introduction to Public Policy and Service (3). Provides an overview of ~~the field of public administration by focusing on its development and importance in modern government operations~~ principles, techniques, organizational approaches, public-service orientation, and topics associated with the pursuit of complex goals in diverse institutional settings. Must be taken in first 12 hours of upper-division coursework.

PAD 3034 Policy Development and Implementation – GL (3). Examines the formulation, implementation, and evaluation of ~~governmental efforts~~ policies at federal, state, and local levels and in the nonprofit sector.

PAD 3251C Applied Economics for Public Managers (3). This course provides an introduction to the applied economics of the public sector and the microeconomics of public policy making and administration. It also provides an introduction to cost-benefit & cost-effectiveness analyses.

PAD 3430 Personal Growth and Organizational Development (3). The administrator as a person. Development of interpersonal skills. Self evaluation and career planning. Training and education for the public service sector.

PAD 3431 Exploring Leadership: Yourself, Your Organization and Your Community (3). This course is an interactive exploration of personal leadership development through current theories and models of leadership from three perspectives including individual, group, and society.

PAD 3438 Communication Skills for Policy and Management (3). Designed to enable students to develop oral and written skills required to communicate effectively in organizational and public policy settings.

PAD 3800 Managing Global Cities – GL (3). Introduction to principles of urban governance in order to manage specific development problems of global cities.

PAD 3802 Introduction to Urban and Regional Studies – GL (3). An integrated approach to the problems and prospects of metropolitan areas with emphasis on economic, political, social and administrative facets of the urban setting.

PAD 3804 Government and Administration of Metropolitan Areas (3). An intensive analysis of administrative problems in large complex urban areas

PAD 3251C Applied Economics for Public Managers (3). This course provides an introduction to the applied economics of the public sector and the microeconomics of public policy making and administration. It also provides an introduction to cost-benefit & cost-effectiveness analyses.

PAD 3430 Personal Growth and Organizational Development (3). The administrator as a person. Development of interpersonal skills. Self evaluation and career planning. Training and education for the public service sector.

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PAD 3800 Managing Global Cities – GL (3). Introduction to principles of urban governance in order to manage specific development problems of global cities.

PAD 3802 Introduction to Urban and Regional Studies – GL (3). An integrated approach to the problems and prospects of metropolitan areas with emphasis on economic, political, social and administrative facets of the urban setting.

PAD 3804 Government and Administration of Metropolitan Areas (3). An intensive analysis of administrative problems in large complex urban areas

encompassing many political entities. Examines overlapping relations among municipalities with special attention given to Miami-Dade County as well as current trends in public management and future directions for change.

PAD 3834 International Comparative Administration (3). This course is an introduction to a wide range of scholarly and practical 'applied' interests. Emphasis is on institution-building and development administration, particularly within the Third World countries.

PAD 4046 Values, Ethics, and Conflict Resolution (3). Theories of value: ethical systems and their influence on administration, behavior and process; the administrator as an ethical actor; value conflict and resolution; the philosophical basis of American thought.

PAD 4103 Politics of Administrative Organization (3). The role of political processes in relationship to public organizations and the types of intra-and interorganizational politics which are unique to public organizations. Effects of these political processes upon organizational performance and their role in promoting or inhibiting organizational change.

PAD 4140 Introduction to Management of Public and Nonprofit Organizations (3). This course addresses fundamental theories and principles of management in public and nonprofit organizations.

PAD 4141 Citizen Participation and Community Empowerment (3). Seminar is for public management students who want to help citizens learn from one another and strengthen the capacity of citizens to solve problems. Political, public administration, sociological, and organizational perspectives will be covered.

PAD 4141 Citizen Participation and Community Empowerment (3). ~~Seminar is for public management students who want to~~ Explores techniques for helping citizens learn from one another and strengthen the capacity of ~~citizens~~ communities to solve problems. Political, ~~public administration~~

PAD 4201 Fiscal Analysis for Public and Nonprofit Service (3). This course is designed to provide the basics of pricing and financial management applicable to public and nonprofit organizations.

PAD 4223 Public Sector Budgeting (3). The theory and practice of various approaches to budgeting, including line-item, performance, PPBS budgeting. Special emphasis on the role of the budget in shaping the program and performance and policy direction of public organizations.

PAD 4301 Planning Performance and Accountability (3). Provides an introduction to the analysis and evaluation of public policies and programs. The main tools and techniques of policy analysis will be discussed. Students will apply techniques to selected policy problems.

PAD 4414 Personnel Skills for Administrators (3). The general nature of public personnel administration; the development of the civil service system; concepts and issues currently applicable at the federal, state, and local levels of government.

