

NASPAA Self-Study Report

Volume II



MASTER OF PUBLIC ADMINISTRATION

Graduate Center for Public Policy and Administration College of Health and
Human Services

California State University, Long Beach 1250 Bellflower Blvd. ETec 235
Long Beach, CA 90840-4602

2008-2009

VOLUME II

TABLE OF CONTENTS

I. FACULTY DATA SHEETS

A. Faculty Nucleus

B. Content for Faculty Data Sheets

W. Frank Baber
Martha J. Dede
Edward J. Martin
William S. Moore
John W. Ostrowski
David C. Powell
Michelle A. Saint-Germain

Other Full-Time Faculty

Linda-Marie Sundstrom

II. COURSE ABSTRACTS

A. Course Categories

B. Course Abstracts

1. Required Courses
2. Elective Courses

I. Faculty Data Sheets

A. Faculty Nucleus

B. Content for Faculty Data Sheets

1. Personal

Name: Walter F. Baber
Rank: Associate Professor
Appointment: Fall, 2001

2. Academic Degrees

- J. D. University of San Diego, awarded May, 1991. Admitted to Practice – California, November, 1992
- Ph.D. University of North Carolina at Chapel Hill, in Political Science awarded May, 1981
- M.A. University of North Carolina at Chapel Hill, in Political Science awarded January, 1977
- B.A. California State University, Long Beach, in Philosophy and Political Science awarded May, 1975

3. Primary Teaching Area

2001-present – MPA Program, California State University, Long Beach

- 1993-2001 – School of Law and Department of Political Science, University of San Diego
- 1985-1988 – MPA Program, University of Nevada, Reno
- 1982-1985 – MPA Program, Texas Tech University
- 1979-1982 – Department of Political Science, Illinois State University

- Environmental Law and Institutions
- Municipal Law
- Foundations of Public Policy and Administration
- Organization Theory
- Human Resources Management
- Environmental Policy
- Environmental Justice
- Public Policy Development
- Graduate Seminar in Public Policy
- Introduction to Public Administration
- Administrative Theory
- Public Personnel
- Public Sector Employer/Employee Relations
- Introduction to American Government
- Presidency
- Urban Politics
- Politics and Parties
- Administrative Law
- Law and Public Policy
- Introduction to Political Philosophy
- Seminar in Public Policy Analysis

Politics of Bureaucracy
Intergovernmental Relations
Public Financial Administration

4. Publications

Deliberative Environmental Politics: Popular Participation and Ecological Rationality. Cambridge, MA: MIT Press, 2005. Co-authored with Robert V. Bartlett.

Organizing the Future: Matrix Models for the Post-Industrial Polity. University, AL: University of Alabama Press, 1983.

"Problematic Participants in Deliberative Democracy: Experts, Social Movements, and Environmental Justice." International Journal of Public Administration, forthcoming. Co-authored with Robert V. Bartlett.

"Innovation in State Environmental Policy: A View from the West." In Environmental Politics and Policy in the West, 2nd ed., John Freemuth and Zachary Smith (eds.). Boulder, CO: University Press of Colorado, 2007. Co-authored with Robert V. Bartlett and Carolyn Baber.

"Ethics and Environmental Policy in Democratic Governance: John Rawls, Public Reason, and Normative Precommitment." Public Integrity, Vol. 7 #3 (2005). Coauthored with Robert V. Bartlett.

"Ecology and Democratic Governance: Toward a Deliberative Model of Environmental Politics." Social Science Journal, Vol. 41 #3 (2004).

"Toward Environmental Democracy: Rationality, Reason and Deliberation." Kansas Journal of Law and Public Policy, Vol. 11 #1 (2001). Co-authored with Robert V. Bartlett.

"From Rationality to Reasonableness in Environmental Administration: Moving Beyond Proverbs," Journal of Management History, Vol. 5 #1 (1999) pp. 55-67. Co-authored with Robert V. Bartlett.

"Matrix Organization and Environmental Impact Analysis." Social Science Journal, 27 (1990). Co-authored with Robert V. Bartlett and Chris Dennis.

"Bureaucracy or Analysis: Implications for Public Administration." In Policy Through Impact Assessment: Institutionalized Analysis as a Policy Strategy. Westport, CT: Greenwood Press, 1989. Co-authored with Robert V. Bartlett.

"Impact Assessment and Democratic Politics." Policy Studies Review 8 (Autumn 1988). Reprinted in Impact Assessment Bulletin 6 (1988).

"The Arts of the Natural: Comments on Herbert Simon and Artificial Intelligence." Public Administration Quarterly 12/3 (1988).

"Matrix Organization Theory and Environmental Impact Analysis: A Fertile Union?" Natural Resources Journal 27/3 (1987). Co-authored with Robert V. Bartlett.

"Privatization and the Politics of the PPSSCC." In Prospects for Privatization. New York, NY: Academy of Political Science, 1987.

"Reform for Principle and Profit." The Bureaucrat (Summer 1984).

Review of *Bringing Society Back In: Grassroots Ecosystem Management, Accountability, and Sustainable Communities*, Edward Weber, Cambridge, MA: MIT Press, 2003 for Perspectives on Politics (June, 2004).

Review of *Agency, Democracy and Nature*, Robert Brulle, Cambridge, MA: MIT Press, 2000 for Environmental Practice (December, 2001).

Review of *Environmentalism and the Future of Progressive Politics*, Robert Paehlke, New Haven, CT: Yale University Press, 1990 for Natural Resources and Environmental Administration (June 1990).

"California Coastal Commission Agency Update." Quarterly column for the California Regulatory Law Reporter, 1989-1990.

"California Energy Commission Agency Update." Quarterly column for the California Regulatory Law Reporter, 1989-1990.

"Program Budgeting in the Smaller City." Nevada Government Today (Spring 1987).

Review of *Advice and Planning*, Martin H. Krieger, Philadelphia, PA: Temple University Press, 1981 for The Journal of Politics (February 1983).

5. Research

Title IX, Department of Education, Public Service Fellowships 1984-1985, \$16,800

Community Development Work Study Program, Department of Housing and Urban Development, 1984-1986, \$48,000

Faculty Development Grant, Texas Tech University, 1984, \$4,000

6. Practitioner Experience

Directed CLE Program: Prepared opportunity analysis for continuing legal education, drafted program operating procedures, organized CLE office and programs, prepared and administered CLE department budget, recruited and supervised program instructors. 1992-1996

United States District Court for the Southern District of California, Judicial Intern, 1990-1991: Performed legal research, wrote memoranda, and prepared orders in the Chambers of the Honorable John S. Rhoades.

Directed M.P.A. Program: Conducted curriculum review and reorganization, organized and supervised internship program, prepared grant proposals, supervised grant administration, prepared program budget, conducted accreditation self-study.

7. Involvement in Academic/Professional Associations

Papers

"Adjudication Among Peoples: A Deliberative Democratic Approach." A paper presented to the annual meeting of the Midwest Political Science Association, Chicago, IL: April, 2006. Co-authored with Robert V. Bartlett.

"Institutional Elements of International Environmental Jurisprudence: An Immanent Critique." A paper presented to the annual meeting of the International Studies Association, San Diego, CA: March, 2006. Co-authored with Robert V. Bartlett.

"Deliberative Democracy: International Environmental Jurisprudence and Beyond." A paper presented to the annual meeting of the Western Political Science Association, March, 2006: Albuquerque, NM: March, 2006. Co-authored with Robert V. Bartlett

"International Environmental Law: Institutionalizing Rule-Governed Behavior." A paper presented to the annual meeting of the Western International Studies Association. November, 2005: Las Vegas, NV. Co-authored with Robert V. Bartlett.

"International Environmental Jurisprudence: Conceptual Elements and Options" A Paper presented to the annual meeting of the Northeastern Political Science Association, Philadelphia, PA. September, 2005. Co-authored with Robert V. Bartlett.

"Banishing Idols: Toward the Reconciliation of Democracy and Environmentalism," Presented at the annual meeting of the American Political Science Association. Chicago, IL: 2004. Co-authored with Robert V. Bartlett.

"Innovation in State Environmental Policy: A Public History," Presented at the annual meeting of the American Society for Environmental History. Victoria, BC: 2004. Co-authored with Robert V. Bartlett and Carolyn D. Baber.

"Citizens, Experts, and Movements: Deliberative Roles for Problematic Participants." Presented at the annual meeting of the American Political Science Association. Philadelphia, PA: 2003. Co-authored with Robert V. Bartlett.

"Expertise, Adjudication, and the Redemption of Rhetoric." Presented at the annual meeting of the Southern Political Science Association. Savannah, GA: 2002. Co-authored with Robert V. Bartlett.

"Reasonable Green Policy: The Role of Experts in Environmental Democracy." Presented at the annual meeting of the American Political Science Association. Boston, MA: 2002. Co-authored with Robert V. Bartlett.

"Environmental Democracy and the Deliberative Citizen." Presented at the annual meeting of the western Political Science Association. Long Beach, CA: 2002. Co-authored with Robert V. Bartlett.

"The Next Step Toward Environmental Justice: Making Rawls and Habermas Safe for Democracy." Presented at the annual meeting of the American Political Science Association. San Francisco, CA: 2001. Co-authored with Robert V. Bartlett.

"Environmental Fairness: Taking Rawls Seriously." Presented at the annual meeting of the Midwest Political Science Association. Chicago, IL: 2001. Co-authored with Robert V. Bartlett.

"Deliberative Environmental Democracy: From Public Sphere to Biosphere." Presented at the annual meeting of the Western Social Science Association. San Diego, CA: 2000. Co-authored with Robert V. Bartlett.

"Deliberative Administration in the New Millennium? Reconciling Environmental Imperatives and Democracy." Presented at the annual meeting of the American Society for Public Administration. Seattle, WA: 1998. Co-authored with Robert V. Bartlett.

"Expertise and the Policy Process: Elitism, Pluralism, and Contextualism." Presented at the annual meeting of the Western Political Science Association. Newport Beach, CA: 1990. Co-authored with Robert V. Bartlett.

"Public Training for Private Management Careers: MPA Degree Holders in Nonprofit Organizations." Presented at the annual meeting of the American Political Science Association. Washington, DC: 1988. Co-authored with Drucker, Ershkowitz and Bartlett.

"Bureaucracy, Democracy, or Analysis: Implications of Environmental Impact Assessment for Public Administration." Presented at the annual meeting of the Western Political Science Association. San Francisco, CA: 1988.

"New Careers for MPAs in the Independent Sector." Presented at the annual meeting of the American Society for Public Administration. Portland, OR: 1988. Co-authored with Drucker, Ershkowitz, and Bartlett.

"Impact Assessment and Democratic Politics." Presented at the annual meeting of the American Political Science Association. Chicago, IL: 1987.

"Information Use in Environmental Impact Analysis." Presented with William Eubank at the annual meeting of the American Political Science Association. Washington, DC: 1986.

"The Management of Environmental Impact Analysis." Presented with Robert Bartlett and William Eubank at the annual meeting of the Western Political Science Association. Eugene, OR: 1986.

"Privatization and the Politics of the PPSSCC." Presented to the annual meeting of the Western Governmental Research Association. Monterey, CA: 1985.

"Amazing Grace: Sweet Sounds of Salvation from the Private Sector?" Presented at the annual meeting of the American Society for Public Administration. Indianapolis, IN: 1985.

"Matrix Organization of Interdisciplinary Approaches to Environmental Impact Analysis." Presented with Robert Bartlett at the annual meeting of the American Political Science Association. Washington, DC: 1984.

"Existence and Action: The Administrator as Nexus." Presented at the annual meeting of the Western Political Science Association. Sacramento, CA: 1984.

"Institutionalizing Policy Analysis." Presented with Robert Bartlett at the annual meeting of the Western Political Science Association. Sacramento, CA: 1984.

"Reorganization and Reform" Presented at the annual meeting of the American Society for Public Administration. New York, NY: 1983.

"Two Cheers for Structuralism." Presented at annual meeting of the Western Social Science Association. Albuquerque, NM: 1983.

"The Ideal Type and Changing Concepts of Administration." Presented at the annual meeting of the American Society for Public Administration. Honolulu, HI: 1982.

"Administering the Oughts: Citizen Participation and Organization Development." Presented at the annual meeting of the Southern Political Science Association. Memphis, TN: 1981.

"The Government Task Force: Administration in the Age of Ad Hococracy." Presented at the annual meeting of the Midwest Political Science Association. Cincinnati, OH: 1981.

Panels and Symposia

"Ecology and Democracy." Chaired at the annual meeting of the Western Social Science Association. San Diego, CA: 2000

"Planning for and Implementing Change in the Public Sector." Chaired at the annual meeting of the American Political Science Association. New Orleans, LA: 1985.

"Conceptual Innovation in Public Administration." Chaired at the annual meeting of the Western Social Science Association. San Diego, CA: 1984.

"Paul Diesing and the Development of Social and Political Theory." Chaired at the annual meeting of the Western Social Science Association. San Diego, CA: 1984.

"Reform in Subgovernments: A Search for Strategic Variables." Chaired at the annual meeting of the American Society for Public Administration. New York, NY: 1983.

Memberships

Western Social Science Association
American Society for Public Administration
Western Political Science Association
American Political Science Association
California Bar Association

8. Public Service Activities

Member of the Board of Directors, San Diego Civic Youth Orchestra, 1995-2000
Faculty Advisor, Model United Nations at the University of San Diego, 1999-2001
Model United Nations of the Far West – Board of Directors/Corporate Counsel,
1997-2001

Vice Chair and Board Member, Bernardo Heights Middle School Foundation, 2000-2003
Member of the Board of Directors, San Diego Civic Youth Orchestra, 2003- present.
Scoutmaster, Boy Scout Troop 688, San Diego, CA. 2001-2004; Assistant Scoutmaster, 2004 to
present.

9. Consulting Activities

San Diego County Bar Association, 1995
Reorganized and directed on an interim basis the continuing legal education program and lawyer
referral service.

Program Budgeting Workshop, 1985
Training session conducted for the city employees of Pampa, Texas.

Senegal Management Project, 1983
Consultant to the rural management program at Texas Tech University under auspices of the U.S.
Agency for International Development.

Equal Employment Practices Project, 1977
Led a project team in the preparation of research briefs used in drafting the Equal Employment
Practices Act of 1977 (Senate Bill 459) State of North Carolina.

1. Personal

Name: Martha J. Dede
Rank: Associate Professor
Appointed: Fall, 1997 (Full-time Lecturer)
Appointed: Fall, 1999 (Tenure-track, Assistant Professor)
Appointed: Spring, 2005 (Tenure, Associate Professor)

2. Academic Degrees

Ph.D., May, 1996 Virginia Polytechnic Institute and State University
(Public Administration)
Dissertation: "Candles of the Nation: Community-
Based Nonprofit Human Service Agencies in the
Process of Public Governance"

M.P.A., May, 1991 San Francisco State University

B.S., May, 1987 University of San Francisco (Organizational Behavior)

3. Primary Teaching Areas

Organization theory/ behavior
Since Fall, 1998, California State University, Long Beach

Nonprofit Organization
Since Spring, 1999, California State University, Long Beach
Spring, 1992, Virginia Polytechnic Institute and State University

Public Human Resources Management/Public Personnel
Since Spring, 1999, California State University, Long Beach
Systems

4. Publications

"Adventures of a Service Learning Virgin: What Students Teach You and What You Learn Your Own Self".
2004. *Journal of the Academy of Business and Economics*, 3:1, 132-142.

"Building a Public Personnel System for the City of Freedonia." 2002. *Journal of Public Affairs Education*. 8:4,
275-286.

"The *Praxis* Journal: Integrating Theory and Practice." 2002. *Journal of Public Affairs Education*. 8:4, 287-299.

"Oracles in the Ether: Using an E-Mail Delphi to Revise an MPA Curriculum." With Michelle Saint-Germain
and John Ostrowski. *Journal of Public Affairs Education*. 2000. 6:3, 161-172.

"State Administration and the Founding Fathers During the Critical Period." With John C. Beach, Elaine D.

Carter, Charles T. Goodsell, Rose-May M. Guignard, William M. Haraway, Monisha Kumar, Betty N. Morgan, Virginia K. Sweet. *Administration and Society*, 1997. 28:4, 511-530.

"The Case for Integrating Nonprofit Organizations and Their Management into the M.P.A. Curriculum." *SPAEE FORUM*. 1995. Section on Public Administration Education, American Society for Public Administration. Solicited by *FORUM* editors.

"The More Things Change, the More They Remain the Same: Watts, 1965 and South Central, 1992". Forthcoming.

"Community-based Nonprofit Organizations in Democratic Governance and Social Policy Development". Forthcoming.

5. Research/Works in Progress

"The Marshall Plan: Public Administration's Finest Hour?" (Book)

The Challenger and Columbia Disasters: Moments in Time, and the 'Law of the Situation'. (*Administrative Theory and Praxis*)

"NASA and the Life Cycle of Bureaus" (*Administration and Society*)

6. Practitioner Experience

1984 - 1987

Consultant
San Francisco, California

Provided management assistance to nonprofit organizations in Board development (training in roles, functions and responsibilities of Board members); Fund development and marketing (training of both Board and staff members in the various aspects of fund raising, and marketing in support of fund raising); foundation and government grant prospect research and grant writing.

1982 - 1984

Associate Director
Family Service Agency of San Francisco

Staff officer responsible for fund development and marketing, with primary responsibility for training of and providing professional direction and support to the Board of Directors in those efforts; extensive grant prospect research and grant writing. This was a planned career change from business to nonprofit management.

1973 - 1982

Advertising Manager
Wresco, Inc.

Cooperative advertising management and control. As a distributor, Wresco was the "middle man" in distribution of national brand consumer products. My responsibilities concerned management of over \$1 million annually in cooperative advertising funds paid by manufacturers to retailers, and administered through Wresco in support of retail marketing efforts. Primary liaison between Wresco's 40 manufacturer sources and its 1,200 retail customers.

1967 - 1973

Assistant National Sales Manager
Gillette Company, Personal Care Division (Formerly Toni)

Division liaison for its 400 customers, nationally, 100-member field sales force and corporate management. Managed sales administration and customer service. Division grew from zero to \$70 million in annual sales during my tenure. Three promotions in six years.

7. Involvement in Academic/Professional Associations

"Adventures of a Service Learning Virgin: What Students Teach You, and What You Learn Your Ownself". Paper. Annual Conference of the International Academy of Business and Economics; Las Vegas, NV; October 17-20, 2004.

"The *Praxis* Journal as Mechanism for Assessing Student Learning Outcomes". Paper. Annual Conference of the International Academy of Business and Economics; Las Vegas, NV; October 19-22, 2003.

"In What Ways Can, or Do, Contemporary Community-based Nonprofit Organizations Further the Follettian/Pragmatic Ideal of Democracy?" Panel, First International Mary Parker Follett Conversation on Creative Democracy; Boise State University; Boise, ID.; October 17-20, 2002.

"The *Praxis* Journal: Integrating Theory and Practice." Paper, presented at 25th Annual Teaching Public Administration Conference; Knoxville, TN; February 7-9, 2002. Panel moderator. Also, participated in "Internships in the Discipline" roundtable.

"C.A.I.O.S. in Social Service Land: A Four-Frame Case Analysis." Paper, presented at the Small Nonprofit Conference; Shreveport, LA; April 5-6, 2001. Solicited by conference organizers.

"Building a Public Personnel System for the City of Freedonia: A New Approach to Teaching Public Human Resources Management in a Master of Public Administration Program." Paper, presented at the 24th Annual Conference on Teaching Public Administration; Tempe, AZ; February 4-5, 2001.

"The Learning Portfolio as Outcomes Assessment Tool in the MPA Program: A Preliminary Report." Paper, presented at the 23rd Annual Conference on Teaching Public Administration. January 29-31, 2000. Fort Lauderdale, Florida. (Panel chair and convener)

"The Concept of 'Mediating Structures': A Reexamination." Paper, presented at the 27th Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action. November 3-5, 1998. Seattle, Washington.

"Candles of the Nation': Community-Based Nonprofit Human Service Institutions in the Process of Public Governance." Paper, presented at the 25th Anniversary Conference of the Association for Research on Nonprofit Organizations and Voluntary Action. November 7-9, 1996. New York City.

"The Case for Integrating Nonprofit Organizations and Their Management into the M.P.A. Curriculum." Paper, presented at the National Conference on Teaching Public Administration. March 16-18, 1994. Akron, Ohio.

"Nonprofit Organizations and Public Administration." Symposium, presented at the Center for Public Administration and Policy, Virginia Tech. September, 1993.

