

School of Public Affairs and Administration

Graduation requirements and regulations for every academic program are provided in this catalog; however, this catalog is for informational purposes only and does not constitute a contract. Degree and program requirements and course descriptions are subject to change.

In most cases, you will use the catalog of the year you entered KU (see your advisor (<http://www.advising.ku.edu/>) for details). Other years' catalogs» (<https://catalog.ku.edu/archives/>)

Bachelor of Arts and Bachelor of General Studies in Law and Society (<https://catalog.ku.edu/public-affairs-administration/law-and-society-bags/>)

Bachelor of Arts and Bachelor of General Studies in Public Administration (<https://catalog.ku.edu/public-affairs-administration/bags/>)

Minor in Law and Society (<https://catalog.ku.edu/public-affairs-administration/law-and-society-minor/>)

Minor in Public Administration (<https://catalog.ku.edu/public-affairs-administration/minor/>)

Master of Public Administration (<https://catalog.ku.edu/public-affairs-administration/mpa/>)

Master of Urban Planning (<https://catalog.ku.edu/public-affairs-administration/mup/>)

Accelerated Master of Urban Planning (<https://catalog.ku.edu/public-affairs-administration/amup/>)

Accelerated Master of Urban Planning/BA in Environmental Studies (<https://catalog.ku.edu/public-affairs-administration/amup-ba-evrn/>)

Master of Urban Planning and Master of Arts in Geography (<https://catalog.ku.edu/public-affairs-administration/mup-ma-geog/>)

Dual Master of Urban Planning and Master of Arts in American Studies (<https://catalog.ku.edu/public-affairs-administration/mup-ma-ams/>)

Master of Public Administration and Juris Doctor (<https://catalog.ku.edu/public-affairs-administration/mpa-jd/>)

Master of Public Administration and Master of Urban Planning (<https://catalog.ku.edu/public-affairs-administration/mpa-mup/>)

Doctor of Philosophy in Public Administration (<https://catalog.ku.edu/public-affairs-administration/phd/>)

Graduate Certificate in City and County Management (<https://catalog.ku.edu/public-affairs-administration/city-and-county-management-gradcert/>)

Graduate Certificate in Performance Management (<https://catalog.ku.edu/public-affairs-administration/performance-management-gradcert/>)

Graduate Certificate in Public / Nonprofit Management (<https://catalog.ku.edu/public-affairs-administration/public-nonprofit-management-gradcert/>)

Graduate Certificate in Public Policy (<https://catalog.ku.edu/public-affairs-administration/public-policy-gradcert/>)

Graduate Certificate in Urban Planning (<https://catalog.ku.edu/public-affairs-administration/urban-planning-gradcert/>)

Over 70 years of Preparing Exceptional Leaders for Public Service

The KU School of Public Affairs and Administration develops skilled leaders, innovators and problem solvers who are ready to make a difference in their communities by addressing social and economic challenges at all levels of governance. Our graduates become leaders and public management professionals who exemplify a deep commitment to ethical public service within a wide variety of public and nonprofit sector professions.

Undergraduate Programs

Public Administration

Public administration provides students with the necessary knowledge and skills for planning, implementing, and evaluating public programs. Our graduates have rewarding careers in local and state government, nonprofit organizations, and private sector businesses.

Law and Society

Law and society is an interdisciplinary field that examines how law works in practice in public administration, courts, the non-profit sector, policy, policing, and the justice system. Law professionals help shape government and address crime and other societal problems.

Accelerated Masters Degrees

KU undergraduate students majoring in Architecture or degrees within the College of Liberal Arts & Sciences can complete their M.U.P. degree in one additional year through an accelerated masters degree.

- Accelerated Master of Urban Planning (<https://catalog.ku.edu/public-affairs-administration/amup/>)
- Accelerated Master of Urban Planning/BA in Environmental Studies (<https://catalog.ku.edu/public-affairs-administration/amup-ba-evrn/>)

Graduate Programs

Master of Public Administration

With a unique combination of theoretically grounded course work and practical application, our Master of Public Administration degree provides students with the knowledge and skills needed to lead, innovate, and problem-solve in public sector and non-profit settings. Our Edwin O. Stene M.P.A. program is one of the oldest and most respected programs in the United States, beginning with our local government leadership program founded in 1948. Since 1998, our tradition of excellence in educating students at the masters' level has been recognized by U.S. News & World Report with a consistent #1 ranking in local government.