PAD 4432 Administrative Leadership and Behavior (3). Designed to expose students to a systematically related set of concepts for diagnosing human behavior in organizations; and to establish a positive value for the analysis of problems involving people, structure, environment, task technology, and situational climate.

PAD 4442 Public Relations for Public Managers (3). Surveys the government mass communication media relationship and then concentrates on the ways in which public managers handle media relations. Emphasis is

administrative, sociological, and organizational perspectives will be covered.

PAD 4201 Fiscal Analysis for Public and Nonprofit Service (3). This course is designed to provide the basics of pricing and financial management applicable to public and nonprofit organizations.

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PAD 4432 Administrative Leadership and Behavior (3). Designed to expose students to a systematically related set of concepts for diagnosing human behavior in organizations; and to establish a positive value for the analysis of problems involving people, structure, environment, task technology, and situational climate.

PAD 4442 Public Relations for Public Managers (3). Surveys the government mass communication media relationship and then concentrates on the ways in which public managers handle media relations. Emphasis is

placed on questions of information handling unique to public organizations.

PAD 4603 Administrative Law (3). Surveys the principles of law from the perspective of the public administrator; administrative procedure; procedural due process; delegation of legislative power; regulatory administration; conflict-of-interest statutes, etc.

PAD 4704 Applied Statistics for Policy & Management (3). Familiarize students with the basic approaches to social research as applied in public and service settings. Emphasis on techniques for organizing and presenting data for policy and management.

PAD 4712 IT and E-government for Public Managers (3). Surveys personal and societal value assumptions in the context of the technological society. Examines organizational societal value structures, and the ways in which technology creates rapid change and new alternatives in values. Interrelationship of the past, present, and future is explored.

PAD 4713 Computer Applications for Urban Services (3). The study of computer applications for administrative analysis of financial and program data with emphasis on design, interface, and data structures.

PAD 4723 Applied Research Methods for Policy & Management (3). Research design, sampling, critical evaluation, basic research ethics, and qualitative and quantitative methods and analysis. Must be taken in first 12 hours of upper-division coursework.

PAD 4905 Independent Study in Public Administration (1-6). (Normally 3 credit hours) Individual conferences, supervised readings; reports on personal investigations; and similar undertakings. Prerequisites:

Senior standing and approval of the faculty member supervising the independent study.

PAD 4934 Integrative Seminar in Public Policy and Service (3). Students will integrate coursework and theory into the analysis of a public policy or public management problem and produce a capstone paper. Must be taken in a student's final semester. Prerequisites: Successful completion of required courses and a total of at least 108 credits.

PAD 4940 Public Administration Internship (0-12). (Normally 3 credit hours) Supervised work experience in a public or quasi-public organization. Involves a variety of professional and technical job duties depending on the agency. May be repeated. Prerequisites: Successful completion of required courses in public administration and approval of internship coordinator.

PAD 4949 Cooperative Education (3). Supervised work experience in public or quasi-public organization. Placement is made through the Office of Cooperative Education. Prerequisites: Completion of required courses in public administration and consent of Chair required.

PAD 5041 Values and Technology in Modern Society (3). Surveys personal and societal value assumptions in the context of the technological society. Examines organizational-societal value structures, and the ways in which technology creates rapid change and new alternatives in values. Also interrelationship of the past, present and future is explored, through futurism and forecasting techniques.

PAD 5043 Government and Minority Group Relations (3). Explores the pressing contemporary issue of the relationship between government and minorities.

Examines the clash between established institutional values and minority group values, and surveys remedial programs aimed at dealing with the problem. Comparative case studies will be used to analyze public agencies' internal relations with minorities (recruiting, selection, etc.), as well as their different responses to the minority groups they serve.

PAD 5256 Public Economics and Cost Benefit Analysis (3). This course provides the quantitative and qualitative tools and case material to solve allocation problems in the public sector. Applied microeconomic theory, welfare economics, and market and government failure are analyzed as are the public alternatives available. Cost-benefit analysis, the ethics of applied practice, and the important skills of communicating with decision makers are included.

PAD 5416 Social Equity and Human Resource Management (3). The course deals with the human resource management issues arising from equity and affirmative action requirements in the workplace.

PAD 5427 Collective Bargaining in the Public Sector (3). The course deals with the nature and implications of collective bargaining for managers and employees in (and students of) public organizations. The course emphasizes similarities and differences between the private and public sectors, as they apply to collective bargaining.

PAD 5435 Administration and the Role of Women (3). The course is designed for women and men who are interested in moving into management positions, or who have done so and want to broaden their understanding of the changing role of women. Classes will allow for experimental as well as academic exploration of the issues. The course will also

explore design, implementation, and evaluation of affirmative action programs.