8. Honors/Awards/Grants/Contracts

2005 (Spring): 2005-2006 Distinguished Faculty Teaching Award

* Highest honor University confers for excellence in teaching

2004 (Spring): Contract, through Bureau of Government Research and Service for six Public Contact Skills seminars, Los Angeles City Housing and Code Enforcement (\$23,000)

2002 (Fall): PPA 525 (Nonprofit Management) course profile chosen to appear on Chancellor's website as exemplar of excellent Service-Learning course.

2002 (Spring): Enhancing Educational Effectiveness Award; California State University, Long Beach (\$6,090)

2001 (Fall): Service Learning in the Curriculum Grant; California State University, Long Beach (\$1,000)

2001 (Fall): SCAC Conference Grant; California State University, Long Beach (\$326)

2000 (Spring): Implementation Grant Award, Campus Assessment Committee; California State University, Long Beach (\$7,500)

1999 (Fall): Educational Innovations and Assessment Award; California State University, Long Beach (\$500)

1996 (Fall): Emerging Scholar Award, Association for Research on Nonprofit Organizations and Voluntary Action (\$500)

9. Service to University, to Profession, and to Community

2001 – Present Developed and teach graduate-level Nonprofit Management course, which has had a substantive service-learning component. Number of nonprofit agencies assisted to date: 8.

2006 - 2008	Vice-Chair, University Program Assessment and Review Committee
2005 – 2006	Director, Graduate Center for Public Policy and Administration, California State University, Long Beach
2005 - 2006	Co-Advisor, Golden Key International Honor Society, CSULB chapter
2004	Reviewer, CSULB College of Health and Human Services Scholarly and Creative Activity Awards applications
2004 - 2005	College of Health and Human Services Committee on Women and Minorities (appointed by the Dean)
2003 – 2005	College of Health and Human Services International Curriculum Committee (appointed by the Dean)
2003	Facilitator, World Café Discussion on Service Learning in the Curriculum Reviewer, CSULB College of Health and Human Services Scholarly and Creative Activity Awards applications
2002	Member, Oral Board for recruitment and selection of CSULB University Police Officers
2001-2007	Chair, Department Grade Appeals Committee
1999 -2004	Director, Bureau of Government Research and Service
2000	American Humanics (CHHS) Consulting Task Group (Advisory) Fund Development Board Creation, Structure, and Functioning
1999	Long Beach Police Department Academic Advisory Committee to the Long Beach Chief of Police Appointed by Chief of Police
1999	Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Emerging Scholars Award Committee * Adjudicated conference paper proposals submitted by promising new scholars with interest in nonprofit theory and management, and recommend travel awards to ARNOVA Annual Conference.
1997 - 2001	California State University, Long Beach University Grade Appeals Committee * Chair, 2000-2001; 1999-2000 * Secretary, 1997-1999

- 1998 American Society for Public Administration
Los Angeles Chapter Executive Council
* Appointed to three-year term
- 1998 – 2005 Faculty Marshall, College of Health and Human Services
Commencement
- 1993 University Honors Program, Virginia Tech
* Assisted in preparing qualified undergraduate students for application to and interviews with the Truman Fellowship screening committee
- 1991-1993 Member, Adjudications Panel, Graduate Honor System, Virginia Tech
- 1987-1988 Trainer-Consultant, Technical and Strategic Management Assistance Program,
United Way of the Bay Area
- 1984 Member, Board of Trustees, United Way of the Bay Area
1987 Re-elected to second term
- 1983-1990 Founding Member, D.R.A.T. (Development Resource and Advisory Team); Chair,
1984; 1987
- 1978-1984 T.A.L.K. Line, Family Service Agency of San Francisco
* Telephone crisis intervention serving parents under stress.
* Conducted crisis intervention volunteer trainings

10. **Memberships**

Pi Alpha Alpha
Golden Key International Honor Society
American Society for Public Administration (ASPA)
Association for Research on Nonprofit Organizations and Voluntary Action ARNOVA)
Public Administration Theory Network (PAT-NET)
College Federal Council of Southern California
National Council for Responsive Philanthropy

11. **Consulting Activities**

None

FACULTY DATA SHEET

1. *Personal*

Edward J. Martin
Associate Professor, 2008-present
Assistant Professor, 2005-2007
Lecturer, 2000-2005

2. *Academic Degrees*

Ph.D., Public Administration, Arizona State University, 2000.
M.A., Theology and Religious Studies, University of San Francisco, 1985.
B.A., Philosophy, Loyola Marymount University, 1980.

3. *Primary Teaching Areas*

Public Human Resources Management
Public Policy and Administration
Race, Inequality, and Public Policy
Urban Affairs
Directed Research

4. *Publications*

"Liberalism, Postmodernism, and Welfare Policy," by Edward J. Martin, *New Political Science*, 29(3), September 2007, 333-347.

"Information Technology, Institutional Racism, and Affirmative Action: African American and Latino Under Representation," by Edward J. Martin. *International Journal of Public Administration*, 30(1), January 2007, 95-107.

"Urban Sustainable Development, Lower Income Communities, and Transorganizational Public Administration" by David L. Blumenthal and Edward J. Martin, *International Journal of Public Administration*, 30(1), January 2007, 95-107.

"Environmental Policy in Costa Rica: Sustainable Development and Deliberative Democracy," by Edward J. Martin, in *Handbook of Restorative Justice: A Global Perspective*, Edited by Dennis Sullivan and Larry Tiff. New York: Routledge, 2006.

"The U.S. Catholic Bishops and Welfare Policy: Guidelines for Reform and Reauthorization," by Edward J. Martin, *International Journal of Public Administration*, 28(13&14), December 2005, 1-23.

Savage State: Welfare Capitalism & Inequality, by Edward J. Martin and Rodolfo D. Torres. Boulder, CO: Rowman & Littlefield Publishers, Inc., 2004.

"Sustainable Development, Postmodern Capitalism, and Environmental Policy and Management in Costa Rica," by Edward J. Martin, *Contemporary Justice Review*, 7(2), June 2004, 153-171.

"Labor-Management Relations, Collective Bargaining, and the Public Sector: Collaborative Solutions in Alameda, California," by Edward J. Martin, *Public Administration and Management: An Interactive Journal*, 8(2), October 2003, 1-15.

"Critical Social Analysis, Service Learning, and Urban Affairs: A Course Application in Public Policy and Administration," by Edward J. Martin, *New Political Science*, 25(3), September 2003, 407-431.

"Liberation Theology, Sustainable Development, and Postmodern Public Administration," by Edward J. Martin, *Latin American Perspectives* 30(4), July 2003, 69-91.

"CalWORKs: A Review of California Welfare Reform, 1998-2000," by Edward J. Martin and John W. Ostrowski, *California Politics & Policy*, June 2003, 1-21.

"The Role of Critical Social Analysis in Public Policy and Administration: A Service Learning Course Application in Race, Inequality, and Public Policy," by Edward J. Martin, *Contemporary Justice Review* 5(4), December 2002, 351-369.

5. Research/Works in Progress

"Reexamining Devolution: CalWORKs and Welfare Reform," under review, *California Politics & Policy*.

"Critical Social Analysis and Service Learning Methods: Investigating Social Class and Inequality Through MPA Courses," under review, *Public Administration Quarterly*.

"The Political Economy of Homelessness," under research, *Journal of Urban Affairs*.

6. Practitioner Experience

2003-2004

Bureau of Government Research and Services, The Graduate Center for Public Policy and Administration,

California State University, Long Beach: Field Research
(Professors Michelle Saint-Germain and Edward J. Martin).

* State of California, California Integrated Waste Management Board, Sacramento, California.

Grant: Fleet Manager Training on Best Management Tire Practices and Fleet Manager Training in Used Oil, \$200,000.00, June 1, 2003.

Duties and Projects:

- Gathered data from print, internet, and other sources.
- Developed and administered survey instruments.
- Identified and surveyed fleet managers in the Los Angeles area.
- Conducted telephone and in-person interviews with fleet managers.
- Arranged for and participated in focus groups.
- Developed workshop materials.
- Participated in workshop materials.
- Processed data.
- Prepared reports.
- Published findings.

1999 (August-November)

Director of Development: Native American Connections, Inc.
Phoenix, Arizona.

* Arizona Department of Commerce Housing Grant, **\$304,000.00**, March 2000

Duties and Projects:

Leveraged 1.3 million dollars for the East Phoenix, Sunrise Circle Project (SRO's).
Coordinated with HUD Home Funds and CDBG Funds.

* Arizona Republic, Season for Sharing Grant, **\$37,400.00**, March 2000

Duties and Projects:

Grant money awarded for the Men's Rehabilitation Center, Downtown Phoenix.

Duties and Projects:

- Wrote grants and proposals.
- Performed grant compliance monitoring.
- Conducted community public relations.
- Organized private sector fund raising activities.
- Implemented direct mailing strategies and solicitation of funds.
- Managed special events, planned giving, and in-kind donations.
- Maintained records and database entries of financial contributions.
- Organized production of promotional materials and brochures.
- Coordinated press releases and newsletter publications.
- Collated data and prepared statistical and narrative management reports.
- Conducted media relations with news and community relations departments.
- Represented *NACI at speaking engagements.*

1998 – 1992

Director of Community Service/American Government Instructor: Brophy College Preparatory, Phoenix, Arizona.

Duties and Projects:

- Supervised high school service learning program.
- Coordinated student service learning placements.
- Maintained records of student involvement.
- Monitored and evaluated students and work sites.
- Implemented and coordinated academic components for student reflection groups.
- Supervised and motivated staff, faculty, and student body.
- Maintained financial accounts and expenses.
- Managed program budget within fiscal guidelines.
- Instructed AP American Government courses within curriculum guidelines.
- Implemented small and large group interactive discussions.
- Utilized collaborative learning methods and group presentations.
- Developed and implemented AP American Government curriculum.

7. Involvement in Academic/Professional Associations

"Affordable Housing in California: The Political Economy of Homelessness," by Edward J. Martin. Session: *Explaining Public Policy Formulation*, The Western Political Science Association Meeting, San Diego, California, March 22, 2008.

"Welfare Reform and Devolution: GAIN and CalWORKs Programs in California," by Edward J. Martin. Session: *Welfare Reform*, Western Political Science Association Meeting, Las Vegas, Nevada, March 8, 2007.

"Urban Sustainable Development, Lower Income Communities, and Transorganizational Public Administration," by David L. Rosenblum and Edward J. Martin. Session: *Urban Sprawl, Sustainable Development, and Responsive Local Government*, The Western Political Science Association Meeting, Oakland, California, March 18, 2005.

"Information Technology, Institutional Racism, and Affirmative Action: Under Representation of African American and Latinos," by Edward J. Martin. Session: *Race and Public Policy*, The Western Political Science Association Meeting, Portland, Oregon, March 12, 2004.

"Critical Social Analysis, Service Learning, and Urban Affairs: A Service Learning Course Application in Public Policy and Administration," by Edward J. Martin. Session: *Teaching Public Administration*, The Western Political Science Association Meeting, Denver, Colorado, March 29, 2003.

Western Political Science Association Meeting, Denver, Colorado, March 28, 2003.

Session: Social Capital in Local Communities

Chair: Edward J. Martin

The Institute for the Study of Homelessness and Poverty at the Weingart Center. Colloquia Series: *Why Are There 200,000 Gang Members in Los Angeles and What Can We Do?* December 3, 2002.

"CalWORKs: A Review of California Welfare Reform, 1998-2000," by Edward J. Martin and John W. Ostrowski. Session: *State Politics and Policy*, The Western Political Science Association Meeting, Long

Beach, California, March 25, 2002.

"The Role of Critical Social Analysis Pedagogy in Teaching Public Policy and Administration," by Edward J. Martin. Session: *Developing Critical Thinking and Writing Skills*, The Twenty-fourth Annual Conference on Teaching Public Administration, Arizona State University, Tempe, Arizona, February 7, 2001.

The Institute for the Study of Homelessness and Poverty at the Weingart Center. Colloquia Series: *The Next Phase of Welfare Reform: Issues for Legislation, Issues for Implementation*, November 29, 2001.

"Growing Inequality and Early Findings on Welfare Reform," by Edward J. Martin. Session: *Reforming Welfare: Frames, Issues, and Findings*, The Western Political Science Association Meeting, San Jose, California, March 24, 2000.

Speaker: Edward J. Martin

Session: *Six Days of Service*, "Service Learning and Public Policy," at California State University, Long Beach, October 22, 2002.

Speaker: Edward J. Martin

Session: *Challenges, Issues and Opportunities: Performance Measurement in the Public Sector*, Sponsored by the Municipal Management Associates of Southern California (MMASC), at California State University, Long Beach, January 24, 2002.

Speaker: Edward J. Martin

Session: *Six Days of Service*, "Service Learning in the Curriculum," at California State University, Long Beach, October 24, 2000

8. Service to University, to Profession, and to Community

Faculty Rights Committee

California State University, Long Beach

2006-Present

Graduate Council Representative (Graduate Advisor)

College of Health and Human Services

California State University, Long Beach

2006-Present

Faculty council Representative

College of Health and Human Services

California State University, Long Beach

2006-Present

Academic Advisor

Faculty Resource Committee

Athletic Department

California State University, Long Beach

2005-Present

Committee on the Status of Women and Minorities
College of Health and Human Services
California State University, Long Beach
Advisory Board Member, 2004-Present

Habitat for Humanity Chapter
California State University, Long Beach
Faculty Advisor and Founder, 2002-Present.

Traveler's Aid Society, Multi-Service Center
City of Long Beach, Human Services Department
Long Beach, California
Board Member, 2001-2002.

Long Beach Central Area Association
Long Beach, California
Affordable Housing Project
Consultant, 2001-2002.

Central Phoenix Family Service Center
City of Phoenix, Human Services Department
Phoenix, Arizona
Board Member, 1998-2000.

10. Memberships

Academy of Political Science
Western Political Science Association
American Political Science Association
American Society for Public Administration
Policy Studies Organization

11. Consulting Activities

CalKare Health Services, Inc.
1720 E. Garry Ave, Ste. 213
Santa Ana, California 92705

1. Personal

Name: William S. Moore
Rank: Associate Professor
2nd Appointment: Tenure-Track, Fall 2001
1st Appointment: Lecturer, Fall 1998

2. Academic Degrees

Ph.D., Social Science (an interdisciplinary public affairs doctoral program), major fields in state and local public finance, urban policy, and quantitative research methods, The Maxwell School of Citizenship and Public Affairs, Syracuse University, May 2001.

M.A. in economics, major field in public finance, The Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, NY, May 1996.

M.P.A., Graduate School of Public and International Affairs at the University of Pittsburgh, Urban Management Specialization, Pittsburgh, PA, May 1983.

B.A., Political Science, Washington & Jefferson College, Washington, PA, May 1980.

3. Primary Teaching Areas

- ❑ Applied Urban Economics,
- ❑ Analytical Skills Development,
- ❑ Local Economic Development,
- ❑ Public Financial Management,
- ❑ Program Evaluation and Performance Measurement
- ❑ Public Budgeting and Finance,
- ❑ Public Policy Analysis,
- ❑ Research Methods and Statistics,
- ❑ Seminar in Urban Affairs, and
- ❑ State and Local Public Finance.

4. Publications

Refereed Publications:

Moore, William, (Forthcoming), *Income Inequality and Industrial Composition*, Public Administration Quarterly.

Dennis, Christopher, William Moore, and Tracey Somerville (Spring 2007), *The Impact of Political Parties on the Distribution of State and Local Tax Burdens*, Social Science Review.

Moore, William, (January 2007), *Social Equity, Progressive Fiscal Policy, and Economic Growth: A Preliminary Analysis of the Fifty States of the United States and the District of Columbia*, International Journal of Public Administration.

Moore, William, (Winter 2004), *Enterprise Zones and the Number of Firms: An Empirical Study of the California State Enterprise Zone Program*, Journal of Public Finance and Management.

Technical Publications:

Moore, William, (2003), *Simple Trend Analysis and Forecasting in Evaluating Financial Condition: A Handbook for Local Government*, ICMA.

Invited Scholarly Presentations:

"Progressive Fiscal Policy and Economic Growth" at the Western Social Science Association in April 2006.

"The California State Budget Crisis: Lessons Learned (or not)" at the Western Social Science Association in April 2005.

"The Economic Effects on Labor Supply and Wages from Tax Incentives: The Case of Spatially-Targeted Economic Development Programs" at the Western Social Science Association in April 2004.

5. Research

Public finance and urban policy (see publications above).

6. Practitioner Experience

August 1987 - August 1992 - Assistant Township Manager, Township of Randolph, New Jersey (pop. 20,000, 125 full-time Employees and \$14 million 1992 Budget)

August 1983 - August 1987 - City Administrator, City of Mt. Morris, Michigan (pop. 3,300, 25 full-time Employees and \$2 Million 1987 Budget)

June 1981 - December 1981 - Assistant Project Manager, Beaver County Housing Authority, Pennsylvania.

7. Involvement in Academic/Professional Associations

2003-2008 At-Large Member, Board of Directors, California City Management Association (CAL-ICMA).

2005-2006 Professional Development Committee, California City Management Association (CAL-ICMA).

2002-2003 Advisory Committee, Evaluating Financial Condition Project, International City/County Management Association.

Memberships:

- American Economic Association
- American Society for Public Administration
- Association for Public Policy Analysis and Management
- Government Finance Officers Association
- International City/County Management Association
- National Tax Association
- Western Social Science Association

8. Public Service Activities

- 2004-2008 Faculty Representative, Associated Students Incorporated, Board of Control, California State University, Long Beach.
- 2004-2008 Public Financial Management Specialization Advisor, Graduate Center for Public Policy and Administration, California State University, Long Beach.
- 2000-2008 Pi Alpha Alpha, Chapter Advisor, Graduate Center for Public Policy and Administration, California State University, Long Beach.
- 2005-2006 Co-Chair, Faculty Council, College of Health and Human Services, California State University, Long Beach.
- 2004-2006 Faculty Council, College of Health and Human Services, California State University, Long Beach.
- 2004-2005 Director, Bureau of Government Research and Service, Graduate Center for Public Policy and Administration, California State University, Long Beach.
- 2000-2002 Department Graduate Advisor, Graduate Center for Public Policy and Administration, California State University, Long Beach.
- 1999-2002 Faculty Council, College of Health and Human Services, California State University, Long Beach.

9. Consulting Activities

Program development and presentations: "Revenue Analysis and Forecasting," Financial Sustainability Training Program, California Society of Municipal Finance Officers, October 2004, March 2005, November 2005, January 2006, June 2006, and July 2006.

Presentation: City of Portland (OR) Charter Study Commission, "The Council-Manager Form," January 2006.

Presentation: "The Impact of the Reduction of the Utility User's Tax in Culver City" sponsored by The League of Women Voters of Los Angeles in April 2004.

Presentation: "Retention of the Council-Manager Plan," City of Long Beach 2004 Government Reform Task Force, April 2004.

Assisted with the economic and revenue forecast project with the Economics Department for the City of Santa Monica, CA, Fall 1999.

JOHN W. OSTROWSKI, PHD
(Ref: 2000 – 2008)

ACADEMIC EXPERIENCE

Professor, Graduate Center for Public Policy and Administration, California State University, Long Beach. August, 1998 - present.

Duties: Teach graduate M.P.A. courses in computer management, systems theory, research methods, policy analysis, and public administration. Academic program and course development, student advising, service on Center and university committees, and research. Direction of Departmental computing resources. Webmaster for Center webpage and Infoseek portal site (to 2006.) Internship coordinator (2005 – present.)

Director, Bureau of Government Research and Service. August, 2005 – present.

Duties: Direction of Center out-reach agency. Oversee grants, contracts and research conducted under the Bureau auspices.

Director, Graduate Center for Public Policy and Administration, AY 2004-2005.

Duties: Manage Center faculty, staff and budgetary resources. Direction of academic program, supervision of office staff, schedule development and administration. Oversight of student program compliance and other tasks as directed by the University.

EDUCATION

Ph.D., Kent State University, 1980.

Major: Public Policy

Minors: Public Administration, American Government

Cognate: Methodology/Systems Analysis

M.A., Kent State University, 1977.

Major: Political Science

B.A., *Summa Cum Laude*, Youngstown State University, 1974.

Major: Political Science

TEACHING FIELDS

Systems Theory (quantitative analysis, decision making, group-process techniques, program design and evaluation, computer-related decision-support systems, microcomputer systems management, research methods)

Public Policy Analysis (substantive areas: energy policy, planning policy, high-technology policy)

Public Administration (computing systems management, leadership, decision making, bureaucratic and group behavior, strategic and program planning and design.)

