DEPARTMENT OF PUBLIC ADMINISTRATION

(585) 395-2375

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Public administration is a program of graduate professional study for the Master of Public Administration (MPA). It is nationally accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). As an institutional member of NASPAA, the program is committed to quality in public affairs education and ascribes to the NASPAA Member Code of Good Practice.

The program, instituted in 1974, develops competencies in management and governance for governmental, nonprofit and other public service organizations. Students acquire basic knowledge and skills through the program’s core courses, while individual career objectives are met through one of four emphases: general public administration, health care management, nonprofit management, and public safety. To receive the MPA, students complete 42 credits of graduate course work including the Portfolio or Project Paper.

Any undergraduate major course of study provides acceptable preparation for the study of public administration.

The 4 + 1 Combined Program: Bachelor of Science in Political Science and MPA is available for qualified political science majors at Brockport. For detailed information on the department’s 4 + 1 Combined Program, visit www.brockport.edu/pubadmin/bsmpa.html.

Note: Political science students in the 4+1 combined political science/public administration degree program who have completed at least 120 credits are determined to have graduate status and are therefore, at that point, subject to the graduate policies of the Office of Graduate Studies and the Department of Public Administration.

The MPA program also offers two graduate certificate programs: a Certificate in Nonprofit Management, which is available to MPA students and as a stand-alone certificate, and a Certificate in Arts Administration (in conjunction with the MFA degree offered by the Visual Studies Workshop).

MPA courses are three credits, meeting once a week for a semester. Some courses are offered online through the Internet. Courses are generally offered in the evening in downtown Rochester at the College at Brockport MetroCenter.

Always check the department’s Web site for the most current policies in effect at www.brockport.edu/pubadmin.

Admission Requirements for the Master of Public Administration

Eligibility to apply to the MPA requires a baccalaureate degree from an accredited college or university (see the Graduate Admissions section in this catalog for further details) and evidence of potential to succeed at graduate study. No more than nine graduate credits earned in non-degree status at The College at Brockport prior to a graduate student’s official matriculation date may be applied toward the degree program. Therefore, individuals are encouraged to apply for admission to the MPA program as soon as possible. Visit www.brockport.edu/graduate
for details on the application deadlines for this program. Complete applications should be submitted directly to the Office of Graduate Admissions (see the Admissions section of this catalog for further details).

More information regarding this process may be obtained from the department at (585) 395-2375, via e-mail at padmin@brockport.edu, from the Office of Graduate Admissions at (585) 395-5465, or via e-mail at gradadmit@brockport.edu.

To apply for admission, an applicant must submit the following as part of the application:

1. the Application for Graduate Admission, including the Statement of Objectives;
2. official transcripts of undergraduate and prior graduate work (except for transcripts from The College at Brockport);
3. three letters of recommendation from persons in a position to assess the applicant’s potential for significant academic or administrative achievements (e.g., professors, supervisors, business colleagues); and
4. résumé, and
5. test scores on the GRE General Exam if any of the following conditions apply:
   • applicant has less than an overall cumulative average of 3.0 in undergraduate study from the college or university granting applicant’s baccalaureate degree.
   • applicant’s undergraduate transcript shows a pattern of repeated courses with grades below “B.”
   • applicant graduated from an undergraduate institution that does not supply letter grades for 40 percent or more of the courses on the applicant’s transcript.

Note: If the applicant already possesses a master’s degree from an accredited institution, or has completed 30 credits or more of course work at the master’s level from an accredited institution with a graduate cumulative grade point average of at least 3.0 for those graduate courses taken, the applicant does not have to take the GRE.

The faculty reserve the right to deny admission even when minimum requirements are met.