PAD 5443 The Public Administrator and Media Relations (3). Surveys the government-mass communication media relationship, and then concentrates on the ways in which public managers handle media relations. Emphasis throughout is placed on questions of information-handling unique to public organizations, involving, for example, adherence to Florida's Sunshine Law and the Federal Freedom of Information Act.

PAD 5460 Productivity Improvement (3). Provides measures to improve organizational and worker productivity using applied behavioral science.

PAD 5616 Contracting and Managing Third Party Governments (3). Analyzes the legal foundations, administrative and economic characteristics of government instrumentality's as they are used to pursue public policy. Analyzes how and why different combinations of instrumentality's are used in different policy areas.

PAD 5660C Applied Legal Context of Public Administrators (3). An overview of constraints and latitude the legal system grants to public administrators and managers. Provides the applied legal information required to make effective decisions in the public sector.

PAD 5661C Management of Court-Agency Relations (3). Examines applied judicial-administrative relations with particular emphasis on administrative policymaking. Covers the legal, environmental, and political factors that influence administrative strategies of policy and program compliance.

PAD 5805 Economic Development and Urban Revitalization (3). This course is an

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interdisciplinary examination of research and practice in contemporary economic development, with emphasis on successful implementation in a variety of settings.

PAD 5934 Contemporary Issues in Public Administration (3). An analysis of major conceptual issues currently facing public administrators. May be repeated for credit.

interdisciplinary examination of research and practice in contemporary economic development, with emphasis on successful implementation in a variety of settings.

PAD 5934 Contemporary Issues in Public Administration (3). An analysis of major conceptual issues currently facing public administrators. May be repeated for credit.

PUP 4*** Public Service Leadership and Management (3). Provides students with tools for setting goals, organizing resources, motivating and supervising personnel, and managing projects in multiple institutional settings.

PUP 4*** Analytical Tools for Public Service (3). Equips students with data skills for public policy analysis and public service applications.

PUP 4*** Public Service Budgeting and Financial Management (3). Trains students to create, manage, analyze, and present financial information for public service applications.

PUP 4*** South Florida Urban Laboratory (3). An in-depth exploration of major public issues confronting urban South Florida with a focus on developing and implementing multi-sectoral solutions.

PUP 4*** Urban Resilience and Sustainability Policies in a Global Context (3). Examines urban responses to the challenges of climate change from around the globe with an emphasis on local adaptation of successful techniques and approaches.

PUP 4*** Global Perspectives on Urban Poverty, Inequality, and Economic Development (3). Compares public policies and organizational techniques for responding

URP 5426 Emergency Management and Planning (3). This course focuses on the concepts, processes, and techniques associated with developing and implementing emergency management plans in public, nonprofit, and health organizations.	**URP 5426 Emergency Management and Planning (3).** This course focuses on the concepts, processes, and techniques associated with developing and implementing emergency management plans in public, nonprofit, and health organizations.
URS 3005 Service Learning: Social Change and Contemporary Social Issues (3). Examines volunteerism in America, provides study and experience of the Urban Community, promotes critical thinking, citizenship and social responsibility.	**URS 3005 Service Learning: Social Change and Contemporary Social Issues (3).** Examines volunteerism in America, provides study and experience of the Urban Community, promotes critical thinking, citizenship and social responsibility.
URS 4931 Current Topics in Urban and Regional Studies (3). In-depth exploration of current, critical topics in the urban arena. Emphasis on multidisciplinary approaches to local issues impacted by increased globalization and competition among cities and regions. May be repeated for credit.	**URS 4931 Current Topics in Urban and Regional Studies (3).** In-depth exploration of current, critical topics in the urban arena. Emphasis on multidisciplinary approaches to local issues impacted by increased globalization and competition among cities and regions. May be repeated for credit.
URS 5645 Strategic Planning in Public and Non-Profit Organizations (3). This course exposes students to the concepts associated with strategic planning of public and nonprofit organizations and provides them with practical experience in their use.	**URS 5645 Strategic Planning in Public and Non-Profit Organizations (3).** This course exposes students to the concepts associated with strategic planning of public and nonprofit organizations and provides them with practical experience in their use.
URS 5647 Continuous Quality Improvement (3). This course provides an in-depth exposure to the concepts, principles, and techniques associated with continuous quality improvement (CQI) applied to public, nonprofit, and health organizations.	**URS 5647 Continuous Quality Improvement (3).** This course provides an in-depth exposure to the concepts, principles, and techniques associated with continuous quality improvement (CQI) applied to public, nonprofit, and health organizations.