COURSES TAUGHT

Graduate:

Directed Research (CSULB – PPA 697)
Research Methods (CSULB – PPA 696)
Public Policy Analysis (CSULB – PPA 670)
Microcomputer Management in Public Organizations (CSULB – PPA 521)
Automating Government Data Systems (CSULB – PPA 522)
Urban Information Systems (CSULB – PPA 523)
Quantitative Techniques for Public Managers (CSULB – PPA 526)
Foundations of Public Policy and Administration (CSULB – PPA 500)

RESEARCH INTERESTS

Policy and management issues associated with emerging E-government programs.
Computer-based decision-support and expert systems for government applications.
End-user computing systems planning, design, and management in public organizations.
High-technology policy development and implementation.
Strategic planning. Small-group decision making and group-process techniques.
Energy policy, particularly in relation to community energy planning.

PUBLICATIONS

World-Wide Web sites:

<http://www.csulb.edu/~jostrow/>

Note: the following sites are no longer permitted under CHHS web policy:

<http://www.csulb.edu/~beachmpa>

<http://www.csulb.edu/~beachmpa/infoseek/>

Documents:

Martin, E, & Ostrowski, J (2003). CALWORKS: A Review of welfare Reform, 1998 – 2000. *California Politics and Policy*, 7, 1-21.

Saint-Germain, M, Ostrowski, J, & Dede, M. (2000). Oracles in the Ether: Using an E-mail Delphi to Revise an MPA Curriculum. *Journal of Public Affairs Education*.. 6.

CONFERENCES

Integrating Information Competency into the MPA degree program at CSULB. 2002, January). Panel presentation, CSU Information Competency Conference, Los Angeles, CA.

CALWORKS: A Review of welfare Reform. 1998 – 2000. (2002, March) Paper presentation with Edward Martin. Western Political Science Association Conference. Los Angeles, CA.

Teaching Research Methods in the MPA: A Modest Proposal. (2001, April) Panel presentation. California State University Master of Public Administration Program Conference. Los Angeles, CA.

PROFESSIONAL EXPERIENCE

Professional Computer Consulting/Training:

Computer Systems Specialist, Information Resources Management Section, Veterans Administration Medical Center, Long Beach. May 1992 - November 2000.

Duties: Develop and teach computer training classes. Provide application design and systems management consulting.

PROFESSIONAL/SCHOLARLY AWARDS:

Information Competency for the MPA degree. A.Y. 2001 – 2002. Design, develop and implement core and subject specific information competencies. Grant from CSU Chancellor's Office.

INNOVATIONS:

First GCPPA faculty web site.

First use of bi-synchronous web-based instructional media in the Distance Learning MPA – Symposium and Elluminate.

First proposal, and teaching of, a hybrid format (classroom and web) in the MPA program.

PROFESSIONAL AND COMMUNITY SERVICE

Professional/Scholarly Service:

System-wide Faculty Representative, CSU Taskforce on Learning Management System specifications, CSU. October, 2006 – 2007.

Greater Orange County Health Educators Association, May, October 2000. Workshop leader: Designing presentations for health education organizations.

University Service:

Campus-wide Search Committee for the position of Vice President of Academic Technology. October, 2007 – December, 2007.

CHHS representative, Vice-chair, University Faculty Advisory Council on Technology (FACT). 2005 – present.

Ad Hoc Faculty Committee on faculty involvement in academic web page design and development. 2006 – present.

College Service:

Chair, College of Health and Human Services Information Technology Committee, 2002 – 2005. Co-chair 2006 – present. Directed effort to move committee from ad-hoc status to standing committee of the College.

Department Service:

Graduate Center for Public Policy and Administration: Admissions Committee, Curriculum Committee, Grade Appeals Committee, Chair: RTP Committee (2002-2004.)

Director, Distance Learning MPA Degree program. 2001 – 2004

PROFESSIONAL ORGANIZATIONS

American Society for Public Administration

DAVID C. POWELL

28108 Oaklar Drive
Saugus, CA 91350
(661) 297-4964

Graduate Center for Public Policy
California State University, Long Beach
1250 Bellflower Blvd.
Long Beach, CA 90840
(562) 985-5460

Education:

Ph.D. Miami University, Oxford, Ohio – May, 1996
Political Science

M.A. Ohio University, Athens, Ohio – August, 1991
Political Science

B.A. Baldwin-Wallace College, Berea, Ohio – June, 1989
Political Science/History

Dissertation Title:

"The Impacts of Tax and Expenditure Limitations on Local School Districts: Restrictive By Design",
dissertation completed February, 1996.

Ph.D. Examination Fields:

Public Administration
Public Policy
State and Local Government
Presidency and Congress
Cognate: Education Leadership and Quantitative Methods

Teaching Areas:

Public Administration
Public Budgeting
Public Finance
Public Personnel Management
Intergovernmental Relations
State and Local Government
Research Methods/Analysis
Urban Politics
Presidency
Congress

Research Areas:

Internet taxation
Fiscal Federalism
Public Personnel Management
Public Budgeting
Public Policy

Administrative Experience:

Director, August, 2006 – Present
Graduate Center for Public Policy and Administration, California State University, Long Beach

Director, January, 2004 – Present
CSULB MPA – Distance Learning Program, California State University, Long Beach.

Assessment Coordinator, September, 2007 – Present.
College of Health and Human Services, California State University, Long Beach.

Teaching Experience:

Associate Professor of Public Policy – August, 2005 – Present
California State University, Long Beach. Duties include teaching and research in the area of American public policy, research methods, and intergovernmental relations.
Courses Taught: PPA 535 Intergovernmental Relations, PPA 555 Public Budgeting, and PPA 696 Research Methods.

Assistant Professor of Public Policy – July, 2001 – August, 2005.
California State University, Long Beach. Duties include teaching and research in the area of American public policy, research methods, and intergovernmental relations.
Courses Taught: PPA 535 Intergovernmental Relations, PPA 555 Public Budgeting, and PPA 696 Research Methods.

Assistant Professor of Public Administration – August, 2000 – July, 2001.
Florida Gulf Coast University, Fort Myers, Florida. Duties included teaching and research in the MPA program in the areas of public administration, state and local government, and research methods.
Courses Taught: PAD 6812 State and Local Government, PAD 6708 Research Applications, PAD 6427 Labor Management Relations, PAD 6207 Public Budgeting, PAD 6701 Data Analysis

Assistant Professor of Political Science – August, 1996 – August, 2000
Eastern Illinois University Charleston, Illinois. Duties included teaching and research in the areas of American government, state and local government, public administration, and policy.

Courses Taught: PLS 1153 American Government, PLS 2603 State and Local Government, PLS 3413 Public Administration, PLS 4873 Public Personnel Management, PLS 4893 Public Budgeting and Taxation, PLS 5033 Congress.

Adjunct Professor of Public Administration – January, 1996 – April, 1996.
Cleveland State University, College of Urban Studies, Cleveland, Ohio. Duties included teaching urban research methods in the College of Urban Studies.
Courses Taught: UST 601 Urban Research Methods and Analysis.

Teaching Fellow – August, 1992 – May, 1996.
Miami University, Oxford, Ohio. Duties included teaching and research in the areas of American government, public administration, and policy. August, 1992 – May, 1996.
Courses Taught: POL 141 American National Government, POL 261 Public Administration.

Papers and Publications:

Powell, David C. (2007). Student satisfaction with a distance learning MPA program: A preliminary comparison of on-campus and distance learning students' satisfaction with MPA courses. Journal of Online Learning and Teaching. 3:1: pp.. 1-18.

Powell, David C. (2005). Secession and the City: San Fernando Valley Secession and Los Angeles. California Politics and Policy. 9: p. 1-15.

Powell, David C. (2001). Intergovernmental Relations and Internet Taxation. Publius: The Journal of Federalism. Annual Review of Federalism. Winter - Spring 30: 1-2 p. 39-52

Powell, David C. (2000). Terrorism and Federal Employees: How Real is the Threat?. The Justice Professional. 13:2. July, 2000.

Powell, David C. (1999). Taxing the Web: The Impact of Federal Preemption on State Finances. State Tax Notes. 17:7 p. 449-455.

Powell, David C. and Michael A. Pagano. (1996). Issues Concerning Fiscally Independent School Districts. CCM: Hartford, Connecticut.

Powell, David C. The Impact of Tax and Expenditure Limitations on Local School Districts: Restrictive by Design, dissertation completed May, 1996.

"How Do We Know What They Know?", paper prepared for presentation at the Annual Teaching Public Administration Conference, Richmond, VA – May 31-June 1, 2008.

"Student Satisfaction with a Distance Learning MPA Program", paper presented at the Annual Teaching Public Administration Conference, Olympia, WA – February 11-12, 2006.

"Interstate Cooperation and Internet Taxation", paper prepared for presentation at the Annual Meeting of the Southwest Political Science Association Conference, Fort Worth, TX –

March 11-14, 2001.

"Taxing the Web: The Potential Impacts of the Internet Tax Freedom Act of 1998 on State and Local Governments", presented at the Annual Meeting of the American Political Science Association, Atlanta, GA – September 2-5, 1999.

"How Real Is The Threat?: The Threat of Terrorism and Public Employees", paper prepared for presentation at the Annual Meeting of the Western Political Science Association, Los Angeles, CA – March 17, 1998.

"Safety and Federal Employees", paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL – March, 1997.

"Position Descriptions and Performance Appraisals: The Missing Link?", paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL – March, 1996.

"TELEs and School Finance", paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL – March, 1996.

"State and Local Roles in American Education Finance", paper presented at the Annual Meeting of the American Political Science Association, Chicago, IL – September, 1995.

Book Review. Controlling Public Education by Kathryn McDermott in Political Science Quarterly, 115:1. Spring, 2000. p. 163.

Other Research Experience:

Research Fellow – Institute for Local Government Assistance and Rural Development (ILGARD) Athens, Ohio. Duties included conducting policy oriented research on various projects. January, 1990 – August, 1991.

Awards, Recognition, and Service:

Enhancing Educational Effectiveness Award, California State University, Long Beach – 2007.

Teacher-Scholar Award, Eastern Illinois University – 1999-2000.

This award is presented by the faculty in recognition of excellence in teaching and research.

Distinguished Honors Faculty, Eastern Illinois University – 1998 and 1999.

This award is given to faculty based upon the nominations submitted by students during the academic year. The recognition is given to 22 faculty members university-wide.

College of Sciences Research Grant, Eastern Illinois University – 1999

This award is given by the Dean of the College of Sciences to fund research that will

benefit teaching in the classroom.

College of Sciences Research Grant, Eastern Illinois University – 1996.

This award is given by the Dean of the College of Sciences to fund research that will benefit teaching in the classroom.

Member, Public Budgeting and Research Methods Comprehensive Examination Committees,
California State University at Long Beach - 2001

Faculty Senator, Faculty Senate Florida Gulf Coast University – 2000-2001.

Member, Institutional Review Board, Florida Gulf Coast University – 2000-2001.

Member, College Curriculum Committee, Florida Gulf Coast University – 2000-2001

Chair, Public Administration/Policy Committee – 1996 – 2000.

As Chair of this committee I was responsible for curriculum development including the development of an undergraduate Public Administration Concentration within the Department of Political Science and the development of a new interdisciplinary course entitled “Environmental Politics and Policy”. This new course was developed with the collaboration of the Environmental Studies and Biological Sciences departments. The Public Administration Concentration was developed with the collaboration of the Economics and Business departments.

Faculty Advisor, Model Illinois Government – 1998 – 2000.

As faculty advisor to MIG, I am responsible for the operations of this university-wide student simulation.

Faculty Advisor, Political Science Association – 1999 – 2000.

As faculty advisor, I am responsible for the operations of this department-wide student organization.

Outstanding Professor Award, Miami University, 1994-1995.

This is a university-wide honor awarded by the members of the University Greek Council.

APSA Travel Grant Award Recipient, 1995.

Outstanding Senior Award, runner-up, Baldwin-Wallace College, 1989.

Professional References:

Dr. Richard A. Wandling – Chair, Department of Political Science, Eastern Illinois University,
Charleston, Illinois 61920 (217) 581-2523

Dr. Barbara Poole – Department of Political Science, Eastern Illinois University, Charleston,
Illinois 61920 (217) 581-2523.

Dr. Michael A. Pagano – Department of Political Science, Miami University, Oxford, Ohio 45056
(513) 529-2010.

Dr. Richard Forgette – Department of Political Science, Miami University, Oxford, Ohio 45056
(513) 529-2000.

Dr. Doug Shumavon – Department of Political Science, Miami University, Oxford, Ohio 45056
(513) 529-2000.

1. Personal:

Name: Michelle A. Saint-Germain
Rank: Professor
Appointment: Fall, 1995

2. Academic Degrees:

Ph.D. Public Administration, University of Southern California, 1983
Fields: Public administration and public policy
Dissertation: Public Policy and the Economic Independence of Women
MPA California State University, Hayward, 1978
Thesis: Women Managers in California State Government
M.S. Educational Psychology, California State University, Hayward, 1972
Thesis: Using Video Tape Feedback to Improve Counseling Skills
B.A. Sociology, University of California, Berkeley, 1969

3. Primary Teaching Areas

Research methods and statistics; public policy-making; policy analysis; program evaluation; foundations of public policy and administration; comparative public administration; comparative public policy; health policy; women and management; women and politics; elected women in Central America.

2006 Director, Program Review and Assessment, California State University, Long Beach (full-time)

2000-2006 Coordinator of Assessment (half-time)

1995-2005 Professor and Chair, Graduate Center for Public Policy and Administration, California State University Long Beach, and Director of the Bureau of Government Research and Service

1995-1998 Associate Professor, Graduate Center for Public Policy and Administration, California State University Long Beach

1994-1995 Visiting Professor, Fulbright Border Lecturer Program, Department of Urban Planning, Universidad Autónoma de Ciudad Juárez, Mexico

1992-1995 Associate Professor, and Director, MPA Program, Department of Political Science, University of Texas El Paso

1987-1992 Assistant Research Social Scientist, Southwest Institute for Research on Women, University of Arizona, and Adjunct Professor, Department of Public Administration, School of Business

1986-1987 Adjunct Professor, MPA Program, Clark University, Wooster, MA.

1984-1986 Technical Director and Instructor Nicaraguan Institute of Public Administration, MPA Program

1983-1984 Assistant Professor, Department of Political Science, University of Maine, Orono, ME.

4. Publications

Books, Articles and Book Chapters

Saint-Germain, M. and C. Chavez Metoyer. Women Legislators in Central America: Politics, Democracy, and Policy. University of Texas Press, Austin, TX., 2008.

Johnson, J. and Saint-Germain, M. 2005. Officer Down: Implications of Three Strikes for Public Safety. Criminal Justice Policy Review 16 (4): 443-460.

Frates, J. and Saint-Germain, M. (guest editors). 2004. Introduction: Health and Human Service Delivery to Limited English Proficient and Immigrant Communities: Policy, Management, and Educational Issues. International Journal of Public Administration 27 (1/2): 1- 14.

Saint-Germain, M. and Ogawa, R. 2004. A Culturally Appropriate Approach to Asian-Americans with Cancer. International Journal of Public Administration 27 (1/2): 63--82.

Saint-Germain, M. 2001. El Programa de Maestría en Administración Pública a Distancia en la Universidad del Estado de California, Long Beach. Revista de Administración Pública (Mexico), No. 104: 81-98.

Saint-Germain, M. 2001. The Effects of NAFTA on Intergovernmental Relations within the US and Mexico. In S. Nagel, ed., Handbook of Global Public Policy. New York: Marcel Dekker, pp.569-590.

Saint-Germain, M., Ostrowski, J., and Dede, M. "Oracles in the Ether: Using Electronic Delphi for Strategic Planning in MPA Programs." Journal of Public Affairs Education, 2001.

Saint-Germain, M. "The Effects of NAFTA on Intergovernmental Relations within the US and Mexico." In S. Nagel, ed., Handbook of Global Political Policy. New York: Marcel Dekker, 2000, pp.569-590.

Saint-Germain, M. "Arizona Health Care Cost Containment System." In Mark Daniels, ed., Medicaid and the American States: The Politics of Managed Care. Westport, CT: Greenwood Publishing/Auburn House, 1998.

Saint-Germain, M. "Re-presenting the Public Interest on the U.S.- Mexico Border." In K. Staudt and David Spener, eds., The U.S.- Mexico Border: Transcending Divisions, Contesting Identities. Boulder, Colorado: Lynne Rienner Publishers, 1998.

Saint-Germain, M. "Does New Media Software Improve MPA Student Performance?" Public Productivity and Management Review 1998.

Saint-Germain, M. "Mujeres '94: Democratic Transition and the Women's Movement in El Salvador." Women & Politics 18(2), 1997:75-99.

Saint-Germain, M. "Transforming Case Study Methodology with Interactive, Multi-Media Software." Journal of Public Administration Education 3(2), 1977:297-292.

Saint-Germain, M. and R. Calamia. "Three Strikes and You're In: A Streams and Windows Model of Incremental Policy Change." Journal of Criminal Justice 24(1), 1996:1-14.

Saint-Germain, M. "So Near and Yet So Far? Similarities and Differences among Public Managers on the U.S.- Mexico Border." Public Administration Review 55(6), November/December 1995:507-516.

Saint-Germain, M. "Problems and Opportunities for Cooperation among Public Managers on the U.S.- Mexico Border." American Review of Public Administration 25(2), June 1995:93-117.

Reports and Conference Proceedings

Saint-Germain, M. 2006. Fleet Manager Training--Tire Best Management Practices. Final project report, including Survey of Fleet Managers, Drivers, and Mechanics; Focus Groups with Fleet Managers; Tire Best Management Practices; and Curriculum for Training Workshops.

Saint-Germain, M. 2006. Fleet Manager Training--Re-Refined Oil. Final project report, including Survey of Fleet Managers; Focus Groups with Fleet Managers; Directory of California Re-Refined Oil Distributors; and Curriculum for Training Workshops.

Saint-Germain, M. 2003. Waste Oil and Boating: a Case Study of the Long Beach Marina. Final project report, including Survey of Boaters and Focus Groups; Survey of City Recycling Coordinators; Survey of Marine Businesses; Non-Profit Oil Recycling Manual; California Used Oil Policy Report; Physical Inspections of Marina and Docks; Technology Report; Marine Environment Report; and Educational Workshops and Materials.

Saint-Germain, M. "Revolutionizing the Curriculum: An MPA Program in Nicaragua." Proceedings of the 24th Annual Conference on Teaching Public Administration, 2001.

Saint-Germain, M. "Institutional Characteristics and Assessment in the California State University System." Proceedings of the 23rd Annual Conference on Teaching Public Administration, 2000

Saint-Germain, M. "Using an E-Delphi to Revise an MPA Curriculum". Proceedings of the 22nd Annual Conference on Teaching Public Administration, 1999

Saint-Germain, M. "Integrating Hyper-Media into Classroom Instruction: Developing a Non-Linear Teaching Style." Proceedings of the 20th Annual Conference on Teaching Public Administration. Richmond, VA, March 6-8, 1997.

Saint-Germain, M. "Creating Interactive Case Studies for Public Administration." Proceedings of the 19th Annual Conference on Teaching Public Administration." Savannah, GA., 1996.

University of Texas El Paso, Department of Political Science, Public Administration Program. Self-Study Report for first NASPAA accreditation, 1994.

5. Research

2003--California Faculty Fellows Award. A grant to develop a transportation planning model for the South San Joaquin Valley. With Mr. Victor Kamhi, County of Ventura and adjunct faculty at CSULB.

2003--California Integrated Waste Management Board, Used Oil Division. A two-year project to survey public and private truck fleet managers in Southern California and develop workshops to promote best management practices for new and used tires.

2003--California Integrated Waste Management Board, Used Oil Division. A two-year project to survey public and private automotive fleet managers in Southern California and develop workshops to promote the use of re-refined motor oil.

2002--California Faculty Fellows Award. A grant to conduct an analysis of the need for social workers in California in the future. With Dr. Elieen Mayers-Pasztor, Social Work.

2001--Center for Faculty Development, Educational Innovations and Assessment Award Programs, a grant for travel to an assessment conference.

2000-01 "Farm Workers and Used Oil."

Research funded by the California Integrated Waste Management Board, Waste Oil Division. Focus groups with migrant farm workers concerning oil changing practices and disposal of used motor oil. Resulted in technical report.

2000--Public Research Institute, SFSU, a grant for research on used motor oil and farmers, migrant farm workers, and independent truckers.