Course Requirements for the Master of Public Administration

General Emphasis in Public Administration

Core Courses:
- PAD 680 Public Policy
- PAD 681 Strategic Management for Public Organizations
- PAD 682 Organizational Behavior
- PAD 683 Intergovernmental Relations
- PAD 684 Budget—State and Local Government
- PAD 685 Human Resource Management
- PAD 687 Statistics for Managers
- PAD 688 Research and Program Evaluation
- PAD 696 Project Paper/Portfolio Seminar

Health Care Management Emphasis

Core Courses:
- PAD 613 Health Care in America
- PAD 640 Financial Management (must be taken prior to PAD 619)
- PAD 619 Financial Administration of Health Care (prerequisite is PAD 640)
- PAD 681 Strategic Management for Public Organizations
- PAD 682 Organizational Behavior
- PAD 685 Human Resource Management
- PAD 687 Statistics for Managers
- PAD 688 Research and Program Evaluation
- PAD 696 Project Paper/Portfolio Seminar
Nonprofit Management Emphasis

Core Courses:
PAD 640 Financial Management
PAD 646 Foundations of the Nonprofit Sector
PAD 680 Public Policy
PAD 679 Nonprofit Management
PAD 682 Organizational Behavior
PAD 685 Human Resource Management
PAD 687 Statistics for Managers
PAD 688 Research and Program Evaluation
PAD 696 Project Paper/Portfolio Seminar

Public Safety Emphasis
NOTE: Courses listed for the Public Safety Emphasis have their own prefix—EPS. All courses with the prefix “EPS” are part of the public administration program. In addition, many PAD core and elective courses are “cross-listed” with both EPS and PAD prefixes to enable students in the Public Safety Emphasis to take most public administration courses. Generally, students who are part of the Public Safety Emphasis should register for those courses that are listed with the prefix “EPS.” Students in the other public administration emphases should continue to register for “PAD” courses.

Core Courses:
EPS 603 Ethics in Public Safety
EPS 659 Public Policy for Public Safety Managers
EPS 681 Strategic Management for Public Organizations
EPS 682 Organizational Behavior
EPS 684 Budget—State and Local Government
EPS 685 Human Resource Management
EPS 687 Statistics for Managers
EPS 688 Research and Program Evaluation
EPS 696 Project Paper/Portfolio Seminar

Degree Requirements for the Master of Public Administration
To receive the MPA, students must fulfill the following requirements within a seven-year period from the time of matriculation into the program. Extensions are rare, but may be requested under extenuating circumstances.

1. Complete 42 graduate credits.
2. Demonstrate proficiency in basic computer applications.
3. Attain a minimum cumulative grade point average of 3.0 (a grade of “B” or better). Failure to maintain this cumulative average will result in dismissal from the program. More than three credits of course work below “B” will result in dismissal. Core courses may not be repeated, and an “E” in a core course will result in dismissal.
   Note: Failure of any core course will result in dismissal from the program, as will a grade less than a “B” for more than (3) credits of any coursework. Therefore, the Department of Public Administration adheres to a policy that is more strict than the campus probation policy, also referenced in this catalog.
4. Complete PAD/EPS 696: the Project Paper (an applied research paper) or Portfolio.

Admission Requirements for the Certificate Programs
To apply for admission to the Certificate programs, an applicant must submit the application form, official transcripts and a current résumé. Visit www.brockport.edu/pubadmin/certificates.html for specific instructions on applying to the Certificate programs.
Course Requirements for the Certificate Programs

The Public Administration Department offers two graduate certificate programs: a Certificate in Nonprofit Management, and a Certificate in Arts Administration (in conjunction with the MFA degree offered by the Visual Studies Workshop). Students applying to either of the Certificate programs must meet regular MPA degree admission requirements. Eligibility to apply for the Certificate in Nonprofit Management requires a baccalaureate degree from an accredited college or university (see the Graduate Admissions section in this catalog for further details). Eligibility to apply for the Certificate in Arts Administration requires that the student be matriculated in either the Master of Public Administration (MPA) or Master of Fine Arts (MFA) program in the Visual Studies Workshop at The College at Brockport.

Visit www.brockport.edu/pubadmin/certificates.html for detailed application instructions and course requirements for the Certificate Programs.

