

Public Administration

Chair

Bernick, E. Lee (2000), Professor; B.A., M.A., Ph.D., University of Oklahoma.

Graduate Coordinator

Lukemeyer, Anna (1999), Associate Professor; A.B., Indiana University; J.D., LL.M., Southern Methodist University School of Law; Ph.D., Syracuse University.

Graduate Faculty

Reilly, Thom (1999), Adjunct Professor; B.A., Memphis State University; M.S.W., Arizona State University; D.P.A., University of Southern California.

Springer, Christine (2001), Director of the Executive Master in Crisis and Emergency Management; B.A., University of Arizona; M.P.A., Arizona State University; Ph.D. Indiana University.

Stream, Christopher (2004), Assistant Professor; B.A., University of Nebraska; M.S., Ph.D., Florida State University.

Thompson, William N. (1980), Professor; B.A., M.A., Michigan State University; Ph.D., University of Missouri.

Word, Jessica (2006), Assistant Professor; B.A., Queens College; M.P.A. Ph.D., Florida State University.

Professors Emeriti

Goodall, Leonard E. (1979-2000), Emeritus President and Professor; B.A., Central Missouri State University; M.A., University of Missouri; Ph.D., University of Illinois.

Lowry, Phillip E. (1983-1996), Emeritus Associate Professor; B.S., University of Maryland; M.S.B.A., George Washington University; D.B.A., Ph.D., Arizona State University.

Sutton, Richard (1974-2006), Emeritus Associate Professor; B.A. Tulane University; Ph.D. University of North Carolina, Chapel Hill.

Tilman, Lee R. (1967-1997), Emeritus Professor; B.S., Oregon State University; M.A., Ph.D., University of Arizona.

The Department of Public Administration within the Greenspun College of Urban Affairs offers several graduate-level programs designed to meet the special educational needs of professional public administrators, nonprofit employees, health care administrators and individuals who must interact with governmental units. The Department offers two Graduate Certificate Programs (a Graduate Certificate in Public Management and a Graduate Certificate in Nonprofit Management) and two Master degree Programs (the Master in Public Administration and an Executive Master in Crisis and Emergency Management). Moreover, the Department of Public Administration is the host unit for the Ph.D. in Public Affairs.

Graduate Certificate in Public Management

The Department of Public Administration offers a Graduate Certificate in Public Management. The certificate is designed for individuals with a baccalaureate degree and who are currently employed in a public (national, state, or local) or nonprofit agency. The certificate is designed to provide individuals the basic intellectual foundation necessary to function as a manager in the public sector.

Admission Requirements

Applicants must have earned an undergraduate degree from a regionally accredited college or university. Moreover, they must be currently employed in a public agency at the national, state, or local level. As it currently is configured, admissions into the certificate program is only permitted if a student enters a cohort that is being sponsored by a government agency. Applicants must be accepted by the Graduate College and the Department of Public Administration.

Program Description

Students will be required to complete fifteen hours of graduate work and complete an environmental scan of an agency, normally the one where they are employed, which will serve as the capstone experience. Twelve of the fifteen credit hours will be comprised of courses currently required in the Master of Public Administration degree. Students will earn an additional three credits by enrolling in three one-credit courses designed to meet specific technical needs of public managers.

The Certificate program requires:

PUA 701 Principles of Public Administration

PUA 703 Seminar in Organization Theory

PUA 704 Seminar in Fiscal Administration

PUA 708 Seminar in Public Personnel Administration

Three credits from the following one credit courses:

PUA 792 Current Issues in Public Administration: Grant Writing

PUA 792 Current Issues in Public Administration: Strategic Planning

PUA 792 Current Issues in Public Administration: Lobbying

PUA 792 Current Issues in Public Administration: Information Presentation

PUA 792 Current Issues in Public Administration: Ethics

PUA 792 Current Issues in Public Administration: Performance Measures

Capstone Experience: Certificate program students are required to submit a final project paper that uses knowledge and skills obtained from the course work and applies this information to an organization of their choice. Specific guidelines for the paper may be obtained at the Department of Public Administration office.

Relationship to M.P.A. Degree

Students earning the certificate may apply for admission into the Master of Public Administration degree program. If accepted, the fifteen credits earned in the certificate program may be applied to the M.P.A. Please contact the department for further information on admissions to the M.P.A.