2000--CSU Office of the Chancellor, Institute for Teaching and Learning, a grant for a statewide meeting of all sixteen MPA programs in the CSU

1999-00 "Students and Waste Oil."

Research funded by the California Integrated Waste Management Board, Waste Oil Division, to study the practices of CSULB students with regard to used motor oil. Included surveys and focus groups with students concerning recycling in general and used oil recycling in particular. Resulted in a technical report.

1998-01 "Assessment of MPA Student Learning Outcomes."

Project funded by the CSULB Assessment Committee in 1998 and 2000. Project to develop student learning outcomes for on-campus and Distance Learning MPA students, and to develop appropriate assessment instruments. Products described in our Self-Study Report (Volume I).

1997-99 "Waste Oil and Boating: A Case Study of the Long Beach Marina."

Funded by the California Integrated Waste Management Board, Used Oil Division. Included focus groups and surveys of boaters, marina operators, motor oil vendors, and used oil collectors; observational studies; analysis of legislation; identification of appropriate technologies; plan for assessment of environmental impacts of used oil; development of business plan for non-profit used oil recycling; and development of educational materials (approx. 200-page report).

1997-98 "Does New Media Technology Affect MPA Student Performance?"

Research on the impact of educational technology on MPA students. Funded by the CSULB Faculty Career Enhancement Program. Produced published article cited above.

1996-97 "Charting a Course in Public Administration."

Research on educational psychology, pedagogy, and instructional technology. Funded by grants from the CSULB New Media Development Committee. Produced an interactive, web-based software program for teaching public policy and administration, available at: <http://front.csulb.edu/publicadmin/>

1995-97 "Multi-Media Education about Breast Cancer for Older Hispanic Women."

A project to conduct and evaluate a community-based educational program. Funded by grants from the National Cancer Center and the CSULB Faculty Development Program. Produced bi-lingual, bi-cultural video tapes and educational curriculum.

1990-00 "Women, Politics, and Public Policy In Central America."

Research funded by the Fulbright Central America Research Program, the Tinker Foundation, the National Endowment for the Humanities, the University of Arizona, and the University of Texas El Paso. Personal interviews with women elected to the national legislatures of Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua; comparative analysis of electoral data; impact of women on politics, democratization, and public policy in the region.

6. Practitioner Experience

2000- Director of Program Review and Assessment, California State University, Long Beach. Chaired task force to create new program review policy; participated in student success initiatives on campus; provided faculty workshops on program evaluation; did statistical analysis of surveys of

students, faculty and staff including NSSE, FSSE, WASC, and disability.

1987-92 University of Arizona, Southwest Institute for Research on Women, Research Associate. Responsible for developing interdisciplinary research projects on women, writing and administering grants, writing reports.

1986-87 Resource Management Group, Boston, Massachusetts, Management Analyst. Worked in teams on organizational analysis, design, and change projects on-site for organizations throughout the New England area.

1984-86 Nicaraguan Institute of Public Administration, Managua, Nicaragua, Technical Advisor. Worked with international colleagues to conduct evaluation of past programs; complete needs analysis for training; and design curriculum for and implement new Spanish-language MPA Program for in-service government officials.

1973-78 State of California, Department of Benefit Payments, Program Evaluation Analyst. Worked in teams responsible for field reviews of federally-funded programs in 58 California counties; appointed supervisor of branch office in Oakland, California, supervising six field analysts.

7. Involvement in Academic and Professional Organizations

American Political Science Association (APSA), Member, 1987-present
APSA Women's Caucus for Political Science (WCPS), Member
Editor, WCPS Quarterly, the national newsletter, 1998-2002
Reviewer, Betty Nesvold Best Paper Award Committee, 1995-96 & 1996-97
WCPS Membership Committee
Section Coordinator, Division 9, Teaching and Learning in Political Science, American Political Science Association Meetings, 1999

American Society for Public Administration (ASPA), Member, 1975-present
Editor, SWPA Newsletter, *Bridging the Gap*, 1995-1998
Chair, SWPA Chair, 1994-95
Executive Board, Section for Women in Public Administration (SWPA), 1990-93

American Society for Public Administration (ASPA), Member, 1975-present
Section/Chapter Development Committee, Member
ASPA Campaign for International Relations, Member
ASPA Technology Committee, Member
ASPA Policy Issues Committee, Member
Section for Women in Public Administration (SWPA) Chair, 1995-96
SWPA Chair-Elect, 1994-95
SWPA Executive Board, 1990-93
SWPA Policy Issues Committee, 1990-93
Editor, SWPA Newsletter, *Bridging the Gap*, 1995-1998

National Association of Schools of Public Affairs and Administration
NASPAA Executive Board, 2000-present
NASPAA Standards Committee, 2000-present
National Association of Schools of Public Affairs and Administration, member
Executive Board, 2000-2003
Commission on Peer Review and Accreditation, 2001-2004
Ad hoc committee on the re-accreditation of NASPAA
NASPAA Standards Committee, Member, 2000-present
Site visit team member, San Francisco State University MPA Program, 2001
Local Arrangements Host, NASPAA annual meeting, Los Angeles, 2002
Western
Site visit team member, San Francisco State University MPA Program, 2000
Site visit chair, University of Utah
Site visit chair, University of Oregon

Western Association of Schools and Colleges (WASC)
Presenter, annual conference, 2008, 2007, 2006
Member, Capacity and Preparatory Review Team, Woodbury University, 2008

Western Political Science Association (WPSA), 1988-present
Executive Board Member, 1999 - present
Coordinator, Section on Teaching and the Profession, 1998 Meeting
Chair, WPSA Women's Caucus, 1997-98
Chair, Committee on Professional Development, 1997
Coordinator, Section on Comparative Politics and Government, 1996 Meeting
Coordinator, Section on Gender and Politics, 1994 Meeting

Reviewer

American Journal of Political Science, American Review of Public Administration (editorial board),
Congressional Quarterly Press, Latin American Perspectives, National Endowment for the
Humanities, Oxford University Press, Political Research Quarterly, Policy Sciences, Policy Studies
Review, Public Voices, Sage Publications, Southeastern Political Review, University of Arizona
Press, University of California Press, University of Texas El Paso Center for Inter-American and
Border Studies working paper series, USDA Small Business Innovation Research Program,
Women & Politics.

8. Public Service Activities

Designer, California State University system-wide web page on assessment of student learning
outcomes, for assessment coordinators in the 23-campus system. Judge, student research
competition, California State University, Long Beach, spring 2008. Judge, faculty assessment
showcase, California State University, Long Beach, fall 2007. Reviewer, Enhancing Educational
Effectiveness proposals, Faculty Center for Professional Development, 2007, 2006, 2005, 2004

9. Consulting Activities

California State University, Los Angeles. Consultant on developing a program review policy, 2007;
consultant on program level assessment of student learning, 2005.
California State University, San Diego. Consultant to the Department of Sociology on developing a
program-level assessment plan, 2004.

I. Faculty Data Sheets

Other Full-Time Faculty

CURRICULUM VITAE
Linda-Marie Sundstrom

6949 Doheny Place, Suite C
Alta Loma, CA 91701

Phone: (909) 262-7007 • Lm@Sundstrom.com

PROFESSIONAL EXPERIENCE

Avanti Consultants, 7/98 – Present

- Administer government and foundation grants
- Write federal, state, and local government and foundation grants
- Judge and award funds for government and foundation funders
- Identify funding needs and identify viable funding sources
- Conduct one-day workshops on grant writing

Clients Include:

- | | |
|----------------------------------|-----------------------|
| • AIDS Services Foundation | • Los Angeles Jr. |
| • Chamber of Commerce | |
| • Alzheimer's Adult Day Services | • Los Angeles Valley |
| • College | |
| • Chaffey Community College | • Miramar College |
| • City of Oceanside | • Sacramento City |
| • College | |
| • College of the Desert | • Salton Sea |
| • Coalition | |
| • College of the Sequoias | • San Manuel Band |
| • of Mission Indians | |
| • County of Riverside | • United Anglers of |
| • Southern California | |
| • Cypress College | • West Valley College |
| • El Camino Community College | • Youth Services |
| • Center | |

Examples of Recent Grants Awarded

- Centers for Disease Control (CDC) \$2,500,000
- Maritime Training Grant \$500,000
- IDRC Nursing Training Grant \$340,000
- United Way..... \$150,000
- California Endowment \$95,000
- May Family Foundation \$75,000
- Sisters of St. Joseph \$60,000
- Archstone Foundation \$40,000

- City of Irvine CDBG..... \$22,000
- Altria Community Giving..... \$20,000
- Kaiser Permanente \$20,000
- Hoag Memorial Hospital..... \$20,000
- Irvine Health Foundation \$15,000
- Pacific Life Foundation..... \$10,000
- Wells Fargo Foundation \$10,000
- PacifiCare Foundation..... \$5,000
- Broadway Cares/Equity Fights AIDS..... \$5,000
- Boeing Crystal Vision \$5,000
- Allegan Foundation \$2,500

County of Riverside, 1/90 – 7/98

- Initiated, authored and implemented millions of dollars in grant funding
- Developed and implemented award-winning marketing campaigns
- Obtained positive media coverage by major network television news and press
- Served as key liaison and research analyst for federal and state bills in progress
- Appeared as guest speaker at numerous industry conferences focusing on legislation
- Developed & implemented training programs for management, staff, and volunteers
- Created and analyzed federal, state and local policies

MARKETING COORDINATOR - Omnitrans, 6/88 to 1/90

PRODUCTION ANALYST - General Dynamics Corporation, 2/86 to 6/88

TECHNICAL WRITER - Burroughs Corporation 6/84 to 2/86

SENIOR ACCOUNTING TECHNICIAN - Richard Greenberg, CPA 4/83 to 6/84

ACADEMIC POSITIONS

California State University, Long Beach, 1/06 – Present (Full-Time Lecturer)

Courses Taught:

PPA-670:	Public Policy Analysis
PPA-696:	Research Methods / Program Evaluation
PPA-540:	Grants Writing & Administration

Western University of Health Sciences, 12/07 – Present (Adjunct Faculty)

Courses Taught:

HSCI-5018: Program Design & Grant Proposal Writing

UCLA Extension, 1/04 – 12/07 (Adjunct Faculty)

Courses Taught:

JPR-480: The Essentials of Successful Grant
Proposals

UC Riverside Extension, 9/03 – 1/05 (Adjunct Faculty)

Courses Taught:

FRC-138: Fundraising for Nonprofit Organizations

Riverside Community College, 1/03 – 6/05 (Adjunct Faculty)

Courses Taught:

BUS-30: Entrepreneurship
MAG-44: Management Principles
MAG-60: Hospitality Management
MKT-20: Principles of Marketing

COLLEGE AND UNIVERSITY SERVICE

Academic Senate – 2008-2009

California State University, Long Beach – College of Health and Human Services

Grievance Committee, 10/07 - Present

California State University, Long Beach – College of Health and Human Services

EDUCATION

- **Doctorate in Public Administration**
University of La Verne
Research Emphasis: Nonprofit Organizations Accountability
- **Master's Degree in Public Administration**
California State University, San Bernardino
Research Emphasis: Internet Regulatory Policy Issues
- **Bachelor of Science Degree in Business Administration**
California State Polytechnic University, Pomona
Research Emphasis: International Business and Marketing

COMMUNITY LEADERSHIP

- Executive Council for the American Society of Public Administration (ASPA)
- Vice President of the Bicycle Commuter Coalition of the Inland Empire
- Board of Directors for the Riverside Youth Service Center (YSC)
- Director at Large for the Association of Commuter Transportation (ACT)

- Board of Directors for the Huntington Villas

AWARDS & RECOGNITION

- Outstanding Research Project – Cal State San Bernardino
- "You Make A World of Difference" RCTC Award
- "Way To Go!" Employer Partnership Award
- "New Innovative Incentive Strategy Award" Employer Transportation Award
- "Advantage Rideshare" RCTC Award
- "Option Rideshare" San Bernardino County Association of Governments

II. COURSE ABSTRACTS

A. Course Categories

B. Course Abstracts

1. Required Courses
2. Elective Courses

II. Course Abstracts

1. Required Courses

Course Number, Title, And Credits

PPA 500 FOUNDATIONS OF PUBLIC POLICY AND ADMINISTRATION (3 Units)

Course Instructors

W. Frank Baber
Suzanne Beaumaster
Martha J. Dede
Edward J. Martin
William Moore
John W. Ostrowski
David C. Powell

Course Prerequisites

Undergraduate degree

Course Objectives

Within the context of continuing change in the role of government, the learning objectives of this course are:

1. Understand the requirements for the MPA and effectively prepare an MPA course of study.
2. Undertake basic graduate-level research and communication activities.
3. Identify major theories and theorists in the development of the field of public administration, and the major periods in its evolution.
4. Develop an understanding of the roles of public administrators in contemporary public organizations, with emphasis on the ethical dimensions of the profession.
5. Develop an understanding of the major sub-fields in public administration: content, relationships and professional requirements.

Course Description

This is a survey course of the essential elements of the contemporary field of public administration. The purpose of the course is to expose students to the vocabulary, critical concepts, history and development of the field, major theories and theorists and principal sub-fields of public administration. In addition, the course serves to introduce the student to program resources, to develop the student's critical thinking and reasoning skills, and allow the student explore resources in the field.

Major Topics Covered

It covers concepts of the discipline; fundamentals of public organization theory, policy formulation and analysis, and administrative and management processes; management of the public interest; and ethics in government.

Core Concepts:

Topic: The MPA Program

MPA Core requirements, Core Courses, Electives, Comprehensive Exams, Advancement to Candidacy, Internship, Directed Research, Administrative Information, Academic probation, Educational Leave, Add/drop, withdrawal, incompletes, Pi Alpha Alpha, ASPA

Topic: Conducting research in Public Policy and Administration

Resources, Library use, Internet and on-line resources
Writing & communicating, Style guides, Expectations, Available student resources
Learning Portfolio, Purpose, Structure and content, Uses

Topic: Overview of Public Administration

Definitions; Traditional broad mandates of PA; Democratic administration
The environment of government, Distrust of government, Increasing demand for services/decreasing resources, Multiple, conflicting value systems, Equity vs. Efficiency, Overlapping, competitive jurisdictions and authorities, Privatization and contracting

Topic: History and Development

Eras: Formalistic, Reactionary, New Public Administration, Post/New PA
Formalistic Era, critical Theories and Theorists, Max Weber B concept of bureaucracy; Scientific management (Frederick Taylor); Good Government movement; Gulick & Urwick; POSDCORB(E)
Reactionary Era, Evolution of the social-scientific approach; Normative vs. prescriptive focus; Herbert Simon, Chester Barnard, Mayo, Roethlisberger, Dickson, The Hawthorne Experiments
The New Public Administration: Douglas MacGregor B Theory X and Theory Y; Kaufman and Lipsky; Street-level bureaucracy; The Minnowbrook Conference; Open Systems Theory
Post/New Public Administration: The New Federalism; Drucker, MBO; Total Quality Management (TQM); Ouchi, Theory Z; Operations Research; New Rationalism

Topic: Surveying the Field, Key Topics

Federalism and Intergovernmental Relations; Definitions and concepts of Federalism; Separation of Powers; Key Federalist papers; Judicial Review; Key elements of Intergovernmental Relations; Ethics in Public Policy and Administration; Definitions; Historical development; Evolution of Ethical Involvement in PA; Theories and approaches; ASPA Code of Ethics Organization Theory and Behavior; Characteristics of Organizations; Approaches to studying Organization Theory; Types of Organizations Human Resources Management and Personnel Administration; Development in the US; Pendleton Act; Budget and Accounting Act; CSRA; NPR; Brownlow Committee, Winter, Volcker & Grace Commissions; Hatch Act Public Service: Training, Functions; Equal Employment Opportunity and Civil Rights Public Financial Management and Budgeting; Basic Definitions; Development and history; Federal Budgeting; State Budgeting; Local Budgeting; Public Policy: Definitions; Approaches to studying; Actors and Institutions; The Process of Policy-making; Problem-solving and Decision-making; Types of problems/decisions; Role of agenda-setting; Approaches to decision-making: Rational; Incremental; Mixed-

scanning; Decision-making problems and consequences

Required Text:

William C. Johnson, *Public Administration: Policy, Politics, and Practice*, 1996.

Additional Texts:

Balanoff, Howard, *Annual Editions: Public Administration*

Bass, Bernard M., *Organizational Decision Making*.

Chandler, Ralph C. and Jack C. Plano, *The Public Administration Dictionary*.

Chase, Gordon and Elizabeth Reveal, *How to Manage in the Public Sector*.

Denhardt, Robert, *Theories of Public Organization*.

Kramer, Fred, *Perspectives on Public Bureaucracy*.

Lane, Frederick S., *Current Issues in Public Administration*, current edition.

Lerner, Allan and John Wanat, *Public Administration: Scenarios in Public Management*.

Lorch, Robert S., *Public Administration*

Rosenbloom, David H., *Public Administration in America*.

Rosenthal, Stephen, *Managing Government Operations*.

Shafritz, Jay and Albert Hyde, *Classics of Public Administration*

Stillman, Richard J., *Public Administration: Concepts and Cases*.

Publication Manual of the American Psychological Association.

Course Number , Title And Credits

PPA 555 GOVERNMENT BUDGETING AND FINANCE (3 Units)

Course Instructors

William S. Moore

David C. Powell

Course Prerequisites

Undergraduate degree

Course Objectives

1. Provide an overview of the economic and political context of local government budgeting.
2. Introduce how government records and reports financial transactions.
3. Furnish the student with an understanding of the budget process and formats used in local public budgeting.
4. Discover how to conduct a simple economic-base analysis.
5. Learn how to use MS-Excel for fiscal analysis.
6. Develop the tools necessary to conduct expenditure and revenue analysis, estimation, and forecasting.
7. Understand the fundamentals of capital improvements planning and finance.

Course Description

This course will provide an understanding of government finance and budgeting functions. It will develop specific skills in techniques for relating revenues to expenditures, budget design and analysis, and the politics of the process. New methods of balancing citizen demands with revenue limitations will be considered as will traditional behaviorally-oriented controls.

There are any number of approaches, orientations, and topics that can be used when teaching a public budgeting course. The orientation of this course focuses on local government. Nevertheless, most of the concepts, practices and skills learned will be applicable to other levels of government and to non-profit organizations.

Further, the topics covered are those which are most important for an MPA student taking a first course in budgeting. The course does not assume any background in accounting, public financial management or budgeting.

Additionally, the emphasis of the course is on budget formulation. The reason for this is threefold. First, most public administrators, unless they work in the finance or budget office, are or will be involved mostly in the area of budget preparation. The course is intended to be useful for not only those who have or plan to have a career in public sector finance but to anyone who is working or planning on working in the public or non-profit sectors.

Second, often times the context in which local governments allocate resources is not treated adequately in a public budgeting course. Policy makers and managers need to understand that there are forces or factors that are difficult to control for locally and that their resource allocation decisions have

consequences some of which are unintended and negative.

Finally, a considerable effort to avoid overlapping topics with other courses offered was made. For instance, many topics involving budget administration can be found in PPA 560 - Public Financial Management Techniques and Issues. Nevertheless, even after given the previous statement, this does not mean that budget administration and audit/evaluation are ignored. Indeed, there are several very important and timely topics that are included under these areas.

Major Topics Covered

Core Area: Theories of Public Expenditure

Market Failure and Failure of Competitive Markets; Public Choice Models of Bureaucratic Behavior; Incrementalism => Wildavsky.

Core Area: Budget Classification and Reform

Line-Item Budget; Performance Budgeting; Program Budgeting; Zero-Based Budgeting; Target-Based Budgeting; Outcome-Based Budgeting.

Core Area: The Budget Cycle

Formulation/Preparation; Legislative Review and Approval; Execution/Implementation; Audit and Evaluation.

Core Area: Budget Structures and Practices

The Federal Budget; State and Local Government Budgets; The California State Budget Process; California Local Government Budget Processes.

Core Area: Government Accounting and Financial Reporting

The Accounting Process; Account Types; Fund Types; Basis of Accounting; Financial Reports (Interim and Annual).

Core Area: Preparation of Operating Budgets

Cost Estimation.; Cost Allocation => Crosswalk; Historical Analysis of Expenditures.

Core Area: Capital Budgeting and Finance.

Capital Improvements Program; Capital Budget; Debt Financing;

Core Area: Evaluation of Proposed Public Expenditures.

Cost-Effectiveness Analysis; Cost-Benefit Analysis.

Core Area: Evaluation of Revenue Policy

Economic Efficiency; Equity; Adequacy and Stability; Administration; Transparency and Political Feasibility.