Public Administration Courses

PAD 601 Leading Organizational Change (A).
Teaches the prospective public administrator how to effectively lead an organization through a significant change effort from start to finish. Addresses important theories, concepts and tools for leading and managing change with a focus on practical application in the workplace. Uses a mixture of experimental activities, lecture and class assignments. 3 Cr.

PAD 610 Public Service Web Sites Analysis (B).
Cross-listed as EPS 610. Allows students to learn about the value of public service Web sites and apply concepts of value to them. Devotes initial class sessions to developing an understanding of public service Web site value. Students review and evaluate Web sites, presenting the evaluations in class. Selected evaluations will be presented at Scholars Day. Includes a midterm and final report done as a compilation of student evaluations. 3 Cr.

PAD 612 Negotiation and Conflict Management (A). Cross-listed as EPS 612. Examines a variety of workplace and social dilemmas facing today's public manager. Objectives include helping managers learn how to effectively prepare for negotiation and conflict; enhance their power for troublesome situations; and develop appropriate negations and conflict management styles to deal with multiple parties, navigate social dilemmas, and negotiate across cultures. 3 Cr.

PAD 613 Health Care in America (B). Provides an overview of the health care system in the United States; the political, economic and social environment of the American health care system; how health care services are organized, financed and delivered; cost, access and quality of problems facing the American health care system; and identification and analysis of proposals to reform the health care system. 3 Cr.

PAD 619 Financial Administration of Health Care (B). Prerequisite: PAD 640. Helps prospective administrators in healthcare settings understand and use financial information in the decision-making process. Assists students/prospective administrators in developing an understanding of accounting principles and develops basic skills in financial statement analysis, managing working capital, budgeting, cost finding and pricing. 3 Cr.

PAD 622 Legal Aspects of Public Administration (A). Provides students with exposure to legal issues frequently encountered by managers of public and non-profit agencies. Provides students with insight into principles of legal analysis, and conducts an in-depth review of employment issues. Covers discrimination, informed consent issues and the regulatory powers of government agencies. 3 Cr.

PAD 629 Fundraising and Development (B). Designed for individuals who are currently preparing for leadership roles in this area. Explores the ethics and values in professional fund raising. Also explores various forms of exchange that take place in fund raising, from individuals through corporations. Develops skills, including prospect identification, cultivation and research. 3 Cr.

PAD 637 Marketing for Public Service Organizations (A). Presents a comprehensive overview of the theory behind nonprofit marketing and analysis of key nonprofit sectors including fundraising, the arts, education, healthcare and social ideas. Explores how marketing can be used to enhance fundraising, get the word out about a new service and increase a nonprofit's visibility in the community. Includes a review of marketing concepts and demonstrates how to ethically apply them to situations facing all types of nonprofit organizations. 3 Cr.

PAD 640 Financial Management (A). Must have taken prior to PAD 619. Geared to enable non-financial managers to understand financial management in government, health and not-for
profit organizations. Examines financial management and how to make use of the financial information such as budgets, forecasts, strategic plans and financial statements. 3 Cr.

PAD 641 Foundations of Public Administration (B). Cross-listed as EPS 641. Provides MPA students with the intellectual foundation they will need for subsequent study in subfields of public administration. Emphasizes the study of the ideas, value systems, theoretical frameworks, and historical events that have merged to form the field of public administration. 3 Cr.

PAD 643 Information Management in Public Administration (B). Cross-listed as EPS 643. Provides current and future managers with knowledge of key information technology issues faced within modern public and nonprofit organizations. Expects that students will achieve the capability to plan, implement, and evaluate IT projects. Emphasizes the organizational and social impacts of information technology initiatives. 3 Cr.

PAD 644 Supervision Skills (B). For those now in (or preparing for) informal or formal leadership positions. Teaches supervisory skills through discussion, exercises, role plays, and the design/presentation of a training module on topics such as coaching and counseling, leading staff meetings, handling employee complaints, delegating responsibility, performance problem solving, performance appraisal interviewing, disciplinary action and the job interview. 3 Cr.