Graduate Certificate in Nonprofit Management

The Department of Public Administration offers a Graduate Certificate in Nonprofit Management. The Certificate is designed for individuals with either a baccalaureate degree or a graduate degree who are interested in enhancing their educational background with regard to the nonprofit sector. The Certificate is designed to provide individuals the intellectual foundation to function as a manager in nonprofit organizations.

Admission Requirements

Applicants must have earned an undergraduate degree from a regionally accredited college or university. They should also submit a letter explaining their interest in the Certificate in Nonprofit Management. Applicants must submit two letters of reference and a resume. Applicants must be accepted by the Graduate College and the Department of Public Administration.

Program Description

Students will be required to complete fifteen credits of graduate work and complete an environmental scan of a nonprofit agency. Twelve of the fifteen credit hours will be comprised of courses that can be counted as electives in the Master of Public Administration degree (the remaining three credits are earned by taking a required core course in the MPA program: PUA 708).

The Certificate program requires:

- PUA 770 Nonprofit Management and Theories of the 3rd Sector
- PUA 708 Seminar in Public Personnel Administration

Plus two of the following three:

- PUA 774 Community Outreach and Volunteerism
- PUA 775 Strategic Planning & Program Evaluation for Nonprofits
- PUA 776 Development for Nonprofit Managers

Students must also enroll in three one credit courses relevant to the program. A list of courses offered each summer can be found at the department's website.

Capstone Experience: Certificate program students are required to submit a final project paper that uses knowledge and skills obtained from the Certificate's course work and applies this information to an organization of their choice. Specific guidelines for the paper may be obtained at the Department of Public Administration office.

Relationship to M.P.A. Degree

Students earning the certificate may apply for admission into the Master of Public Administration degree program. If accepted, the fifteen credits earned in the certificate program may be applied to the M.P.A. Please contact the department for further information on admissions to the M.P.A.

M.P.A. Degree

The Master of Public Administration degree is designed to provide the public administrator with an understanding of the governmental and economic environment in which he or she must work. In addition to serving administrators in governmental organizations, the program is appropriate for career military personnel, nonprofit organization administrators, and those in the private sector especially Health Care Administration professionals whose responsibilities involve extensive contact with governmental agencies and public sector personnel.

Courses within the program are scheduled during the evenings and weekends to meet the needs of employed students. Graduates of the program will have an understanding of governmental structure and organizations, the essential principles of public management, and the theory and methods of research concerning public administration and the development of public policy. Graduate work in the program provides an awareness of the organizational contexts within which public sector administrators make and implement decisions, as well as training in the skills of administration and management. **The M.P.A. is fully accredited by the National Association of Schools of Public Affairs and Administration (N.A.S.P.A.A.).**

Admission Requirements

All applications for admission to the M.P.A. program are made to the Graduate College but are reviewed by the M.P.A. Admission's Committee. The committee considers all training and preparation, general abilities, and previous experience.

An application form, and official transcripts of all college level work, must be submitted to the Graduate College.

In addition, the applicant should have:

1. An earned bachelor's degree in an acceptable field of undergraduate study.
2. A GPA of at least 2.75 overall or 3.00 in the last 60 semester hours of undergraduate study.
3. Satisfactory score on either the Graduate Record Examination (GRE)—combined score of at least 900 on the verbal and quantitative sections—or a comparable score on the Graduate Management Admissions Test (GMAT). Applicants with an undergraduate GPA of 3.5 and five years of responsible administrative or professional work experience in the public or nonprofit sector need not submit GRE or GMAT scores. Applicants who have completed the department's Graduate Certificate in Public Management with a GPA of 3.5 or higher need not submit GRE or GMAT scores. The GRE scores should be sent directly to the Department.
4. At least one year of responsible administrative or management experience in a public agency or permission of the coordinator of the M.P.A. program.
5. Three letters of reference sent to the Department.
6. A resumé indicating educational and professional experience sent to the Department
7. An official transcript from the college or university where the applicant received a bachelor's degree should be sent to the Department

Degree Requirements

The M.P.A. degree requires 36 credits of approved course work. For students without appropriate professional administrative experiences, the degree requires an internship and a total of 39 hours. All students entering the program should start with PUA 701, Principles of Public Administration, a class designed to provide a general overview of the field. With this foundation, the student then embarks upon the rest of the program.