Core Area: Sources of Revenues

Income Taxes; Consumption Taxes; Property Taxes; Fees and Charges.

Core Area: Revenue Estimation and Forecasting

The Economy and Revenues; Historical Analysis of Revenues; Forecasting Techniques.

Core Area: Intergovernmental Fiscal Relations

Fiscal Federalism; Fiscal Capacity and Need; Intergovernmental Fiscal Transfers => Grants.

Core Area: Use of Electronic Spreadsheets for Fiscal Analysis

Preparing A Worksheet Or Template; Entering Data; Calculation Functions; Entering Formulas.

Required Text:

Mikesell, John (1999), *Fiscal Administration: Analysis and Applications for the Public Sector*, 5th Ed., Harcourt Brace.

Recommended Texts:

Bland, Robert L. and Irene S. Rubin (1997), *Budgeting: A Guide for Local Governments*, ICMA.

Gianakis, Gerasimos A. and Clifford P. McCue (1999), *Local Government Budgeting: A Management Approach*, Praeger.

Hyde, Albert C. (1992), *Government Budgeting: Theory, Process, and Politics*, 2nd Ed., Harcourt Brace.

Lee, Robert D. Jr., and Ronald W. Johnson (1998), *Public Budgeting Systems*, 6th Ed., Aspen.

Lynch, Thomas D. (1995), *Public Budgeting in America*, 4th Ed., Prentice Hall.

Rabin, Jack, W.Bartley Hildreth, and Gerald J. Miller, eds. (1996), *Budgeting: Formulation and Execution*, Carl Vinson Institute of Government. (Also see companion workbook and data source book for simulation exercises)

Rubin, Irene S. (1998), *Class, Tax, & Power: Municipal Budgeting in the United States*, Chatham House.

Course Number, Title, And Credits

PPA 577 HUMAN RESOURCES MANAGEMENT (3 Units)

Course Instructors

W. Frank Baber
Martha J. Dede
Edward J. Martin
Robert J. Quirk

Course Objectives

Upon completion of the course, you will:

1. Have a working knowledge of the history and evolution of public personnel management and merit principles in the United States;
2. Have basic knowledge about the functional and process elements of public personnel systems;
3. Know how the primary functional areas of public human resources management complement and reinforce one another; and
4. Have understanding of some of the contemporary issues facing public personnel management at the twilight of the Twentieth Century.

Course Description

This course is designed to address the theory, politics and practice of American public personnel/human resources management for those with little or no exposure to, or experience with, it. The course focuses on the broad functional areas of public human resources management: job classification; compensation and benefits; recruitment; selection; training and development; performance appraisal; labor relations; major legislation; and case law.

The approach to the course is varied. In addition to traditional reading, we will conduct library research to learn the everyday vagaries of public personnel management. We also will develop a team of student "experts" who will advise and inform us about practice in the various functional areas of human resources management. Finally, the class as a whole will become the Department of City Employees for the newest city in the great state of Grand Fenwick, N.A.: Freedonia. This will be a semester-long project with which we will "build" a personnel system from the ground, up.

Major Topics Covered

Topic Area: History and General

At-will employment; Merit System, principles of; Representative bureaucracy; Significant case law; Significant legislation; Workforce 2000

Topic Area: Classification

Class; Factors; Factor Evaluation; Job; Job Evaluation; Job Analysis; Occupational Group; Position; Significant case law Significant legislation

Topic Area: Compensation and Benefits

Benefits; Collective Bargaining and Comparable Worth; Comparability Pay; Discretionary Benefits; Equity; General Schedule; Mandated Benefits; Merit/Pay-for-Performance; Significant case law ; Significant legislation

Topic Area: Recruitment, Examination and Selection

Adverse Impact/"4/5ths" rule; Examinations; ACWA, PACE; Examinations, assembled /unassembled; Examinations, validity (construct, content, criterion); Job-relatedness; Patronage; Rank-in-Person; Rank-in-Position; Representative Bureaucracy; Significant case law; Significant legislation; Uniform Guidelines; Veteran's Preference

Topic Area: Employee Training and Development

Career Development, phases of; The "Canton Standard"; Job Rotation; Job Satisfaction and; Productivity and; Significant case law; Significant legislation; Training, methods of

Topic Area: Performance Appraisal

Assessment Centers; Behaviorally anchored rating scales (BARS); Group or external ratings; Objectivity in; Peer ratings; Rating Scales; Self-appraisal; Significant case law; Significant legislation; Subordinate ratings; Supervisor ratings

Topic Area: Promotion

AA/EEO and; Merit-based; Objective Judgment Quotient; Politics and; Significant case law; Significant legislation

Topic Area: Discipline and Termination

Demotion; Discipline, Progressive; Reprimands; Significant case law; Significant legislation; Suspension (with/without pay); Termination

Topic Area: Labor Relations and Collective Bargaining

Arbitration; Fact-finding; Grievances; Mediation; No-strike/no lockout; Scope of bargaining; Significant case law; Significant legislation

Topic Area: Affirmative Action/Equal Employment Opportunity

Affirmative Action; Diversity; Equal Employment Opportunity; Discrimination; Protected class; Reasonable accommodation; Representative bureaucracy; sexual harassment; Significant case law; Significant legislation; Systematic discrimination

Required Texts:

Ban, Carolyn and Norma Riccucci. 1997. Public Personnel Management: Current Concerns--Future
B. Content for Course Abstracts. New York: Longman (2nd edition).

Hays, Steven W. and Richard C. Kearney. 1995. Public Personnel Administration: Problems and
Prospects. Englewood Cliffs, NJ: Prentice-Hall (3rd edition).

Supplemental Texts:

Cayer, N. Joseph. 1996. Public Personnel Administration in the United States. NY: St. Martin's (3rd ed.).

- Coleman, Charles J. 1990. Managing Labor Relations in the Public Sector. San Francisco: Jossey-Bass.
- Cozzetto, Don A., Theodore B. Pedeliski, and Terence J. Tipple. 1996. Public Personnel Administration. Upper Saddle Creek River, NJ: Prentice-Hall.
- Elliott, Robert H. 1985. Public Personnel Administration: A Values Perspective. Reston, VA: Reston Publishing Company.
- Freedman, Anne. 1993. Patronage: An American Tradition. Chicago: Nelson-Hall.
- Freyss, Siegrun Fox (Ed). 1999. Human Resource Management in Local Government: An Essential Guide. Washington, DC: International City/County Management Association.
- Goodsell, Charles T. 1994. The Case for Bureaucracy: A Public Administration Polemic. Chatham, NJ: Chatham House (3rd ed.).
- Graham, Cole Blease, Jr. and Steven W. Hays. 1986. Managing the Public Organization. Washington, D.C.: CQ Press.
- Hays, Steven W. and Richard C. Kearney. 1995. Public Personnel Administration: Problems and Prospects. Englewood Cliffs, NJ: Prentice-Hall (3rd ed.).
- Ingraham, Patricia Wallace. 1995. The Foundation of Merit: Public Service in American Democracy. Baltimore: The Johns Hopkins University Press.
- Ingraham, Patricia and Carolyn Ban, eds. 1984. Legislating Bureaucratic Change: The Civil Service Reform Act of 1978. Albany, NY: State University of New York Press.
- Ingraham, Patricia W. and Barbara Romzek, eds. 1994. New Paradigms for Government: Issues for Changing Public Service. San Francisco: Jossey-Bass.
- Kearney, Richard. 1992. Labor Relations in the Public Sector. NY: Marcel Dekker (2nd ed.).
- Klingner, Donald E. and John Nalbandian. 1993. Public Personnel Management: Contexts and Strategies. Englewood Cliffs, NJ: Prentice-Hall (3rd ed.).
- Moore, Perry. 1985. Public Personnel Management: A Contingency Approach. Lexington, MA: Lexington Books.
- Mosher, Frederick C. 1982. Democracy and the Public Service. NY: Oxford University Press (2nd ed.).
- Nigro, Lloyd G. and Felix A. Nigro. 2000. The New Public Personnel Administration. Itasca, IL: F.E. Peacock (5th edition).
- O'Neil, Robert. 1993. The Rights of Public Employees: An American Civil Liberties Union Handbook. Carbondale, IL: Southern Illinois University Press.
- Osborne, David and Ted Gaebler. 1992. Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. Reading, MA: Addison-Wesley.
- Pynes, Joan E. 1997. Human Resources Management for Public and Nonprofit Organizations. San Francisco: Jossey-Bass.
- Riccucci, Norma M. 1990. Women, Minorities, and Unions in the Public Sector. Westport, Conn.: Greenwood Press.
- Riley, Dennis D. 1993. Public Personnel Administration. NY: Harper Collins.
- Rosenbloom, David H. 1971. Federal Service and the Constitution. Ithaca, NY: Cornell University Press.
- Shafritz, Jay M., Norma M. Riccucci, David H. Rosenbloom, and Albert C. Hyde. 1992. Personnel Management in Government: Politics and Process. NY: Marcel Dekker (4th ed.).
- Schuler, Randall S. 1995. Managing Human Resources. St. Paul, MN: West Publishing (5th ed.).
- Stahl, O. Glenn. 1983. Public Personnel Management. NY: Harper & Row (8th ed.).
- Sylvia, Ronald D. 1989. Critical Issues in Public Personnel Policy. Pacific Grove, CA: Brooks/Cole.
- Thompson, Jonathan. 1995. Human Resource Management in Government. NY: Harper Collins.
- Professional Associations/Information Sources*

Brookings Institution

International Personnel Management Association (IPMA)

International City Manager's Association (ICMA)

American Society for Public Administration (ASPA)

Government Publications/Information Sources

Equal Employment Opportunity Commission

U.S. Civil Service Commission

U.S. Congressional Budget Office

U.S. General Accounting Office

U.S. Merit Systems Protection Board

U.S. Office of Affirmative Action

U.S. Office of Personnel Management

Course Number, Title, And Credits

PPA 660 SEMINAR ON ORGANIZATION THEORY AND BEHAVIOR (3 UNITS)

Course Instructors

W. Frank Baber
Martha J. Dede
Robert Dominguez
David C. Powell

Course Prerequisites

Undergraduate Degree

Course Objectives

Upon completion of the course you will be able to:

1. Identify and discuss the assumptions, principles and concepts attendant to important perspectives in organization theory and behavior;
2. Identify significant intellectual and theoretical contributors to organization theory and behavior, and the reasons why their contributions are important for our understanding;
3. Apply principles and concepts learned in lectures, reading and class discussion to case studies; and
4. Apply principles and concepts of organization theory and behavior to your own work organizations.

Course Description

This course offers an overview of principles and concepts of, as well as the major intellectual contributors to, the study of organization theory and behavior. Emphasis is on the interdependence of theory and practice, and how each informs the other in the everyday practice of public administration.

We live and work in a society of organizations. Organizations reside in all three sectors of the economy (public, nonprofit and enterprise), and have a variety of sizes, structures and mandates. As individuals, citizens and working people, we have often intimate and extensive contact with them. As important as organizations might be to both our private and work lives, however, our knowledge about them is often sketchy, and our understanding about how they operate, scant. Thus, it is essential for us to understand something of what "organizations" or "institutions" are, and factors contributing to their operation. Much 20th Century organization theory has focused on organizations in the private sector, and scholars studying public organizations have drawn heavily upon these theories; however, there are distinct differences between those and organizations nestled in the public sector. It is upon these public organizations that we will focus our attention.

It would be nice, wouldn't it, if there were THE theory of organizations? If that were the case, we could cover it in two or three class sessions and then all go play beach volleyball for the rest of the semester. As it is, though, if we look at the tables of contents of any of the perhaps hundreds of organization theory/behavior books currently on the market, we would find that theories abound and that, over time, different perspectives about how organizations do -- or should -- operate have been developed.

These perspectives have been called, variously, "schools," "frameworks," "models," and/or "paradigms." While each perspective has its strengths and weaknesses, management in contemporary public organizations is too complex for us to assume that a single theory can be a panacea for all of our organizational trials, tribulations and challenges.

With all that in mind, I take what's called a praxis approach to the subject. The word praxis refers to the idea of marrying theory to practice. I take this approach with the intent of helping you come to understand that theory informs practice; and practice, theory. For those of us who are managers, whether in-career or pre-career, this approach allows us to apply various theories to everyday practice, to make some informed judgments about whether or not these theories seem generally to "hold" in practice, to take what we can use from each theory, and file, or discard, the rest.

Major Topics Covered

Topic Area: Management History

A good, brief rundown of how early in human history some primary organization theory/behavior principles emerge; key management theorists.

Topic Area: Bureaucracy

Bureaupathology(ies); Democracy and Goal displacement; "Ideal type"; Neutral competence; Organization change and; Red tape; Rules, centrality of; Weberian Characteristics of

Topic Area: The "Principles" Approach to Management

Democracy and; Efficiency and; Henri Fayol and; Luther Gulick and; Politics/administration dichotomy and; POSDCORB; Principles of Scientific Management/"One best way"; "Proverbs" of administration

Topic Area: Organization Structure and Design

Approaches to structure (purposed, process, clientele, place); Components of structure (complexity, formalization, centralization); Effective design, imperatives of (size, technology, environment); Elements of structure (division of labor, unity of command, authority, responsibility, span of control, departmentalization); Government organizations, kinds of; Matrix design; Mechanistic vs. organic; Mintzberg model (five basic parts); Structure, U.S. Government bureaucracy; Universal vs. contingency approach to design

Topic Area: Authority

Barnard view (bottom-up); Contemporary view (shared); Kinds of Leadership and Politics-administration dichotomy; Power and; Rules as Traditional view (top/down);

Topic Area: Efficiency

As transcendent value; Bureaucracy and; Democratic values and; Efficiency vs. Effectiveness; Gulick and; Organization structure/design and; Quality and; Task specialization and; Taylor and; Transaction Cost Theory; Weber and;

Topic Area: Power and Politics

Authority and; Bases and sources of power (esp. French and Raven); Ethics and; Leadership and; Links to conflict; Machiavellianism; Organization politics and; Political tactics (both positive and negative)

Topic Area: Conflict

Avoidance; Accommodation; Collaboration; Communication; Competition; Compromise; Conflict, Functional; Conflict, Dysfunctional; Conflict, Evolutionary; Processes of

Topic Area: Leadership

Contingency models of; Follower behaviors; Job-centered vs. employee-centered leaders; Leader behaviors Leadership Gri; Managerial Grid; Path-Goal Theory; Trait Theory; Transactional; Transformational

Topic Area: Work groups

Decision-making and; Formal vs. informal; Group cohesiveness; Groups, dynamics of; Groups, formation of; Group norms; Group size; Groups, homogeneous vs. heterogeneous; "Groupthink"; Hawthorne effect

Topic Area: Organization culture

"Administrative evil"/culture of corruption; Artifacts; Ceremonies; Language, role of; Myths, Stories, Legends; Patterns of Behavior and; "Retrospective sensemaking"; Shared meanings; Social construction; Symbols

Topic Area: Decision-making

Bounded rationality; Contingency theory; Garbage Can model; Incrementalism; "Law of the Situation"; Management by Objectives; Rational model; Social process model; Total Quality Management

Topic Area: Motivation

(Anthony) Downs's typology of public officials; Equity Theory; Expectancy theory; Expectancies and motivation; Goal-setting and motivation, relationship between; Hierarchy of needs; Hygiene vs. motivators; Intrinsic/Extrinsic Rewards; Job satisfaction and; Participative management and; Personality types of public officials (Anthony Downs); Reinforcement/Operant Conditioning

Topic Area: Organization Change and Development

Change, sources of (both internal and external); Creativity/innovation and; Decline, stages of; Downsizing/RIF's, effects of; Downsizing/RIF's, best practices; Factors leading to success and failure (of change); Growth, stages of; The "Learning" Organization (Peter Senge); Managing resistance (to change); Managing for stability vs. managing for change; Principles and techniques of organization development; Privatization and Contracting (effects upon public orgs.)

Required Texts:

Jay M. Shafritz and J. Steven Ott. 1997. Classics of Organization Theory. Fort Worth Harcourt-Brace (4th edition). ("S&O" in reading assignment section.)

J. Steven Ott. 1996. Classic Readings in Organizational Behavior. Ft. Worth: Harcourt-Brace (2nd Edition). ("Ott" in reading assignment section.)

Bolman, Lee G. and Terrence E. Deal. 1997. Reframing Organizations. San Francisco: Jossey/Bass (2nd ed).

Supplemental Texts:

- Harmon, Michael M. and Richard T. Mayer. 1986. Organization Theory for Public Administration. Burke, VA: Chatalaine Press.
- March, James G. and Johan P. Olsen. 1989. Rediscovering Institutions. NY: The Free Press.
- Morgan, Gareth. 1986. Images of Organization. Newbury Park, CA: Sage.
- Perrow, Charles. 1986. Complex Organizations: A Critical Essay. NY: McGraw-Hill (3rded).
- Reed, Michael and Michael Hughes, eds. 1992. Rethinking Organization: New Directions in Organization Theory and Analysis. London: Sage.

Course Number, Title, And Credits

PPA 670 SEMINAR IN PUBLIC POLICY ANALYSIS (3 Units)

Course Instructors

William S. Moore
John Ostrowski
David C. Powell
Michelle Saint-Germain
Linda-Marie Sundstrom

Course Prerequisites

Undergraduate Degree

Course Objectives

1. Understand the basic terminology of public policy issue analysis.
2. Understand the appropriate uses of policy analysis in the public sector.
3. Understand basic techniques of public policy analysis.
4. Develop an ability to perform public policy analysis.

Course Description

This course is an advanced exploration of public policy issue analysis. It assumes that the student already has some familiarity with the basic concepts and terminology of public policy and public administration. This course will provide you with both rapid and more complex methods of public policy analysis. It will cover important considerations in the process of policy analysis such as identifying data sources and weighing the utility of data; establishing criteria for analyzing policies; assessing policy alternatives; choosing among policies; and monitoring policy implementation.

It will also introduce you to some of the use of computer resources, including both mainframes and microcomputers. Mainframes are used to search electronic repositories such as the Internet to search for data and other resources, and to provide a means of communication with other students and the instructor via e-mail. Microcomputers are used for word processing, for statistical data analysis, and to create presentations.

This course will be valuable for anyone planning a career in public service or who will interact with public agencies in the future. It will also provide an overview of the types of policy issues being confronted by people in the public sector today. By the end of the course, you should know more about opportunities for further study in public policy analysis and for careers in the field.

Major Topics Covered

This course introduces theories and approaches to policy analysis and a working knowledge of the skills involved in that practice. The core of the course follows the policy analysis cycle and includes: problem recognition, problem definition, development of alternative solutions, analysis of alternatives, selection of policy options, policy implementation and evaluation.

Topic: Basic Terms and Concepts

Public problems; Public sector complexity; Public Policy definitions; The public policy-making process; Public Policy Analysis; The public policy analysis process; Models of public policy analysis; conceptual, descriptive, predictive; advocacy vs. analysis; rational problem-solving; Role of the policy analyst; ideology and objectivity; Ethics in public policy analysis

Topic: The Environment of Public Policy Analysis

Key institutions; Key individuals

Topic: Verifying, Defining, and Detailing the Problem

Sources of problems; theories of change; Context of problem, problem definition, does a problem exist? Conceptualization, Specification, can we solve the problem? source, history, dimensions, intensity, extensiveness; Types of problems; political, social equity, economic, technical Identifying and gathering problem background data, assessing information quality; Library search methods, interviewing, quick surveys; Basic data analysis; back-of-the-envelope calculations; quick decision analysis; first cut analysis; Issue paper

Topic: Agenda Analysis

Systemic and Institutional agendas; Problem definition agenda; Proposal agenda; Bargaining agenda; Continuing agenda; Agenda-setting options; Agenda-setting forces

Topic: Establishing Evaluation Criteria

Creation of valid operational definitions; Reliability and Validity; Economic Criteria; Social Equity Criteria; Technical Criteria; Political Criteria; Administrative Criteria

Topic: Alternatives Development

Sources: Literature reviews; Drawing on others' experiences; Pilot Studies; Brainstorming; Modifying existing solutions; Developmental approaches; Incrementalism; Branching; Inventive; Contextual mapping; Prototyping; Validating alternatives

Topic: Assessing Alternative Policies

Economic Assessment--derived from Pareto Optimality; Forecasting and Extrapolation;

Cost-Benefit analysis; Procedures; Critical concepts; Externalities/spillovers; Redistribution effects/pecuniary effects; Opportunity costs; Discounting and Net Present Value; Procedures for calculation and use; Estimation of risk and uncertainty; Use of Internal Rate of Return; Cost-Benefit decision approaches; Ethical implications; Cost-Effectiveness Analysis; Concepts; Procedures; Uses

Topic: Models and modeling

Descriptive; Conceptual; Predictive; Game Theory; Systems analysis

Topic: Choosing and Displaying Alternatives

Non-selection; Decision Rules; Optimizing; Satisficing; Weighted decision criteria; Matrix display; Scorecard display

Topic: Implementation and Monitoring

Policy Implementation; Factors influencing implementation; Planning implementation; Policy Monitoring; Procedures; Policy maintenance; Review procedures; Analyst role in implementation, monitoring, and maintenance

Topic: Policy Evaluation

Traditional approaches/models; Innovative approaches; Role of politics; Insuring utilization; Analyst Role; Ethical implications

Topic: Policy Analysis Presentation and Communication

Oral and visual presentation; Written communication

Required Text:

Patton & Sawicki, Basic Methods of Policy Analysis and Planning, 2nd ed., 1993. Prentice Hall.