PAD 646 Foundations of the Nonprofit Sector (B). Defines the various meanings of nonprofits; differentiates and categorizes the role of the nonprofit sector in the US economy vis a vis the for-profit and governmental sectors; describes the environment calling for increased accountability and transparency in the nonprofit sector; and analyzes and critiques various proposals for reforming the nonprofit sector and making it more accountable and transparent. 3 Cr.

PAD 653 Ethics in Administration (A). Enables students to gain a conceptual and practical understanding of ethics and of the principal ethical theories. Teaches students to appreciate how ethics are applied to decisions and behavior in professional life, whether in the public or nonprofit sectors. Examines the relationship between being ethical and leadership and excellence in management. 3 Cr.

PAD 655 Medicare and Medicaid Policy Issues (A). Provides a thorough overview of both the Medicare and Medicaid programs: their background and history; eligibility; covered benefits; provider reimbursement methods; program administration; financing; cost and spending patterns; their respective roles and importance in the American health-care system; and how Medicare and Medicaid both affect and are affected by current healthcare reform proposals. 3 Cr.

PAD 661 Creating an Empowered Organization (A). Covers the many issues surrounding the development of empowered teams from both the leader’s and team member’s perspective. Includes a mix of current theories and experiential activities, with the latter to be used as the primary instruction method. Since there is no generic step-by-step plan for building an empowered organization, challenges students with applying the general theories and methodologies to their own workplace. Focuses throughout the course on the role of manager in developing empowered teams. 3 Cr.

PAD 663 The Leadership Roundtable (B). Cross-listed as EPS 663. Seminar course that focuses on leadership theory and practice. Explores theories of leadership, critiques examples and strategies of leadership, and intricately examines the issue of politics in leadership. Provides students with the opportunity to critique leadership styles of both themselves and others. 3 Cr.

PAD 664 Non-Profit Advocacy and Government Relations (A). Addresses the origin, growth and future of the nonprofit sector’s relationship to the government sector, both in the United States and internationally. Reviews the historical and current partnerships with and regulation by government entities. Examines the nonprofit organization’s advocacy role on behalf of its mission and beneficiaries, as well as the scope of permitted lobbying and political activities. Covers in detail the devolution of government functions to the third and private sectors and its consequences for resource management, administration and service delivery in several nations (though primarily in the United States). Examines the state’s role in regulating speech by nonprofits and government funding of service delivery through religious-based organizations. 3 Cr.

PAD 666 Computer Applications (B). Cross-listed as EPS 666. An intermediate-level course designed to enhance students’ skills in the computer applications used in Public Administration core courses. Applications include the Statistical Package for the Social Sciences (SPSS), MS Excel, PowerPoint, and the use of on-line courseware. Uses readings and exercises that develop some understanding of the information technology challenges and opportunities in public service organizations. 3 Cr.

PAD 672 Internet for Managers (A). Cross-listed as EPS 672. Involves use of Internet resources to learn new technologies, gather information and do research. Requires students to develop a Web site on a topic of their choosing. Entails assignments done via e-mail with only one traditional class session. 3 Cr.
PAD 678 Nonprofit Management (B). Provides an understanding of nonprofit organizations: their characteristics, purpose, structure, role and the management challenges confronting them. Examines practical methods and strategies for strengthening governance and board issues; planning; fund raising; marketing; public relations; financial management; and working with volunteers. 3 Cr.

PAD 679 Grant Writing and Management (B). Provides students with a "hands-on" experience of developing and writing competitive grant proposals for nonprofit and governmental agencies in order to increase their effectiveness in planning for, submitting, obtaining and managing grants. Enables students to: create a competitive grant proposal, identify the strengths and shortcomings of grant funding for program and agency purposes, identify sources of grant funding, and analyze the strengths and shortcomings of agency support for grant writing. 3 Cr.