There are four main parts to the M.P.A. program: a core set of courses focusing on general administrative and management skills; a set of courses developing students' analytical skills; a concentration developed through electives; and completion of a final project. Students enroll in PUA 791 to complete their final project which is taken after completing either PUA 725 or PUA 726. The final project applies analytical skills to an issue of interest to a governmental or nonprofit agency and should be completed near the end of a student's program of study.

All electives must be approved by the Director of the M.P.A. program in a concentration area.

In selecting courses to distribute over these four areas, the student will meet with an academic advisor and write a formal degree plan, which must have the approval of the M.P.A. coordinator. At least one course taken as an elective must be designated as a writing extensive.

Students must obtain a B average in order to graduate. A student can have no more than one grade less than a B-. It is assumed that students working full time and taking courses on a part-time basis can complete the M.P.A. program in two and one-half years of study.

General Program Structure

Below is a list of those courses leading to the M.P.A. degree:

Core (12 credits required)

- PUA 701 Principles of Public Administration 3 credits
- PUA 703 Seminar in Organization Theory 3 credits
- PUA 704 Seminar in Fiscal Administration 3 credits
- PUA 708 Seminar in Public Personnel Administration 3 credits

Analytic studies (9 credits)

- PUA 721 Quantitative Methods for Public Administration 3 credits
- PUA 723 Research Design for Public Administration 3 credits
- PUA 725 Program Evaluation 3 credits *or* PUA 726 Policy Analysis 3 credits.

Electives (12 credits required)

Applied Analytical Project

- PUA 791 Topics in Administration 3 credits
- PUA 709 Internship Program in Public Administration 3 credits (required of students without appropriate professional public administrative experience).

M.P.A. with Non-Profit Management Concentration

Students interested in the Nonprofit concentration enroll in all of the courses listed in the Certificate program.

Executive Crisis and Emergency Management

The ECEM program is a professional degree designed to maximize the expertise of experienced professionals from numerous disciplines, levels, and regions, thereby providing the opportunity to both advance individual philosophies and to gain broad exposure to a wide variety of other techniques and methodologies to effectively address natural, intentional, and technical disasters. The degree offers enhanced professional growth for the individual and a contribution to a developing body of knowledge. The program is intended for mid- to-upper level incident response managers and policy makers from the federal, state, and local level. Private sector candidates must have strong background in incident response, or be in a position that requires significant responsibility and governmental interface in this arena.

Please note that the ECEM program is a special tuition and fee based program approved by the Board of Regents. To find the current fee structure go to the Program's website at the Department of Public Administration.

General Program Structure

The program requires 36 credits for degree completion. Students will enroll in twelve courses offered in three modules, each lasting six months.

- a. Module 1, Foundations of Emergency Management:
 - ECEM 711 Crisis and Emergency Management
 - ECEM 712 Science of Catastrophes
 - ECEM 713 Evolution of Terrorism
 - ECEM 714 Intergovernmental Affairs
- b. Module 2, Preparing the Community and Emergency Management Organizations.
 - ECEM 721 Organizations' Leadership
 - ECEM 722 Community Preparedness
 - ECEM 723 Human Considerations
 - ECEM 724 Exercise Design and Response Plan
- c. Module 3, Mitigation, Prevention, and Responding to Disasters.
 - ECEM 731 Risk and Mitigation
 - ECEM 732 Prevention and Planning
 - ECEM 733 Response and Recovery
 - ECEM 734 Capstone: Planning and Responding to Emergencies

Course Execution

1. The entire program is designed to last 18 months and will consist of six one-week resident Sessions (two in each module).
2. A capstone experience is part of the third module.
3. Students will evaluate, develop, and implement exercises designed to test their ability to apply course content..
4. Students will be required to complete course work through the University's web campus educational system.
5. Students are expected to enroll in a full course load each module and finish with the initial cohort.

Admission Requirements

1. A Baccalaureate degree from a regionally accredited college or university.
2. A minimum grade point average of 2.75 overall for all undergraduate work.
3. A completed Graduate College application.
4. Submission of official transcripts from all colleges and universities attended.
5. A resume which should indicate professional experience.
6. Three letters of reference.
7. A nonrefundable admission application of \$60. A check or money order should be made payable to Board of Regents.