Supplemental Texts:

- Bingham & Ethridge, Reaching Decisions in Public Policy and Administration, 1982. Longman.
- Bobrow, D. B. and Dryzek, J. S., Policy Analysis by Design, 1987. University of Pittsburgh Press.
- Guess, G. M. and Farnham, P.G., Cases in Public Policy Analysis, 1989. Longman.
- Gupta, D. Decisions by the Numbers: An Introduction to Quantitative Techniques for Public Policy Analysis and Management, 1994.
- Henig, J. R., Public Policy and federalism: Issues in State and Local Politics, 1985. St. Martens.
- Heineman, R. A., Bluhm, W. T., Peterson, S., and Kearney, E., The World of the Policy Analyst: Rationality, Values & Politics, 2nd ed., 1997. Chatham House.
- Meenaghan, T. M. and Kilty, K. M., Policy Analysis and Research Technology: Political and Ethical Considerations, 1994. Lyceum Books.
- Meltsner, A. J., Policy Analysts in the Bureaucracy, 1976. University of California Press.
- Quade and Carter, Analysis for Public Decisions, 3rd ed., 1989. New York: North-Holland.
- Reich, R. A., The Power of Public Ideas, 1988. Harvard University Press.
- Rivlin, A. M., Systematic Thinking for Social Action, 1971. Brookings.
- Rose, R. Lesson-Drawing in Public Policy, 1993. Chatham House.
- Rushesky, M. E. Public Policy in the United States: Toward the 21st Century, 1990. Brooks/Cole.
- Starling, Strategies for Policy Making, 1988. Dorsey Press.
- White et al., Managing Public Systems: Analytic Techniques for Public Administration.

Course Number, Title, And Credits

PPA 696 RESEARCH METHODS IN PUBLIC ADMINISTRATION (3 UNITS)

Course Instructors

David C. Powell
Michelle Saint-Germain
Linda-Marie Sundstrom

Course Prerequisites

Undergraduate Degree

Course Objectives

1. Understand the major theoretical and philosophical approaches to research in public policy and administration.
2. Become familiar with the major techniques in research in public policy and administration.
3. Develop the skills necessary to find, read, understand, and critique published research.
4. Acquire a working knowledge of the skills involved in research and analysis, as well as problems, obstacles, and ethical concerns.
5. Learn how to discriminate among and interpret commonly used statistics.
6. Complete a prospectus for your PPA 697 Directed Research Project.

Course Description

This course is an introductory graduate course in the theory and practice of social science research applied to public sector problems. The course focuses on the design, development, and implementation of public sector research projects. It centers around the tools and techniques of research and their application to the development of a formal research design. This course introduces the student to some of the uses of computer resources in research methods.

The purpose of this course is to acquaint students with major research and analytical techniques used in public policy and administration. The course is designed to both promote an understanding of the theories and approaches to public administration research and help the student to acquire a working knowledge of the skills involved in research and analysis.

This course is useful for students planning a career in public management, policy analysis, or academic research. By the end of the course, the student should know more about the types of research being conducted by people in the public sector today; about opportunities for further study in research methods; and about careers in the field.

There are no pre-requisites for this course. However, it does involve the use of some statistical and quantitative analytical techniques. Students should be able to perform basic mathematic and statistical operations. Completion of a prior course in statistics would be useful.

Major Topics Covered

Topic: Basic Approaches or Theories of Knowledge

Traditional, belief, faith; Scientific Method; Describe, Explain, Predict, Control through observation & recording; Public sector applications & problems

Topic: Stating the Research Question

Problem definition, topic selection, researchable problems; Review of relevant literature; Computer-based searching for information; Models and model construction; Concepts, variables, hypotheses, theories, paradigms

Topic: Research design

Determine type of study--descriptive, relational, causal; Experimental Designs; Control Group Pre-test/Post-test Design; Post-Test only Control Group Design Quasi-Experimental Designs; Comparison/Static Group Design; Interrupted Time Series Design; Interrupted Time Series with Comparison Group Pre-experimental/descriptive Designs; Cross-Sectional Design; Longitudinal Designs; Time Series Design; Panel Design; Case Study Design

Topic: Measurement and operationalization

Selection and definition of variables; Unit of measurement (who); Time frame (when); Research setting (where); Conceptual Definitions; Operational Definitions; Measurement reliability; Measurement validity; Threats to Internal Validity; Threats to External Validity

Topic: Sampling

Sampling theory; Probability Sampling; Simple Random Sampling; Systematic Random Sampling; Stratified Random Sampling; Cluster Sampling; Non-probability sampling; Convenience, expert, quota, purposive; Sample size; Requirements, conditions and limitations; Calculations; Uses

Topic: Ethical considerations

Ethical Purposes of Research; Ethical Treatment of Subjects; Peer Review Controls; Issues for Administrators; Institutional Review Boards

Topic: Data Collection Instruments

Questionnaire creation; Question design; closed-ended, open-ended; graphic scales, likert scales; loaded questions, question bias; Question ordering; funnel questions, inverse funnels; Placement and use of demographic questions; Instrument layout and design considerations; Standardized Tests; Interview Schedules; Forms for Observation; Using computers as data collection instruments

Topic: Data Collection Strategies

Secondary Data Collection; Finding data; appropriate level of analysis; Access to data, confidentiality; Verification of data; Checking sources, accuracy, replicability; Surveys; Mail surveys, self-administered surveys; Telephone surveys; Face-to-face surveys; In-person interviews, depth interviews; Focus group interviews, focused interviews; Delphi technique, Nominal group technique; Participant Observation; Field research

Topic: Qualitative Data Analysis

Scenarios; Types and design; Uses; Limitations

Topic: Simple data analysis

Univariate Data Analysis; Frequency Distribution; Graphs; Univariate Statistics; Normal Curve; Measures of Central Tendency; Mode, Median, Mean; Measures of Dispersion, Range, Standard Deviation, Z-scores

Topic: Measures of Associations

Student's t-distribution; Simple (Bi-Variate) Linear Regression; Scatterplots; Steps in Linear Regression; Assumptions of Linear Regression; Time Series Regression

Topic: Testing for Statistical Significance

State the Research Hypothesis; State the Null Hypothesis; Type I and Type II Errors; Select a probability of error level (alpha level); Select the statistical test to use; Compute the statistic; Interpret the statistic

Topic: Research results reporting and presentation

Audience for the results; Oral Presentation; Charts and Tables, power point, handouts; Written Reports; Executive Summary; Introduction; Problem Statement; Background; Hypothesis; Literature Review; Research Design; Ethical Concerns; Research Methods; Data Analysis; Results, interpretations; Conclusions, recommendations; Appendices, Charts and Tables

Required Text:

O'Sullivan and Rassel, Research Methods for Public Administrators, current edition.

Supplemental Texts:

Bingham, Richard D. and Claire L. Felbinger. Evaluation in practice: a methodological approach. New York: Longman, 1989.

Hoover, Kenneth, The Elements of Social Scientific Thinking, current edition, St. Martin's Press.

Kuhn, Thomas S. The structure of scientific revolutions, 3rd ed. Chicago, IL: University of Chicago Press, 1996.

Mills, C. Wright. The sociological imagination. New York: Oxford University Press, 1967.

Babbie, Earl R. The practice of social research, 7th ed. Belmont: Wadsworth Pub. Co., 1995.

Meier, Kenneth J. and J. L. Brudney. Applied Statistics for Public Administration, 3rd ed. Belmont, CA: 1993.

Weiss, Carol H. Evaluation: methods for studying programs and policies, 2nd ed. Upper Saddle River, NJ: Prentice Hall, 1998.

Welch, Susan and John Comer, Quantitative Methods for Public Administrators, Second Edition.

Course Number, Title, And Credits

PPA 697 DIRECTED RESEARCH PROJECT (3 Units)

Course Instructors

W. Frank Baber
Martha J. Dede
Edward Martin
William Moore
John Ostrowski
David C. Powell
Michelle Saint-Germain

Course Prerequisites

Advancement to candidacy; completion of all core courses

Course Objectives

The student will formulate, conduct, and complete a project that will analyze a research topic or issue of significance to the field of public policy and administration.

Course Description

The Directed Research Project provides the student with a meaningful capstone research experience as a part of his or her professional preparation. The student synthesizes the learning that has occurred in the core courses.

PPA 697 is a supervised experience in the application of theory and analytical tools to administrative processes and policy formulation in the public sector. The successful project reflects a capacity to perceive the nature and ramifications of selected issues that confront the public administrator.

Major Topics Covered

The topic selected for the research study may be directly related to the field of public policy and administration and to the career interests, needs, and objectives of the student as an administrative generalist, a specialist in administrative skills, or an administrator of a specific functional area. The Directed Research Project should provide an active research experience that is directly applicable to an examination of administrative processes or policy analysis in public agencies and should produce a usable outcome. A student should be advanced to candidacy and have completed all core courses prior to enrolling in PPA 697.

At the beginning of the semester, the student should submit to the instructor a Directed Research Prospectus, which defines the focus of the research. It includes:

1. The specific area within the general field of public policy and administration
2. The precise question(s) to be addressed
3. The hypothesis to be tested
4. The methodology to be used in conducting the research

5. The sources and availability of information
6. The expected results
7. The importance or implications for public policy and/or administration

The Directed Research Prospectus must be presented to the instructor for approval before moving to the following steps:

Week 5: The student should submit an outline with a preliminary bibliography.

Week 10: The student should submit a rough draft of the final report to the instructor for discussion and feedback.

Week 13: The student should submit two copies of the final project to the instructor. One copy will be kept by the Department and the other returned to the student.

To complete the Directed Research Project within one semester, the student should enroll in the full three course units at the beginning of that semester.

To complete the Directed Research Project over more than one semester, the student can enroll for at least one course unit in the first semester and one or more units in each subsequent semester, up to the limit of three course units total.

If the student has already enrolled in three course units of PPA 697 but requires additional time to complete the degree, the student may enroll in XGS-700 (see Student Handbook, Part IV).

A grade report must be filled out for each semester in which a student is enrolled in PPA 697. Please consult with the instructor to reach a clear understanding of what will be considered satisfactory progress in order to receive the designation "SP." It is the responsibility of the student to ensure that all agreements are kept and that all deadlines are adhered to. Please make regular appointments with the instructor and re-schedule them if unforeseen circumstances arise.

The student should be familiar with and adhere to the University General Regulations and Procedures as stated in the CSULB catalogue regarding cheating and plagiarism. These regulations have also been adopted by the Graduate Center for Public Policy and Administration. Cases of cheating or plagiarism are subject to such sanctions as change of grade as well as other measures. In addition, the Graduate Center for Public Policy and Administration does not permit the submission of required course term papers in more than one class. PPA 697 project reports must be based on original work and may not be reproductions, in whole or in part, of work completed by others.

References

A general list of related sources is provided at the end of this syllabus. In addition, the instructor will provide specific references for each student according to the topic of the research. A handout on finding information through electronic sources (e-mail, internet, world wide web, etc.) is also available.

II. Course Abstracts

2. Elective Courses

Course number, title, credits

PPA 512 URBAN EXECUTIVE MANAGEMENT (3 Units)

Course Instructors**Prerequisites for course**

Undergraduate Degree

Course Objectives

1. Develop an appreciation of the role and responsibility of the Urban Executive.
2. Develop an awareness of the concepts and practices within the field of public policy and urban management.
3. Develop an understanding of the constantly changing urban environment and issues and the need for the Urban Executive to maintain creativity while managing a traditional organization structure.
4. Develop increased awareness and understanding of the individual's role within public agencies, including both the operational and ethical aspects.
5. Develop an awareness of the Urban Executive as an internal change agent as well as an agent that deals with externally generated change.

Course Description

Students will be provided with an overview of the various types of problems confronting today's urban administrator and the possible means of solving some of these pressing problems. Subjects to be included are public policy in a changing society, new strategies for managing local government, new frontiers in planning and controlling financial resources, and the dynamics of personnel and labor relations.

Major Topics Covered

Urban Executive Skills for the 90s
Urban Executive as a Leader
Chief Executive as Politician, Administrator and Negotiator
Ethical Standards of Public Executives
From Intracommunity to Intercontinental Changes
and Service Demands
Earth Day 1990 and Beyond

Required Texts:

Naisbitt, John and Patricia Aburdene, *Megatrends 2000*, (New York, William Morrow and company, Inc., 1990. Osborne, David and Ted Baebler, *Reinventing Government* (Massachusetts; Addison-Wesley Publishing Company, 1992.

Blanchard, Kenneth, and Spencer Johnson, *The One Minute Manager*, (New Jersey, William Morrow and Company, Inc., 1982.)

Course number, title, credit

PPA 514 MUNICIPAL LAW FOR ADMINISTRATORS (3 Units)

Course Instructors

W. Frank Baber

Prerequisites for course

Undergraduate Degree

Course Objectives

Students will gain an understanding of the basic power of cities including regulatory (police) powers, corporate (service) powers, taxation and eminent domain. Students will acquire skills in the use of legal terminology and will explore problem solving by legal analysis. In addition to the traditional legal theories, we will examine the new parameters and changing standards in a litigious society looking for "deeper pockets," slower growth, greater citizen participation, more openness and accountability in government and a "higher quality of life." The course will cover the legal aspects of a wide variety of local government problems facing public administrators today.

The student will form an accurate picture of the basic and fundamental principles involved in the field of municipal law. A general familiarity with the laws that govern or impact upon the municipal administrator in the performance of duties will be another expected outcome. We will gain a better understanding of how the legal analysis process works in specific cases, and gain experience identifying legal issues in factual situations. The student will learn to distinguish facts from opinions, and legal issues from policy issues. The course should provide administrators with an insight to more efficient use of their legal counsels' services.

Course Description

This course examines the major laws and legal issues affecting local government today. The basic powers of cities including regulatory (police) powers, corporate (service) powers, taxation, and eminent domain will be studied. This course will develop problem-solving abilities through legal analysis and will explore the new parameters and changing standards in a litigious society looking for "deeper pockets," slower growth, and greater citizen involvement in local government.

Major Topics Covered

Introduction to Municipal Law and Legal Concepts
Conflicts of Interest and Ethics in Municipal Government
Council and Commission Procedures and Open Meeting Law
Issues in Public Sector Labor Law
Risk Management/Municipal Liability and Civil Court Police Cases
Land Use Regulations: Traditional Planning and Zoning
Land Use Regulations: Recent Trends
Recent Issues in Redevelopment and Public Finance
Legislative Body Practical Application
Constitutional Law/Citizen Advocacy

Public Works Contracts and Regulatory Functions
Environmental Law, Integrated Waste Management Plans, and Hazardous Waste Problems

Required Texts:

Patterson, J. M., Current Local Government Legal Issues in California, (a compilation of papers), 1994.

League of California Cities Proceedings, City Attorney's Department (Selected papers from several annual conferences will be provided by the instructor.

Course number, title, credit

PPA 515 ADMINISTRATIVE REPORT WRITING (3 Units)

Course Instructors

Martha J. Dede
Jeffery J. Klaus
Elizabeth Martin

Prerequisites for course

Undergraduate Degree

Course Objectives

In today's competitive employment market, getting and keeping a new job often will depend on the strength of writing and oral presentation skills. The purpose of this course is to help students develop confidence in their writing skills, to master the principles of generally accepted good English usage, and to teach them to present ideas clearly, concisely, and in a well organized sequence. Students will learn to structure a report, to draft and write a document in clear, concise, persuasive language, and to edit their own work. The course will also emphasize the techniques of presenting and illustrating oral reports. As a result, students will (1) develop a writing style that results in clear communication; (2) understand the fundamentals of administrative report writing; (3) and be able to present written material in an effective and persuasive manner.

Course Description

The purpose of the course is to teach students the basic steps in preparing those written documents most frequently required of public administrators. Through readings, lectures, class discussions and intensive drills, students will develop knowledge of how to prepare a wide variety of written reports from the initial assignment to the completed document.

Major Topics Covered

Topics covered include: concepts of communication, organization, the art of persuasive writing, the art of interesting writing, special writing projects, multi-cultural audiences, graphic aids, grantwriting, and oral presentations.

Required Texts

Becker, H.S. Writing for Social Scientists: How to Start and Finish Your Thesis, Book or Article. University of Chicago. 1986.

Oliu, W.B., etc. al. Writing That Works, 3rd ed. N.Y., St. Martin's Press, 1988.

Strunk, W. & White, E.B., Elements of Style, 3rd. ed., N.Y., Macmillan, 1979.

Kiritz. Program Planning and Proposal Writing. (Grantsmanship Center Reprints)

Course number, title, credit

PPA 517 ANALYTICAL SKILLS DEVELOPMENT (3 Units)

Course Instructors

D. DuaneLowe

Prerequisites for course

Undergraduate Degree

Course Objectives

1. To provide students with quantitative and qualitative techniques necessary to perform a technically correct analysis in a governmental organization.
2. To assist students to understand the political realities of governmental decision making.
3. To develop student's skills in communicating the results of analysis in an effective manner.

Course Description

This course is designed to develop or improve the skills needed to perform analytical work in the public sector. There will be a dual emphasis wherein both quantitative and behavioral/political aspects of analysis in government are explored for governments, community-based and non-profit organizations. Cost-benefit analysis, and report preparation and presentation will be covered.

Major Topics Covered

Introduction to Analysis and the Analytical Process
Problem Definition, Diagnosis, and Modeling
The Tools of the Trade
Analysis in Strategic Planning, Budgeting and Organization
Systems and Procedures Analysis - Evaluation
Bringing together all the parts of the analytic process

Required Texts:

Huff, Darrell, How to Lie with Statistics, W.W. Norton, 1954.

Hatry, Harry et. al., Program analysis for State and Local Governments, The Urban Institute, 1976.

Cleland, David I. & King, William R., Systems Analysis and Project Management, 3rd Ed., McGraw-Hill, 1983.

Course number, title, credit

PPA 521 MICROCOMPUTER MANAGEMENT FOR PUBLIC ADMINISTRATORS (3 Units)

Course Instructors

Suzanne Beaumaster

Prerequisites for course

Undergraduate Degree

Course Objectives

This course is to provide the student with a basic knowledge of the design and management issues surrounding the use of computers in public organizations, including impacts on managerial decision making and organizational productivity. Second, to introduce students to major computer applications in common use in public organizations. Third, to prepare students to effectively use computer-based applications as problem-solving tools in the managerial environment.

Course Description

A seminar for public administrators focusing on the design, development, and management of microcomputer systems and applications in public organizations. There is a dual emphasis in the course; analysis of critical concepts and issues relating to the management of microcomputer systems, and hands-on computer laboratory experience in the design, development and use of microcomputer applications.

Major Topics Covered

Role of Computers in Public Management

System Design: Elements of an end-user computing system, conducting a needs assessment.

System Design: Selection of software and hardware components.

System Design: Communication, networks, and implementation.

Application Development: Developing a framework for problem analysis.

Application Development: Assessment of student-developed problems

Application Development: First through third case study analysis.

Management Issues: System management and support strategies.

Management Issues: Human Factors in computer systems management

Required Texts:

Sacco, John and John Ostrowski, Microcomputers and Government Management: Theory and Design of Applications

Strock, Barry and Dave Adkins, The Municipal Computer Systems Handbook.

Course number, title, credit

PPA 522 AUTOMATING GOVERNMENT ADMINISTRATION (3 Units)

Course Instructors

Henry Rivera Jr.

Prerequisites for course

Undergraduate Degree

Course Objectives

1. To provide students with a basic understanding of computers and their use in public administration.
2. To introduce new technology in public management systems with the aid of the General Services Department of the City of Long Beach, Lakewood's Finance Department, the Garden Grove Police Department, and the Orange County Data Services Department.
3. To introduce students to the actual use of an on-line system in developing budgets, and to demonstration packages of other systems.
4. To provide an overview of programming and SPSS so students can learn both the benefits and limitations of computer uses.