PAD 680 Public Policy (A). Introduces students to the study of public policy and the practice of policy analysis. Examines the various methods of identifying and structuring public policy problems and issues, formulating and analyzing alternative responses, recommending policy actions for decision making, and designing and evaluating implementation plans and the means to monitor and evaluate the resulting policy outcomes. Focuses attention on understanding public policy and conducting analysis in a political/administrative environment in order to develop an understanding and capacity to use systematic analytic tools and concepts to improve the quality of decision making in the public sector. 3 Cr.

PAD 681 Strategic Management for Public Organizations (A). Cross-listed as EPS 681. Presents new theories of management, strategic thinking, and the goal-oriented planning and control techniques essential for survival. Explores the dilemmas and challenges of today's managers in a dynamic economy. Provides students with concepts in four areas crucial to modern managers in the present and future such as industry analysis, competitive positioning, management of change, development of strategic thinking, visioning, leadership, long- and short-range planning and control systems. Explores management of diversity and the question of ethics in today's restructured economy. Uses interactive lecture-discussion format and case studies designed to enable students to develop team-building and communication skills. 3 Cr.

PAD 682 Organizational Behavior (A). Cross-listed as EPS 682. Focuses on the interpersonal and social characteristics of organizations and the skills required to manage them. Covers topics from a behavioral perspective, including motivation, communication, leadership, group and intergroup behavior, conflict management, problem solving, ethics, diversity and other special topics. Features role plays, field interviews, films and the application of measurement instruments to complement the lecture-discussion format. Draws examples from governmental, nonprofit and business organizations. 3 Cr.

PAD 683 Intergovernmental Relations (A). Explores tensions between national goals and state and local priorities, and the implications for subnational units of shifts in priorities and grant-in-aid instruments at the national level. 3 Cr.

PAD 684 Budget-State and Local Government (B). Cross-listed as EPS 684. Examines budgeting as a crucial management function in public and nonprofit organizations. Gives special concern to the politics, practice and analysis which surround the budgetary process. 3 Cr.

PAD 685 Human Resource Management (A). Cross-listed as EPS 685. Covers human resource management (HRM) principles and skills useful for both the supervisor and the personnel specialist in the public, nonprofit and private sectors. Includes the role of the human resource manager, job analysis and position descriptions, selection, EEO and affirmative action, civil service, employee rights, quality of work life, compensation and benefits, performance appraisal, training and career development, labor relations and occupational safety/health. Uses team projects, class exercises, role plays, student presentations, lecture-discussion and a Human Resource Information System demonstration to assure that both the knowledge and skills of human resource management are learned. 3 Cr.

PAD 687 Statistics for Managers (B). Cross-listed as EPS 687. Allows students to learn to use SPSS by reading chapters in a text specifically designed to help them gain proficiency in using the software and understanding statistical methods. Also allows students to learn to describe data, develop and test hypotheses, and examine the relationships that exist among variables. Evaluates students on short exercises from the text, a midterm and a final project. 3 Cr.

PAD 688 Research and Program Evaluation (A). Cross-listed as EPS 688. Covers methods of measuring the efficiency, effectiveness and impact of programs and services. Teaches students to design research projects, interpret research results and evaluate programs. Places subject matter in a context that the practicing administrator can apply to programmatic needs. 3 Cr.
PAD 694 Public Administration Internship Experience (B). Cross-listed as EPS 694. Prerequisite: Completion of 21 credits toward the MPA. Provides students an opportunity to learn the practical application of theories, concepts and techniques taught in Public Administration program. Through employment in a public sector, health care, nonprofit or public safety organization, teaches students practical administrative or policy practices and how to integrate theoretical issues with those found in the workplace. 3-6 Cr.