All the above should be sent to:

ECEM Program
Department of Public Administration
4505 S. Maryland Parkway, Box 456026
Las Vegas NV 89154-6026

Executive Master's in Emergency Management

ECEM 711 3 credits **Crisis and Emergency Management**

Focuses on the evolution of U.S. disaster policy and the practice of emergency management, with particular attention to the roles of local governments and nonprofit agencies in disaster management. The course examines the major policy issues, including the utility of "all-hazard" or comprehensive model of emergency management. Prerequisite: Admission into program.

ECEM 712 3 credits **Science of Catastrophes**

Offers an understanding of the underlying scientific issues that arise from natural, intentional, and technical disasters. Presents information at a managerial level, providing students with a sufficient overview to recognize and understand the complexity of potential catastrophic events which they must plan for and manage. Prerequisite: Admission into the ECEM program.

ECEM 713 (Formerly ECEM 742) 3 credits **Evolution of Terrorism**

Focuses on the historical roots of terrorism and stresses importance of understanding the past to adequately prepare for the future. Through a historical perspective, provides basis for and discusses aspects that make contemporary terrorism of today different from traditional terrorism of the past. Prerequisite: Admission into program.

ECEM 714 3 credits **Intergovernmental Affairs**

Overview and analysis of intergovernmental issues facing public administrators involved in the administrative, regulatory, and political dimensions of emergency management. Provides information about the political system in which emergency managers must navigate and an overview of key governmental agencies and actors. Prerequisite: Admission into the ECEM program.

ECEM 721 3 credits **Organizational Leadership**

Provides introduction to leadership and organizational theory in the context of emergency management. Examines theory and develops a range of skills in a number of interpersonal areas: conflict management, use of power, group dynamics, and leadership and influence. Prerequisite: Admission into program.

ECEM 723 3 credits **Human Considerations**

Explores the human side of emergencies, by analyzing the public response to a terrorist incident, the public health implications of a major incident, the psychological component, and the long-range environmental considerations that must be taken when responding to an incident. Prerequisite: Admission into program.

ECEM 733 (Formerly 740) 3 credits **Response and Recovery**

Studies crisis management responses pertaining to terrorist activities. Covers principles, characteristics, objectives, phases, organizational requirements, command and control issues, planning and coordination, incident site management, crime scene management, and responsibilities and capabilities of federal and state/local agencies for terrorist incidents. Prerequisite: Admission to program.

ECEM 741 3 credits **Regional Overview of Terrorism**

Studies the threat of terrorism pertaining to various regions and specific countries of the world. Focuses on nature of terrorism in contemporary society from an international perspective and provides an examination of the history, objectives, and favored tactics of major terrorist organizations on a regional basis. Prerequisite: Admission into the program.

Public Administration

PUA 701 3 credits **Principles of Public Administration**

(Same as SWK 763.) Survey of the field of public administration with an introduction to the functions of finance, personnel administration, evaluation, research and planning. Prerequisite: Enrollment in the M.S.W. or M.P.A. program or consent of instructor.

PUA 703 (Formerly PUA 713) 3 credits **Seminar In Organization Theory**

Analyzes organizations as functioning social units. Emphasis on organization design, structure, processes, and external relationships.

PUA 704 (Formerly PUA 714) 3 credits **Seminar in Fiscal Administration**

(Same as SWK 765.) Provides an overview of fiscal administration in the public sector at all levels of government. Introduces students to basic concepts and practices in two key areas: government revenues and budgeting. Prerequisite: PUA 701 or consent of instructor.

PUA 708 (Formerly PUA 718) 3 credits **Seminar in Public Personnel Administration**

(Same as SWK 767.) Includes advanced reading, discussion and research in personnel problems as seen in the public and nonprofit sector. Prerequisite: PUA 701 or consent of instructor.

PUA 709 1-6 credits **Internship Program in Public Administration**

Graduate students have a work assignment in a public agency at the national, state, or local governmental level and make regular reports on work activities and assigned readings.