Course Description

An examination of the use of computers to assist government management, with special emphasis on the automation of services such as finance, public safety, and administrative departments. The course will provide an introductory background in computers and their applications to government systems and services.

Major Topics Covered

Introduction to Campus Computers
Computer Services in Local Governments
Running a Program
Designing Systems
ICMA Government Software
Computer Management in a Contact City
Management Information Systems
Improving Productivity in Law Enforcement
Apple Computers and Local Government
Automating City Financial Management
Computerization of Purchasing, Inventory in Large Governments
Computer Research Assistance in Law Enforcement

Required Texts:

Strock and Adkins, The Municipal Computer Systems Handbook.

Taylor, Using Microcomputers in Social Agencies.

Course number, title, credit

PPA 523 URBAN INFORMATION SYSTEMS FOR PUBLIC MANAGEMENT (3 Units)

Course Instructors

John W. Ostrowski

Prerequisites for course

Undergraduate Degree

Course Objectives

First this course provides the student with a basic knowledge of the design and management issues surrounding the use of computers in public organizations, including impacts on managerial decision making and organizational productivity. Second, to introduce students to major computer applications in common use in public organizations. Third, to prepare students to effectively use computer based applications as problem-solving tools in the managerial environment.

Course Description

The purpose of this course is to expose MPA students to two of the most significant information technologies impacting government management as we move to the twenty-first century: The World-Wide Web (Internet) and G.I.S. (Geographic Information Systems). This course will introduce students to the tools and techniques used to construct Web pages and their appropriate usage. Students will also be exposed to the design, development, and use of G.I.S. in public organizations. This is a hands-on course which makes extensive use of computer technology, including Internet access to the World-Wide Web and e-mail.

Major Topic Covered

The role of microcomputers in public management.

System Design: Elements of an end-user computer system, conducting a needs assessment.

System Design: Selection of software and hardware components.

System Design: Communication, networks, and implementation.

Application Development: Developing a framework for problem analysis.

Application Development: Access applications.

Application Development: Spreadsheet-based budget.

Application Development: Spreadsheet applications for statistical and numerical analysis.

Application Development: Database Management Systems.

Application Development: Developing a personal DBMS.

Application Development: Designing integrated applications.

Management Issues: System management and support strategies.

Management Issues: Impacts on the organization structure, security problems.

Management Issues: Human Factors

Application Development: Exploring additional computer tools.

Required Texts:

Schrodt, Philip A., Microcomputer Methods for Social Scientists.

Strock, Barry and Dave Adkins, The Municipal Computer Systems Handbook.

Course number, title, credit

PPA 524 GIS MANAGEMENT AND APPLICATIONS FOR PUBLIC MANAGERS (3 Units)

Course Instructors

Tina M. Dickinson

Prerequisites for course

Undergraduate Degree

Course Objectives

To facilitate the understanding of GIS applications/functions in this course, the class will meet for many sessions in the SPA 205 computer lab (dates noted on course schedule). Students are reminded to bring their diskettes to all scheduled lab sessions. These sessions will be devoted to hands-on use of the computers. In addition to the regularly scheduled class, students should expect to spend additional time in a computer lab or using their own system.

Course Description

This course will introduce students to the management and application of Geographic Information Systems in the public sector. The class will cover the requirements for designing, developing and managing GIS applications for solving public-sector problems. The course will also provide students with hands-on use of GIS for applications development in a computer lab environment as well as analysis of real world GIS case studies. The course will consist of lecture, small-group analyses and computer-based exercises.

Major Topics Covered

- To illustrate uses of GIS in the public sector
- To introduce map element and features
- To discuss the concept of GIS relationships
- Getting to Know Arc View GIS
- To introduce the concept of GIS reappointment
- To introduce the first case study of Council Redistricting
- Creating & using GIS application of Redistricting
- To explore the various ways of capturing data
- To introduce the concepts of GIS data accuracy
- To introduce the concept of geocoding
- To discuss spatial analysis
- To discuss uses of Site Analysis/Location Planning
- To discuss the use of color, symbology and scale
- To introduce the concept of Trend Analysis & Crime Analysis
- To explore the ethical and legal issues of access, privacy and cost recovery & liability

Required Text:

O'Looney, John, Beyond Maps: GIS and Decision Making in Local Government, ESRJ, 2000 Getting to Know ArcView GIS, ESRI, 1996

Course number, title, credit

PPA 525 NON-PROFIT MANAGEMENT (3 Units)

Course Instructors

Martha J. Dede

Prerequisites for course

Undergraduate Degree

Course Objectives

1. Have knowledge of the rich and varied history of nonprofit organizations in the United States;
2. Be able to articulate the important roles the nonprofit sector assumes in American economic, social and political life;
3. Be able to identify and critically assess management challenges unique to nonprofit organizations; and have better understanding of the interdependent roles between and among community, nonprofits and government.

Course Description

Examination of the history, principal characteristics, scope and unique management challenges confronting the nonprofit sector in the United States. While the sector as a whole, in all its variety, will be addressed, particular attention is given to management issue. Among them: Board development, fund development and marketing, volunteer management.

Major Topics Covered

Nonprofit organizations can, and do, have breathtaking impacts upon the American social, economic and political experience. We will discuss some of those impacts over the first couple of sessions; however, it is worth noting that while those impacts -- or the potential for them -- are profound indeed, the capacity for nonprofits to realize them is greatly compromised without good management. In fact, until formal university-based nonprofit management courses and curricula exploded on the scene in the mid-1980's, nonprofit managers were often criticized for their "methodless enthusiasm" in management. With that in mind, we will focus most of our attention in the course on management and governance in nonprofit organizations in the United States.

Required Text:

Robert D. Herman & Associates. 1994. The Jossey-Bass Handbook of Nonprofit Leadership and Management. San Francisco: Jossey-Bass ("Herman" in reading assignment section).

Course number, title, credit

PPA 527 PRODUCTIVITY IN LOCAL GOVERNMENT (3 Units)

Course Instructors**Prerequisites for course**

Undergraduate Degree

Course Objectives

This course is designed to offer the student of government the historical basis from which today's productivity programs stem, the techniques and tools available to design a successful productivity program, the steps necessary to implement such a program, and the potential opportunities and pitfalls which might occur.

Course Description

Productivity improvement has been an area of municipal concern for many years. Its orientation has changed from an early emphasis on time and motion studies to the behavioral approach of the 1990's. Today's focus covers all meanings of productivity improvement and performance measurement as techniques to offset shrinking revenue bases and changing service requirements.

Major Topics Covered

In addition to productivity techniques, part of the course will be devoted to program evaluation. Evaluation research involves critical thinking about the outcomes of public programs. Fundamental to the process is the development of relevant measures to judge whether or not program goals are attained. These measures must be defined to fit each program and these may not be applicable for another program.

Appraisal literature is extremely limited; therefore, the thrust of this seminar will be on developing measures for specific programs. The trend in Congress and in the Administration is to demand greater accountability of how federal money is spent by local governments in discretionary programs. These measures are important to justify such things as effectiveness of implementation, the ratio of administrative to delivery costs, government dependency on outside funds, and political dependency to deliver new services.

Local governments in California have only a limited capacity to generate revenues. For example, the state collects, shares, and often earmarks spending for taxes on fuel, cigarettes and liquor. Initiatives now limit property taxes and set ceilings on other taxes. As a result, administrators must be aware of government interdependency and of delivery of effective services.

Required Texts:

Popovich, Creating High Performance Governments Berman, Productivity in Public Non Profit Organizations

Course number, title, credit

PPA 533 RACE, INEQUALITY AND PUBLIC POLICY (3 Units)

Course Instructors

Edward J. Martin

Prerequisites for course

Undergraduate Degree

Course Objectives

This course seeks to provide students with an overall framework for the analysis of race, ethnicity, inequality and poverty. It therefore expects students to develop an understanding of both theoretical issues and of specific aspects of the shaping and implementation of public policy in a multicultural democracy.

Course Description

There has been considerable political debate over the problems of income inequality and poverty in the U. S. and the inability of public policies to remedy this situation. The Los Angeles "riots" have renewed this debate. The purpose of this seminar is to critically examine this debate and guide students to an understanding of the multiple sources of inequality in American cities. Particular attention will be paid to ways in which race, ethnicity and gender play a role in structuring the urban environment in which inequality originates and operates. In this way, our discussion of racial inequality and social policy will serve as a spring-board for a more elaborate and critical examination of the fundamental philosophical, political and socio-economic problems currently afflicting our post-industrial society.

Major Topics Covered

Culture, Race and the Politics of Poverty Discourse
The Politics of Inequality and the Economy
Women, Work and the Welfare State
The Declining Significance of Race or the Increasing Importance of Class
Race, Inequality and Poverty in Los Angeles Neighborhoods
California's Multi-Ethnic Future: Race and Ethnicity in the Postmodern Age
Educational Inequalities and School Failure
Choices for Policy and Practice: The Agenda of Reform

Required Texts:

Jencks, Christopher, Rethinking Social Policy: Race, Poverty and the Underclass, Harvard University Press, 1992.

Miliband, Ralph, Divided Societies: Class Struggle in Contemporary Capitalism, Oxford University Press, 1989.

Sidel, Ruth, Women and Children Last, Penguin, 1992.

Katz, Michael B., The Undeserving Poor, Pantheon Books, 1989.

Course number, title, credit

PPA 535 INTERGOVERNMENTAL RELATIONS (3 Units)

Course Instructors

Michael R. Ferrall

Prerequisites for course

Undergraduate Degree

Course Objectives

This course will acquaint the student with fundamental concepts and issues of intergovernmental relations in the United States. Topics to be covered include history of the field, interorganizational management, intergovernmental flow of resources, legislative processes, intergovernmental advocacy, regional government, and inter-local relations.

Course Description

This course will present fundamental concepts and issues of intergovernmental relations in the United States. Topics covered include history of the field, intergovernmental revenues and expenditures, state and *federal legislative processes, legislative advocacy, interorganizational management, and current issues.*

Major Topics Covered

Foundations of Intergovernmental System; Federalism
History of Intergovernmental System
Intergovernmental Revenues; Trends and Issues
Regulatory Issues
Judicial Federalism: Conflicts and Confusion
State Legislative Process
Federal Legislative Process
Federal Budget Process
Interorganizational Management
Substate Regionalism; Councils of Government
Federal-State/Federal-Local/State-Local/Interlocal Relations
Current Issues and Future Trends

Required Text:

Wright, Deil S., Understanding Intergovernmental Relations. 5th ed. Pacific Grove, CA: Brooks/Cole Publishing Co., 1993.

Course number, title, credit

PPA 540 GRANTS ADMINISTRATION AND MANAGEMENT (3 Units)

Course Instructors

Linda-Marie Sundstrom

Prerequisites for course

Undergraduate Degree

Course Objectives

This course has been designed to allow both the experienced and novice grant writers to develop the skills and tools necessary to write successful grant proposals. The format of the course has been designed to allow for flexibility based upon the overall experience of the class. Each student will be taken through a systematic approach to the development of a grant proposal and will be given the opportunity to further enhance their current grant writing skills.

Course Description

The approach designed for this class begins with a philosophical approach to grant writing. Varying philosophies will be discussed during the course of the semester, and each student is encouraged to develop their own unique style to grant writing.

During the semester students will be exposed to a step-by-step approach to the overall development of grant writing. Each student will be required to develop, analyze, research, and create a completed grant proposal and present the conceptual proposal to the class at the end of the semester. During the course of this semester, students will be exposed to various approaches and methodologies to grant writing as well as presented with information on the grant review process. Students will be given the opportunity to present and answer questions pertaining to their individual proposal as well as provide insight into other grant proposals submitted.

Major Topics Covered

Examination of the various types of financial and technical assistance to local public and quasi-public agencies. Strategies for locating and obtaining grant program support. Developing an effective project management system for externally funded projects.

Required Text

GRANTSEEKER'S TOOLKIT: A COMPREHENSIVE GUIDE TO FINDING FUNDING

Author(s): Cheryl Carter New and James Aaron Quick Publisher: John Wiley & Sons, Inc.

Course number, title, credit

PPA 542 EMERGENCY PLANNING AND MANAGEMENT (3 Units)

Course Instructors

Robert G. Berg
Glorria Morrison

Prerequisites for course

Undergraduate Degree

Course Objectives

1. The course will work toward the goal of what issues to consider in planning and managing local large-scale emergencies.
2. Understanding of emergency management organizational and planning.
3. Knowledge of selected techniques for planning and various cases.

Course Description

This course provides an overview of the field of Emergency Management. The focus being that of the Standardized Emergency Management System (SEMS) utilized in California and the Federal Emergency Management Agency's mechanisms for city state and local agency financial recovery. Attention will be given to private and non-profit organizations that influence and contribute to the field of emergency management as well as environmental hazards that are associated with processes of manufacturing and transportation. Through field trips, the internet, and lectures a wealth of information will be explored.

Major Topics Covered

The Aim and Scope of Emergency Management
Principles and Process of Disaster Preparedness
Principles and Process of Hazards Mitigation
Principles and Process of Disaster Relief and Recovery
Technology and Emergency Management
Public Administration, Policy and Emergency Management The Politics of Disaster
Overview of U.S. Hazards and Emergency Management System
Overview of the Political Dimension of Disaster
Terrorism and Emergency Management
History of Terrorism in the U.S.
Management Skills and Principles
Disaster Response Operations and Management
Citizen/Family/Community Disaster Preparedness
Business and Industry Crisis Management
Issues in Emergency Management
Living in a Hazardous Environment
Earthquake Hazard Management and Operations

Hazardous Materials Management
The Economics of Disaster
Emergency Management for the Public Health Community
Legal Context of, Including Posse Comitatus and Civil Liberties Concerns

Required Texts:

Federal Emergency Management Agency: Free to download, copy, or order from FEMA. (Select own load materials and either open and print or save to disk)

Emergency Program Manager: An Orientation to the Position (IS1) <http://www.femagov/enlifisi.htm>

The Professional in Emergency Management (IS513) <http://www.fema.gov/emi/is513.htm>

Course number, title, credit

PPA 546 THE URBAN CRISIS AND THE PUBLIC ADMINISTRATOR (3 Units)

Course Instructors

Patrick W. Scott

Prerequisites for course

Undergraduate Degree

Course Objectives

This course will help to make students more aware of what is actual being done in the Los Angeles metropolitan area in attempting to deal with urban problems. The major focus of the course will revolve around the contact which students will have in class with representatives of various urban agencies. These representatives will discuss their particular agency, its relationships with the society, and the implications of the agency's goals to public administration.

1. Basic awareness of some of the literature of urban affairs, race relations, urban decision making/power relationships, and related subjects.
2. Knowledge and understanding of the activities and responsibilities of various urban agencies.
3. Better awareness of the systemic interrelationships of urban problems.
4. Expanded thinking about, and ideas for, dealing with the urban crisis.

Course Description

A survey of the history of urbanization, the literature of urban power relations and decision-making, and the dynamics of race relations in the urban environment. Extensive interfacing with urban agency representatives will be a major focus of this course.

Major Topics Covered

Introduction to the Urban Crisis
The Urban Context
The Urban Political Process
Participation in Urban Politics
Urban Policy and Governance

Required Text

Kweit, R.W. and Kweit, M.G., People and Politics in Urban America. Pacific Grove, CA: Brooks/Cole Publishing Company, 1990.

Course number, title, credit

PPA 547 LOCAL GOVERNMENT ECONOMIC DEVELOPMENT PROCESSES (3 Units)

Course Instructors

Vicki Morgan

Prerequisites for course

Undergraduate Degree

Course Objectives

The student will be involved in a detailed discussion of the nature and goals of a locally based economic development program as well as a thorough exploration of real estate development economics from the public and private perspective. The course will provide an overview of the process of designing and implementing an economic development program. Emphasis will be placed on defining incentives for and constraints on public and private investment, and the development of a public marketing effort. The student will be exposed to the private development and financing processes for commercial, industrial, and residential properties.

Course Description

A detailed discussion of the nature, goals and processes of locally based economic development programs. Definition of governmental incentives designed to maximize private investment. A thorough exploration of property-related revenues from both the public and private perspective.

Major Topics Covered

Real Estate development, economics and financing techniques.
Land use as a determinate of the character and viability of a political subdivision
Industrial development
Residential development
Nature and economics of retail development
Organizational issues relating to local economic development
Public/Private partnerships and the economics involved
Ethical issues in redevelopment

Required Text:

Real Estate Review Portfolio No. 4 - Analyzing A Real Estate Investment. Revised Edition.
Warren, Gorham & Lamont. Boston, New York

Course number, title, credit

PPA 548 HOUSING PROBLEMS AND THE URBAN ADMINISTRATOR (3 Units)

Course Instructors

Patrick W. Scott

Prerequisites for course

Undergraduate Degree

Course Objectives

1. Give public administrators a better awareness and understanding of urban housing problems.
2. To explore the impact of housing problems on other areas of concern to the urban public administrator.
3. Broaden the perspective of public administrators in terms of their knowledge of the vast array of urban housing problems.
4. Enhance the public administrator's ability to deal with housing problems.
5. Increase the public administrator's level of understanding of the ramifications of housing problems.
6. Assist in leading to more smoothly run cities.

Course Description

An overview of housing problems in contemporary urban society. This course will increase the public administrator's awareness of the interrelationships between local government administration and housing problems, and facilitate the public administrator's ability to deal with these problems.

Major Topics Covered

Evolution of Local Housing Involvement
Conservation and Rehabilitation
Developing and Managing Housing; Innovative Financing
Changing Housing Markets
Housing and the States
NIMBY effects in housing planning
Responding to new populations

Required Text:

Neeno, Mary K., Housing and Local Government. Washington, D.C.: International City Management Association, 1982.

Course number, title, credit

PPA 549 THE MUNICIPAL COMMUNITY DEVELOPMENT PROCESS (3 Units)

Course Instructors**Prerequisites for course**

Undergraduate Degree

Course Objectives

The course will provide the student with an overview of the role of local government in the community development process, including the integration of urban planning, zoning, subdivisions, housing, community development block grants, economic development and redevelopment functions. Major emphasis of the course will be placed on analyzing the redevelopment process, and in particular, determining what it can do and what it cannot do and how to organize for redevelopment and how redevelopment activities are financed. The political implications of redevelopment activities is analyzed. Types of redevelopment projects will be studied including specific case studies. The class will focus on strategies for success and pitfalls to avoid. The course will include a variety of lectures, class discussions, audio visual presentations, and guest speakers. The orientation of the class will be heavily weighted towards experiential learning.

Course Description

An overview of the municipal community development process with particular emphasis on the integration of municipal planning, zoning, housing, social service, and redevelopment functions. Emphasis will be given to the impact of federal Community Development Block Grants on the local process.

Major Topics Covered

The City Planning Function

City Deal Making

Redevelopment in California

Redevelopment Law/Tax Increment Financing

Political Realities of Redevelopment; Conflicts of Interest

Steps in Establishing a Redevelopment Project

Property Acquisition; Selection of the Developer and the Negotiation Process; Property Disposition

Discussion of a Redevelopment Project from "Start to Finish"

The Role of Local Government and Redevelopment Agencies in Housing Programs; Relocation Requirements

Local Economic Development

Community Development Block Grant Program; Growth Management; Mello-Roos Act

Required Text:

Beatty, Coomes, Hawkins, Quinn & Yang, Redevelopment in California, Solano Press Books, 1991. City Deal Making, Urban Land Institute, 1990.

Course number, title, credit

PPA 550 URBAN TRANSPORTATION PLANNING (3 Units)

Course Instructors

Victor N. Kahmi

Prerequisites for course

Undergraduate Degree

Course Objectives

The student will gain an understanding of urban transportation policy and planning at the federal, state and local levels of government. Emphasis will be placed upon Southern California transportation issues, future scenarios and choices.

Course Description

This course examines the comprehensiveness, complexity, and other issues inherent in the urban transportation planning and policy processes in urban areas. It provides an examination of the status of urban transportation activities, needs, and discusses the near and long-term options for the future. It analyzes the numerous institutional, political, economic, environmental, and technical obstacles to improving urban transportation.

Major Topics Covered

The Economy
Demographics
Energy and the Environment
Development Patterns
Urban Goods Movement
Mobility
Technology and Demand Management
Resources
Commuting Trends
Transportation Design Features
Land use and tenant mix considerations
Suburban traffic management
Supply and demand side remedies
Institutions--Federal, State Regional, and Local Players/Programs
Southern California future transit needs

Required Texts:

Cervero, Robert. Suburban Gridlock, New Brunswick, New Jersey: Center for Urban Policy Research, Rutgers University, 1986, second printing, 1988.