PAD 696 Project Paper/Portfolio Seminar (B). Cross-listed as EPS 696. Prerequisite: Completion of at least 30 credits of MPA course work in order to enroll, including completion of PAD/EPS 687. Students complete either a project paper, or a portfolio of accomplishments in 10 knowledge and skill areas. Administrative policy and operational issues are acceptable as topics for the project paper. 3 Cr.

PAD 699 Independent Study (B). Cross-listed as EPS 699. Allows students to work individually with faculty on an area of special interest. Requires students to develop the objectives and methodologies, subject to review and approval of the faculty. 1-3 Cr.

EPS 600 Problem-Solving Planning for Public Safety Managers (A). Examines the process and development of collaborative strategic plans that address inter-agency emergency management concepts and accompanying problems. Since September 11, 2001, public safety agencies must now prepare for the most catastrophic of events imaginable. Overcoming cross-jurisdictional system weaknesses should be addressed by the development of a comprehensive strategic plan that carefully defines issues, needs and response scenarios. 3 Cr.

EPS 601 Leading Organizational Change (A). Teaches the prospective public administrator how to effectively lead an organization through a significant change effort from start to finish. Addresses important theories, concepts and tools for leading and managing change with focus on practical application in the workplace. Explores these subjects through a mixture of experimental activities, lecture and class assignments. 3 Cr. Fall.

EPS 602 Legal Aspects of Public Safety (A). Covers legal issues and dilemmas confronted by managers in the public safety sector with particular attention to case law and statutory parameters. Focuses on the American legal system with an emphasis on both policy development and creation of legislation, thus exploring legislative intent, statutory elements, defenses, due process, sanctions and appellate review of the litigation generated by the implementation of the statute. 3 Cr.

EPS 603 Ethics in Public Safety (A). Examines the roles of leadership, responsibility and accountability as they apply to ethical dilemmas and issues in public safety. Includes examination and discussion of discretion, duty responsibility, honesty, misconduct complaints, corruption, community awareness and visibility issues, decision-making and policy development in the course discussions. Focuses on recognizing and resolving ethical issues and making appropriate decisions for their agency and the professional field at large. 3 Cr.

EPS 604 Developing Sustainable Public/Private Partnerships (A). Applies a systems approach to public safety management by examining the role of the community in support of public safety functions traditionally provided by state and local governments. Examines leadership issues relating to the development of community involvement in the public safety functions from the perspective of developing partnerships within the community to support public safety goals. Addresses resource development, volunteer programs, collaborative project management and problem solving as critical issues. 3 Cr.

EPS 612 Negotiation and Conflict Management (B). Cross-listed as PAD 612. Examines a variety of workplace and social dilemmas facing today’s public manager. Objectives include helping managers learn how to effectively prepare for negotiation and conflict; enhance their power for troublesome situations; and develop appropriate negotiations and conflict management styles to deal with multiple parties, navigate social dilemmas, and negotiate across cultures. 3 Cr.

EPS 641 Foundations of Public Administration (B). Cross-listed as PAD 641. Provides MPA students with the intellectual foundation they will need for subsequent study in subfields of public administration. Emphasizes the study of the ideas, value systems, theoretical frameworks, and historical events that have merged to form the field of public administration. 3 Cr.

EPS 643 Information Management in Public Administration (B). Cross-listed as PAD 643. Provides current and future managers with knowledge of key information technology issues faced within modern public and nonprofit organizations. Equips students with the capability to plan, implement, and evaluate IT projects. Also emphasizes the organizational and social impacts of information technology initiatives. 3 Cr.

EPS 659 Public Policy Skills for Public Safety Managers (A). Examines critical policy issues facing today’s public safety manager. Explores crucial problems in the public safety environment in terms of both the internal and external forces that can affect a public safety administrator’s approach to
problem solving. Emphasizes concrete ideas and realistic strategies for management effectiveness. Includes participation of experienced public safety managers who will provide a practical “hands on” view of issues explored. 3 Cr.