PUA 710 3 credits **Accounting for Public Service Managers**

Introduces financial accounting statements from the perspective of the user. Covers principles and concepts of cost accounting from a managerial perspective. Covers financial accounting for investor owned, government, and not-for-profit organization. Prerequisite: Facility with spreadsheet software is strongly recommended.

PUA 711 3 credits **Seminar in Administrative Behavior**

Stresses the development of knowledge and skill in understanding the role of the administrator in the context of public agencies. Emphasis given to strategies of policy making, policy implementation and understanding the factors that bear upon the administrator acting in these capacities.

PUA 712 (Formerly PUA 720) 3 credits **Information Technology and the Public Sector Manager**

Introduces computer-based information systems from the perspective of the public sector manager. Presents the theoretical aspects of organizational computing. Covers such management issues as computer security concerns, health-safety issues, privacy and confidentiality requirements, ADA requirements, training issues, and decision-making applications.

PUA 713 (Formerly PUA 721) 3 credits **E-Government Implications for Public Sector Organizations**

Introduces e-government from the perspective of the public sector organization. Presents theoretical aspects of Internet based systems. Covers such management issues as security, ADA requirements privacy statements, and the provision of services on the web. Discusses organizational implications of providing services on line and the use of change management. Prerequisite: PUA 712 or consent of instructor.

PUA 715 3 credits **Administrative Law**

Branch of law that deals with public administration. Examines authority upon which administrative agencies operate and limits necessary to control agency action. Attention given to procedures governing rule making, administrative adjudication, and judicial review. Prerequisite: PUA 701 or consent of instructor.

PUA 718 (Formerly PUA 728) 3 credits **Career Development and Performance Appraisal in the Public Sector**

Investigates how and why government agencies should develop career-stage appropriate employee development programs. Students gain greater appreciation of public sector employee evaluation systems. Prerequisites: PUA 708 or consent of instructor.

PUA 719 3 credits **Personnel Assessment and Selection**

Covers legal and technical aspects of personnel selection. Concentrates on assessment center process for diagnosing management skills and selection in the public sector. Prerequisite: PUA 701 or consent of instructor.

PUA 721 (Formerly PUA 722) 3 credits **Quantitative Methods for Public Administration**

Quantitative techniques used in program design and evaluation. Coverage includes such topics as measurement, tests of significance, and measures of association. Includes descriptive and inferential statistics and forecasting methods. Prerequisite: PUA 701 or consent of instructor.

PUA 723 **3 credits**
Research Design for Public Administration

Introduction to empirical research methods useful for analysis of public policies and programs. Includes techniques such as survey research, experiments, quasi-experiments, case studies, and qualitative methods. Students learn to understand, evaluate, and undertake basic empirical research of topics relevant to public administration and public policy. Prerequisites: PUA 701 or consent of instructor.

PUA 725 **3 credits**
Policy Analysis and Program Evaluation

Introduces students to the practical aspects of program evaluation, and the methodologies employed to analyze a program and to conduct an evaluation in the public and nonprofit sectors. Prerequisites: PUA 721 and PUA 723 or consent of instructor.

PUA 726 **3 credits**
Policy Analysis

Introduction to skills and knowledge of concepts, techniques and theories of public policy analysis. Prerequisite: PUA 701, PUA 721, and PUA 723 or consent of instructor.

PUA 727 **3 credits**
Theory and Practice of Public Sector Survey Research

(*Same as PAF 717.*) Provides the theoretical and applied components of survey research. Students learn the basics of all elements of the survey process. Students will participate in an actual survey. Prerequisite: Admission to a graduate program.

PUA 735 **3 credits**
Public Regulation of Gambling

Development and control of the legalized gambling industry in its many forms. Comparative analysis of regulatory models for casino, lottery, pari-mutuel, and charity gambling in Nevada and other jurisdictions. Emphasis given to procedures for insuring financial and legal integrity of gambling. Prerequisite: PUA 701 or consent of instructor.

PUA 740 **3 credits**
Urban Administration

Urban management approached from the viewpoint of the chief administrator. Some consideration given to the city as an organic economic, political and social institution. Emphasis on administrative exercise of leadership decision making and various functional activities. Prerequisite: PUA 701 or consent of instructor.

PUA 742 **3 credits**
State Government Administration

Focuses on the administration of state government functions in general, with emphasis on the state government of Nevada. Covers the economic and political environment of the state and the role of state government in the federal system. Prerequisite: PUA 701 or consent of instructor.