National Research Council, A Look Ahead--Year 2020. Washington, D.C.: Transportation Research Board, Special Report #220, 1988.

Downs, Anthony. Stuck in Traffic. The Brookings Institution, Washington, D.C., and The Lincoln Institute of Land Policy, Cambridge, Massachusetts, 1992.

Course number, title, credit

PPA 554 PUBLIC WORKS FACILITIES AND URBAN POLICY (3 Units)

Course Instructors

Victor N. Kahmi

Prerequisites for course

Undergraduate Degree

Course Objectives

The course will focus on major infrastructure systems in Southern California. The impacts of growth, deferred maintenance, expansion, liability for litigation, intergovernmental mandates and changing public values will be explored in relation to local government responsibilities for planning and managing public infrastructure systems. Objectives of the course include enabling the student to develop an understanding of:

1. The major systems and components of the public urban infrastructure system in the Southern California area.
2. Growth impacts on infrastructure function and capability.
3. Social, economic and financing issues of infrastructure development.
4. Intergovernmental issues of infrastructure maintenance and development.
5. Local government infrastructure responsibilities and policies.
6. Methods of planning and budgeting for infrastructure development.

Course Description

This course will provide a study of public infrastructure essential to urban communities and an analysis of urban policies and impacts from the perspective of the urban administrator. Students will examine infrastructure maintenance and expansion needs assessment and intergovernmental financing with concentration on water and waste water, transportation, solid waste, and public facilities, including schools.

Major Topics Covered

Support systems for urban life
Social impacts from infrastructure trends
Streets and highways - systems in need of a miracle
Transportation demands
Project management and capital programming
Water and Waste Water - Price of survival
Solid Waste - Alternatives and Issues
Air Quality and Air Pollution
Environmental Regulations
Citizen participation in public works

Required Text:

Cristofano, Sam and William Foster (Eds.), Management of Local Public Works, Washington, D.C., The International City Management Association, 1986.

Course number, title, credit

PPA 560 PUBLIC FINANCIAL MANAGEMENT TECHNIQUES AND ISSUES (3 Units)

Course Instructors

William S. Moore

Prerequisites for course

Undergraduate Degree

Course Objectives

The course is designed to provide an understanding of the terminology, mechanics, benefits, limitations and uses of each technique reviewed. Another objective is to provide an understanding of the background, current status, impact and prognosis for the future of the issues reviewed.

Course Description

The course will provide an understanding of current governmental financial management techniques and issues. Financial problems confronted by a number of government organizations have stimulated considerable interest in financial management and a record for improved methods of managing fiscal affairs. This course will provide an introduction to important financial management issues and to new analytical techniques which are being used to improve financial decision making.

Major Topics Covered

Analyzing Financial Condition

Development of Financial Policies

Revenue/Expenditure

Comprehensive Planning and Financial Management

Operating Budgets

Capital Budgeting and Programming (Infrastructure)

Accounting-The Management Tool

Auditing

Treasury and Cash and Debit Management Techniques and Practices

Risk Management and Insurance Planning

Required Texts:

Matzer, John, Practical Financial Management, International City Management Association, 1984.

Coe, Charles K., Public Financial Management, Prentice Hall, 1989.

Editor-Matzer, John, Capital Projects: New Strategies for Planning, Management, and Finance, International City Management Association, 1989.

Course number, title, credit

PPA 567 BASIC GOVERNMENTAL (FUND) ACCOUNTING (3 Units)

Course Instructors

Jean M. Pugh-Ostrowski

Prerequisites for course

Undergraduate Degree

Course Objectives

1. To develop an understanding of how governmental accounting systems work and its interrelationship to policies
2. To develop an understanding of governmental financial reports and how to use them in day to day management
3. To develop an understanding of the relationships between budgeting and accounting in governmental agencies
4. To develop an understanding of the role of the independent auditor in the examination of governmental financial statements

Course Description

The course provides a basic introduction to the unique characteristics of the differences between governmental and commercial accounting. Governmental accounting terminology and basic principles are discussed. Information is provided on the structure and types of funds and methods of classifying and recording accounting information. Types of financial reports and interpretation of financial statements are discussed. Particular emphasis is focused on the relationship between accounting and budgeting, financial reporting, auditing and other financial management activities for governmental and nonprofit agencies.

Major Topics Covered

Principles of accounting
Internal Control Structure
Characteristics of Governmental Accounting
State and Local Government Accounting Principles
Budgeting
General and Special Revenue Funds
Revenue Accounting
Expenditure Accounting
Debt Service Funds/Capital Projects Funds
General/Fixed Assets/General Long-Term Debt/Interfund Relationships
Enterprise Funds/Internal Service Funds
Trust and Agency Funds
Financial Reporting
Audits of Public Agencies

Required Texts:

Governmental Accounting Auditing and Financial Reporting: Government Finance Officers Association, Chicago, Illinois.

GAAFR Study Guide Outlines and Exercises: Author, Stephen J. Gauthier and Shawn Warren, Government Finance Officers Association, Chicago, Illinois

Course number, title, credit

PPA 570 NEGOTIATING DYNAMICS: STRATEGIES AND SKILLS (3 Units)

Course Instructors

Edward C. Caprelian

Prerequisites for course

Undergraduate Degree

Course Objectives

1. Identify the characteristics of effective negotiations.
2. Assess negotiating styles and how these styles are used effectively.
3. Examine and develop strategies and skills for negotiating in the public sector.
4. Examine methods for building and strengthening leverage in negotiations.
5. Practice the application of negotiating strategies and skills in public sector negotiations.

Course Description

Examination of negotiating strategies and skills based on tested use of power and psychological principles in negotiations. Different strategies and skills examined for negotiating under varying levels of cooperation and conflict.

Major Topics Covered

Negotiating Leverage

The Dynamics of Negotiations

Negotiating Strategies

Bargaining Skills for Negotiations

How to Deal with Manipulation and Coercion

Negotiating Strategies and Skills

-

Required Texts:

Fisher, Roger and William Ury. Getting to Yes. New York, Penguin Books, 1981.

Schatzki, Michael, Negotiation, New York: Signet, 1981.

Course number, title, credit

PPA 571 LEADERSHIP SKILLS AND STRATEGIES IN THE PUBLIC SECTOR (3 Units)

Course Instructors

Elizabeth Martin
Edward J. Martin

Prerequisites for course

Undergraduate Degree

Course Objectives

This course is founded on the assumption that a graduate seminar challenges the students and the instructor equally to make the experience a success. The student, therefore, should approach the course with the commitment to work hard and contribute positively to the learning experience of the entire class. The course examines the theories of administrative leadership and the application of leadership skills and strategies in an urban government environment. Students are expected to: develop an appreciation for various leadership approaches and theories; begin developing specific skills for greater leadership ability; and apply strategies for making public organizations more responsive to citizens.

Course Description

Increasingly, urban governments are being criticized for a "lack of leadership" and an inability to move their bureaucracies toward solutions to complex problems. This course examines the theories of administrative leadership and the strategic application of leadership skills in an urban-government environment. Students also will review current approaches to organizational excellence and its applicability to urban-government leadership.

Major Topics Covered

Explore history and current context of leadership
Explore various approaches to leadership; Leadership vs. Management
Learning to create vision and goals
Learning to communicate effectively
Leadership and Organization Structure
Leadership, Power, and Empowerment
Putting Vision into Action
Getting followers to follow
The Structure of Leadership
Leadership and Organization Culture
Bottom-Up vs. Top Down Management
Managing Networks vs. Organizations
Learning to be Creative
Building a passion for Leadership

Required Texts:

Bennis, Warren and Nanus, Burt. Leaders: The Strategies for Taking Charge. New York: Harper and Row, 1985.

Kotter, John P. A Force of Change: How Leadership Differs from Management. Free Press, 1990.

Course number, title, credit

PPA 575 PUBLIC SECTOR EMPLOYER-EMPLOYEE RELATIONS (3 Units)

Course Instructors

Jeffery J. Klaus

Prerequisites for course

Undergraduate Degree

Course Objectives

The specific learning goals and objectives to be achieved by the students in this class are outlined in the following discussion topics and exercises.

1. A review of history and growth of public sector collective bargaining.
2. The sources and techniques of financing the labor agreement.
3. How to cost labor proposals including a review of the total compensation theory.
4. Studying the consumer price index and escalator clauses.
5. Reviewing the role of politics in labor relations.
6. Analyzing impasse resolution techniques, including mediation, fact-finding and binding arbitration. how to prevent and prepare for strikes
7. Reviewing the responsibilities involved in administering the labor contract.
8. Reviewing the economic impact of workers' compensation and public retirement systems.
9. Identifying and studying contemporary issues concerning employee relations in the public sector.
10. Preparing for and engaging in a simulated collective bargaining session.

Course Description

Analysis of current prevailing practices and techniques in the public sector relating to the impact of collective bargaining and its continuing ramification on the economic, political and organizational structure in the public sector. Emphasis is based on a review on the entire employee relations field including financial implications, costing techniques, Consumer Price Index (CPI), preparing for negotiations, using negotiation techniques, impasse resolution including binding arbitration, job action and strikes, contract administration, workers compensation, and public retirement systems.

Major Topics Covered

History and Practice of public Sector Collective Bargaining
How to Finance the Public Labor Agreement
Preparation for the Negotiation Process
Costing the Proposals
Costing Proposals Consumer Price index and Escalator Clauses
The Role of Politics in Labor Relations
Techniques of Negotiations
Mock Negotiating Session
Impasse Resolution Techniques

Public Sector Strikes
Contract Administration
Worker's Compensation/Disability Retirement/Rehabilitation
Public Sector Retirement System

Required Texts:

Nierenberg, Gerald L., The Art of Negotiating, Cornerstone Library, New York, 1986 Edition

Woodford, Joseph I., Supervisor's Guide to Contract Administration and Grievance Handling Advisory Publishing, Crestline, California, 1986.

Course number, title, credit

PPA 580 LEGAL ISSUES IN PUBLIC PERSONNEL (3 Units)

Course Instructors**Prerequisites for course**

Undergraduate Degree

Course Objectives

This course will examine the historical, social and legal bases for Equal Employment Opportunity (EEO) and Affirmative Action (AA) laws and programs. The student will gain a greatly improved understanding of Federal and State EEO and AA requirements and their effects on personnel administration. The class will primarily focus on the EEO and AA impact on the personnel administration, but it will also deal with the interrelationships with other phases of the administrative process such as contract compliance, the delivery of services, policy formulation, administrative regulation, etc. The class will develop specific skills in planning, implementation, monitoring and evaluating an AA program of a typical public jurisdiction. In addition, basic laws, executive orders and policies, relevant court decisions and their ramifications will be examined.

Course Description

Analysis of the historical, social and legal bases for equal employment opportunity and affirmative action laws and programs. The course will review the impact of Civil Rights legislation and its enforcement by compliance agencies and the courts. Attention will be given to basic data collection and analysis for planning and reporting, affirmative action program planning and implementation, developing and evaluating a model affirmative action plan, discrimination complaint handling, monitoring and evaluating an affirmative action program. Institutionalizing equal employment opportunity into the personnel process as well as current and future issues in equal employment opportunity and affirmative action will be covered.

Major Topics Covered

Historical EEO Development

Constitutional protections

Equal Pay Action of 1963

1964 Civil Rights Act: Title VII

Age Discrimination in Employment Act of 1967

Executive Order 11246, Revised Order 4 and 14

Affirmative Action Plan

Quotas vs. goals

Vocational Rehabilitation Act of 1973

Recruitment, selection, training, performance, evaluation, discipline and discharge

Required Text:

Federal Law of Employment Discrimination: In a Nut Shell, 3rd Edition; Player, M.

Course number, title, credit

PPA 581 GOVERNMENT/COMMUNITY RELATIONS (3 Units)

Course Instructors

Edward C. Caprielian

Prerequisites for course

Undergraduate Degree

Course Objectives

This course seeks to provide the overall framework for analysis of government and community relations, the actors and roles, and historical precedents. It expects students will learn the problems and issues in the topical area, review important developments, strategies and tactics employed, and obtain first hand information on the variety of successful practices used by public administrators employed in this endeavor.

Course Description

An investigation of the inter-relationship between governments and community based organizations and the communities in which they operate and serve. Particular attention is paid to strategies and tactics used in diagnosing problems and opportunities and prescribing courses of action in such diverse areas as public safety, planning and communities development, arts and culture and health, education and welfare. Elective for graduate students in Master of Public Policy and Administration.

Major Topics Covered

Course introduction and overview of the history of government/community relations in the United States
Roles and historical relationships of citizens, government, and the media
The agency, the watchdogs, and the planned and un planned public relations efforts.
Proposed impacts of economic development projects--the city view and the developers view
Community based policing-, contracting as a tool for community relations
New dimensions in government community relations in culture and the arts
Innovations in government community relations and economic development projects
School and government and community relations
Using GCR as a tool for improving the public response to mass transit
Future dimensions of government community relations

Required Texts:

Bruce W. McClendon, Customer Service in Local Government Chicago, Illinois, Washington D.C., Planners Press American Planning Association, 1992.

Frances Moore Laape and Paul Martin DuBois, The Quickening of America San Francisco: Jossey-Basse, Inc. Publishers, 1994.

Grover Starling, Managing the Public Sector, Homewood, Illinois, The Dorsey Press, 1982.

Sherry Devereaux Feruson, Mastering the Public Opinion Challenge. Burr Ridge, Illinois, New York, New York, Irwin Professional Publishing 1994.

Course number, title, credit

PPA 582 CITIZEN ADVOCACY AND PUBLIC POLICY MAKING (3 Units)

Course Instructors

Patrick W. Scott

Prerequisites for course

Undergraduate Degree

Course Objectives

To encourage student interaction with elected representatives in developing an understanding of how citizens involvement impacts policy formation and public administration. To provide an insight on the major issues that will require legislation in this decade.

Course Description

An in-depth analysis of citizen involvement and how it affects policy formulation and public administration. The course involves classroom input from community leaders, action groups, legislators, and public administrators, with interaction by the student.

Major Topics Covered

The Realities of Power

How people may speak to power

Ways of Thinking about Politics to help us surmount our current problems

Understand the tactics and influence of P.A.C.'s policy making

Understand the effect of special interests upon legislation at all levels of government

Required Texts:

Etzioni, Amitai, The Spirit of Community, New York-, Crown Publishers. 1993;

Greider, William, Who Will Tell The People, New York: Simon and Schuster, 1992.

Course number, title, credit

PPA 585 INTERNSHIP PROGRAM (3 Units)

Course Instructors

Martha J. Dede
William S. Moore
John A. Ostrowski
David C. Powell

Prerequisites for course

Undergraduate Degree, & consent of the instructor

Course Objectives

1. Learn and understand the role of a public administrator; and
2. Develop full potential a public administrator requirements and their effects on personnel administration.
3. The student is both a center graduate student and a public administrator

Course Description

A learning experience designed to provide an exposure to and understanding of the governmental environment. Students seeking the MPA degree who do not have managerial experience in government are required to participate in the internship program. May be repeated for 12 units. Academic credit earned for the Internship program is beyond the 36 units required for the MPA degree.

Major Topics Covered

An evaluation by the intern's sponsor will provide feedback and is intended to help the Intern learn from the work experience.

Journal of Internship Experience
Sponsor evaluation report
Conferences and Participation

Required Texts:

What Color Is Your Parachute?, Richard Bolles.

Working, Studs Turkel

Course number, title, credit

PPA 590 Special Topics Public Policy and Administration

Course Instructors

William Moore

John Ostrowski

Prerequisites for course

Undergraduate Degree

Course Objectives

This course will acquaint the students with basic fundamental, concepts, issues, interorganizational management, resources, operating systems, improvements, and the history of the subject selected for Public Policy and Administration.

Course Description

An investigation of a special problem as defined by the instructor that is of current interest to the field of public policy and administration. Course may be repeated for a maximum of nine units with different topics.

Major Topics Covered

Source to be defined by the instructor.

Required Text

Source to be defined by the instructor.

Course number, title, credit

PPA 590M MICROECONOMICS AND PUBLIC POLICY (3 Units)

Course Instructors

William S. Moore

Prerequisites for course

Undergraduate Degree

Course Objectives

This course is a survey of microeconomics taught primarily through applications for public policy. In other words, macroeconomic theory is presented in the context of public policy applications. The course assumes no previous college courses in economics or mathematics; however, some equations and graphs are used to explain macroeconomic principles.

The course is designed to appeal to a broad audience while providing a solid foundation for those who wish to explore the study of economics further. Anyone who is interested in learning basic economics and in particular how economists (conservative and liberal) think about public policy issues should find the course very informative. This course is strongly recommended for anyone seeking a career in public finance or policy/legislative analysis. Further, an applied microeconomics course is often a required course in many public policy and administration programs.

This course does not compete with any of the graduate courses or courses eligible for graduate credit in the Economics Department. It is a graduate course and will require work at a level commensurate with graduate school but the material will be presented at an elementary level.

Course Description

This course is a survey of microeconomics taught primarily through applications for public policy. The course is designed to appeal to a broad audience while providing a solid foundation for those who wish to explore the study of economics further. Anyone who is interested in learning basic economics and in particular how economists (conservative and liberal) think about public policy issues should find the course very informative.

Major Topics Covered

Supply and Demand
Firms and Markets
Welfare Economics
The Role of Government
Taxes, Grants, and Tax Expenditures
Public Goods
Cost-Benefit Analysis

Part 2 - Applications

State and Local Government Spending and Taxation

The Environment

Market Power

Crime

Poverty

Discrimination

Health Care

Housing

Education

Social Security

Required Texts:

Levy, John M. (1995), Essential Microeconomics for Public Policy Analysis, Praeger.

Brux, Jacqueline M. and Janna L. Cowen (1999), Economic Issues & Policy, South-Western College Publishing.

Raimondo, Henry John (1992), Economics of State and Local Government, Praeger.

Course number, title, credit

PPA 597 DIRECTED STUDIES (3 Units)

Course Instructors

W. Frank Baber
Martha J. Dede
Edward J. Martin
John A. Ostrowski
David C. Powell
Michelle A. Saint-Germain

Prerequisites for course

Undergraduate Degree, and consent of instructor

Course Objectives

The requirements of the course in Directed Studies are visualized as a supervised experience in the application of research tools to administrative processes, reflecting a capacity to perceive the nature and ramifications of selected issues that confront the administrator.

The topic selected for the directed study may be directly related to the career interests, needs and objectives of the student as an administrative generalist , a specialist in administrative skills , or an administrator or a specific functional area. The Directed Studies paper should provide an action research experience that is directly applicable and usable to an examination of administrative processes in the field of study.

Course Description

The Directed Studies Project provides the student with a research experience as part of his or her professional preparation. It requires that the student formulate, conduct and analyze a research topic or issue of significance to the field of study.

Major Topics Covered

The general field(s) of research
The exact area of research
The precise Questions to be addressed
The hypothesis to be tested
The methodology to be used in conducting the research
The availability of sources of information

Course number, title, credit

PPA 610 SEMINAR IN URBAN AFFAIRS (3 Units)

Course Instructors

Edward J. Martin

William S. Moore

Prerequisites for course

Undergraduate Degree

Course Objectives

The objective is to engage in a serious analysis of urban policy within the context of postindustrial change and will conclude with a discussion of the emergency of the global city and policy alternatives aimed at promoting economic democracy.

Course Description

A broadly based interdisciplinary course which will give students an opportunity to develop expanded awareness of urban issues and the interrelationships between various urban agencies and interest group.

Major Topics Covered

City in Postindustrial Society and Postmodern Culture

The State and Welfare Capitalism

Third World Within: Class, Culture, and 'Race' in a Global City

Visions and Revisions: Planning, Power and Class Conflict

Poverty, Racism and Inequality

Racial Violence in the Hood: Gangs, Drugs, the Economy, and the State

Market Capitalism and Urban Development

Capital and Communities: Shattered Factories-Shattered Cities

Out of the Ashes: Rethinking 'Race' and 'Ethnicity' in Post-Riot Los Angeles

The Emergence of the 'Global City'

Strategies and Resources for a journey of Hope: The Practice of Possibility in Urban America

Required Texts:

M. Davis, City of Quartz, Verso, 1990

M.P. Smith, City, State, and Market, Blackwell, 1988

M. Cross and M. Keith, Racism, the City and the State, Verso, 1993

Amerasia journal, Vol. 19, No. 2, 1993