**EPS 666 Computer Applications (B).** Cross-listed as PAD 666. An intermediate-level course designed to enhance students' skills in the computer applications used in Public Administration core courses. Applications include the Statistical Package for the Social Sciences (SPSS), MS Excel, PowerPoint, and the use of on-line courseware. Uses readings and exercises that develop some understanding of the information technology challenges and opportunities in public service organizations. 3 Cr.

**EPS 672 Internet for Managers (A).** Cross-listed as PAD 672. Involves use of Internet resources to learn new technologies, gather information, and do research. Requires students to develop a Web site on a topic of their choosing. Entails assignments done via e-mail with only one traditional class session. 3 Cr.

**EPS 681 Strategic Management for Public Organizations (A).** Cross-listed as PAD 681. Presents new theories of management, strategic thinking, and the goal-oriented planning and control techniques essential for survival. Explores the dilemmas and challenges of today's managers in a dynamic economy. Provides students with concepts in four areas crucial to modern managers in the present and future such as industry analysis, competitive positioning, management of change, development of strategic thinking, visioning, leadership, long- and short-range planning and control systems. Explores management of diversity and the question of ethics in today's restructured economy. Uses interactive lecture-discussion format and case studies designed to enable students to develop team-building and communication skills. 3 Cr.

**EPS 682 Organizational Behavior (A).** Cross-listed as PAD 682. Focuses on the interpersonal and social characteristics of organizations and the skills required to manage them. Covers topics from a behavioral perspective, including motivation, communication, leadership, group and intergroup behavior, conflict management, problem solving, ethics, diversity and other special topics. Features role plays, field interviews, films and the application of measurement instruments to complement the lecture-discussion format. Draws examples from governmental, nonprofit and business organizations. 3 Cr.

**EPS 684 Budget-State and Local Government (B).** Cross-listed as PAD 684. Examines budgeting as a crucial management function in public and nonprofit organizations. Gives special concern to the politics, practice and analysis that surround the budgetary process. 3 Cr.

**EPS 685 Human Resource Management (A).** Cross-listed as PAD 685. Covers human resource management (HRM) principles and skills useful for both the supervisor and the personnel specialist in the public, nonprofit and private sectors. Includes the role of the human resource manager, job analysis and position descriptions, selection, EEO and affirmative action, civil service, employee rights, quality of work life, compensation and benefits, performance appraisal, training and career development, labor relations and occupational safety/health. Uses team projects, class exercises, role plays, student presentations, lecture-discussion and a Human Resource Information System demonstration to assure that both the knowledge and skills of human resource management are learned. 3 Cr.

**EPS 687 Statistics for Managers (A).** Cross-listed as PAD 687. Allows students to learn to use SPSS by reading chapters in a text specifically designed to help them gain proficiency in using the software and understanding statistical methods. Also allows students to learn to describe data, develop and test hypotheses, and examine the relationships that exist among variables. Evaluates students on short exercises from the text, a midterm and a final project. 3 Cr.

**EPS 688 Research and Program Evaluation (A).** Cross-listed as PAD 688. Covers methods of measuring the efficiency, effectiveness and impact of programs and services. Teaches students to design research projects, interpret research results and evaluate programs. Places subject matter in a context that the practicing administrator can apply to programmatic needs. 3 Cr.

**EPS 694 Public Administration Internship Experience (B).** Cross-listed as PAD 694. Prerequisite: Completion of 21 credits toward the MPA. Provides students an opportunity to learn the practical application of those theories, concepts and techniques taught in public administration program. Through employment in a public sector, health care, nonprofit or public safety organization, teaches students practical administrative policy practices and how to integrate theoretical issues with those found in the workplace. 3-6 Cr.

**EPS 696 Project Paper/Portfolio Seminar (B).** Cross-listed as PAD 696. Prerequisite: Completion of at least 30 credits of MPA course work in order to enroll, including completion of PAD/EPS 687. Students complete either a project paper, or a portfolio of accomplishments in 10 knowledge and skill areas. Administrative policy and operational issues are acceptable topics for the project paper. 3 Cr.