PUA 745 (Formerly PUA 706) **3 credits**
Administration in a Federal and Intergovernmental Perspective

(*Same as ECEM 714.*) Provides students with understanding of the issues and problems of administering public programs in a federal system. Emphasis placed on how all levels of governments work together. Studies role of grants, mandates, and state/federal statutes on administrators.

PUA 750 **3 credits**
Education Policy

(*Same as PAF 750.*) Examines governmental policy and structure affecting elementary and secondary school finance, administration, and management. Reviews the history and impact of various structural and policy reforms proposed from 1950 to the present. Analyzes structure, policy, and reforms in terms of equity, effectiveness in facilitating student achievement, and other criteria.

PUA 755 (Formerly PUA 736) **3 credits**
Impacts of the Gaming Industry

Comprehensive course dealing with the political, social, and economic impacts of the world-wide gambling industry. Special attention given to economic development impacts in the public sector with the establishment of various kinds of gambling. Prerequisite: PUA 701 or consent of instructor.

PUA 756 **3 credits**
Policy Implementation

Provides students an introduction to current models of implementation and the means for assessing both theory and methods; provides a bridge between the literature on policy analysis and program evaluation; offers students the opportunity to apply theoretical frameworks to practical situations.

PUA 760 (Formerly PUA 732) **3 credits**
Political Economy

Survey of the field of political economy since 1945 with emphasis on alternative theories of the role of government, value, and distribution. Focus on the ideological structure of neomarxism, neoinstitutionalism, social economics and postkeynesianism as well as the neoclassical synthesis, monetarism and public choice. Prerequisite: Graduate standing in the M.P.A. or Economics programs or consent of instructor.

PUA 770 **3 credits**
Nonprofit Management and Theories of the 3rd Sector

Examines the legal and other definitions of the 3rd sector, the sector's distinctive values, its contributions to civil society, its role vis-à-vis the government and business sectors, and current conditions in and challenges for the sector. In addition, the course will serve as an introduction the principal skills, knowledge, and abilities that are involved in the management of nonprofit organizations.

PUA 774 **3 credits**

Community Outreach and Volunteerism

Provides a general overview of Volunteer Management as it relates to the field of public administration. Introductory course emphasizes non-profit as part of the MPA program and introduces students to the basic concepts and issues surrounding the development and management of community based volunteer programs.

PUA 775 **3 credits**

Strategic Planning and Program Evaluation for Nonprofits

Provides the capability to understand, plan, implement and evaluate strategies and programs so as to take advantage of opportunities and effectively manage challenges facing their organization. Teaches students to analyze how strategic planning and evaluation strategies differ from those used in the private sector. Emphasis is on management strategies that distinguish nonprofits from for-profits and public agencies and the challenges facing each.

PUA 776 **3 credits**

Development for Nonprofit Managers

Introduction to fundraising for nonprofit organizations, including annual giving, major gifts, planned giving, and campaigns.

PUA 791 **3-6 credits**

Topics in Administration

Emphasizes the intensive specialized study of a selected administrative topic. Involves advanced study, reading, and analysis culminating in a written report and designed to supplement the learning provided by the tool and theory courses. S/F grading only. Prerequisites: PUA 725 or PUA 726 or consent of instructor.

PUA 792 **1-6 credits**

Current Issues in Public Administration

Examination of timely issues in the field with special attention to the needs of the practitioner. May be repeated to a maximum of nine credits.

PUA 795 **3 credits**

Formulating Administrative Strategies in the Public Sector

Integrating course in public administration. Covers the analysis of alternative administrative strategies. Emphasis placed on the modern role and techniques of administration. Case studies and administrative problems considered. Focus on the use of contemporary techniques in finding solutions to practical administrative problems. Prerequisite: Open only to M.P.A. students.

PUA 798 **1-6 credits**

Research in Public Administration

Individual research projects under the direction of a faculty member. May be repeated to a maximum of six credits. Prerequisites: PUA 701 and 723 and/or consent of instructor.

Graduate credit may be obtained for courses designated 600 or above. Full descriptions of these courses may be found in the UNLV *Undergraduate Catalog* under the corresponding 400 number. Credit at the 600-level normally requires additional work.