Master of Urban Planning

The Master of Urban Planning is a graduate professional degree that prepares students for careers in urban planning. The M.U.P. degree is accredited by the Planning Accreditation Board. The program places strong emphasis on policy planning and analysis in the context of urban, urbanizing environments, or rural areas. The program's graduates help communities create sustainable futures for people, plants, animals, and the land. They are employed at any level of government - federal, state, regional, or local — or outside the governmental arena in non-profits, consulting firms, or in real estate investment, development and management. M.U.P. students gain generalized planning skills through core courses and applied expertise through electives in Housing and Development, Sustainable Land Use Planning, or Transportation.

Doctorate in Public Administration

The mission of the doctoral program in the KU School of Public Affairs and Administration is to provide advanced graduate education in theory and research in order to prepare students for academic and research careers in public administration, as well as professional careers in advanced practice of public administration.

Dual Degrees

The School of Public Affairs & Administration professional programs (M.P.A. & M.U.P.) have collaborations in place with other KU graduate programs so that students can complete two master's degrees on a shorter timeline than earning both degrees separately.

The Dual J.D. / M.P.A. Degree (<https://catalog.ku.edu/public-affairs-administration/mpa-jd/>) is designed for law students who intend to practice in communities where they might be called on to perform legal services for the municipality and for students preparing for positions in city management.

The Dual M.P.A. / M.U.P. Degree (<https://catalog.ku.edu/public-affairs-administration/mpa-mup/>) is for students interested in learning about and leading cities into the future through critical planning, sustainability, and administrative skills.

The Dual M.U.P. / M.A. Geography Degree (<https://catalog.ku.edu/public-affairs-administration/mup-ma-geog/>) is designed for students who intend to engage in planning for the environment, GIS mapping, and data analysis.

The Dual M.U.P./M.A. American Studies Degree (<https://catalog.ku.edu/public-affairs-administration/mup-ma-ams/>) is designed for students interested in careers in policy planning and research involving the arts, social planning, cultural activities and facilities, and historic preservation.

Accelerated Masters Degrees

KU undergraduate students majoring in degrees within the College of Liberal Arts & Sciences can complete their M.U.P. degree in one additional year through an accelerated masters degree.

- Accelerated Master of Urban Planning (<https://catalog.ku.edu/public-affairs-administration/amup/>)
- Accelerated Master of Urban Planning/BA in Environmental Studies (<https://catalog.ku.edu/public-affairs-administration/amup-ba-evrn/>)

Graduate Certificates

Graduate Certificates are a way to build expertise in specialized areas of public administration theory and practice. They are structured to provide a condensed version of the specific skills and knowledge to advance in particular professional fields. Certificates can be earned in conjunction with your graduate degree or as a stand-alone certification and may focus in a specialized area, including:

- City and County Management (<https://kupa.ku.edu/graduate-certificates/city-county-management/>)
- Performance Management (<https://kupa.ku.edu/graduate-certificates/performance-management/>)
- Public / Nonprofit Management (<https://kupa.ku.edu/graduate-certificates/public-nonprofit-management/>)
- Public Policy (<https://kupa.ku.edu/graduate-certificates/public-policy/>)
- Urban Planning (<https://kupa.ku.edu/graduate-certificates/urban-planning/>)

Courses

LWS 330. Introduction to Law & Society. 3 Credits.

Offers an introduction to the interdisciplinary field of law and society. Surveys the role of law in social processes and the influence of these processes on law, and introduces alternative theoretical perspectives on these processes.

LWS 332. Methods in Law and Society. 3 Credits.

Surveys the various methods used in law & society research and prepares students to be sophisticated readers of basic socio-legal research, capable of evaluating the quality of the research design and methods. Prepares students to participate as research assistants in original studies.

LWS 333. The Pursuit of Rights: Law, Democracy & Power. 3 Credits.

Examines how law and legal norms, particularly rights, support social and political institutions yet also may be used to challenge these institutions and foster change. Particularly examines the role of law in supporting but also challenging hierarchies of race, ethnicity and gender. Surveys major studies of these processes both domestically and across the globe. Prerequisite: LWS 330 or permission of the instructor.

LWS 443. Theoretical Foundations of Law & Society. 3 Credits.

This course examines classic texts from institutional, functional, and economic theories of law that have served as the basis for Law & Society research. It then considers the continued development of those classical

theories to make sense of important current social and legal problems. Students will practice using theory to make sense of puzzling empirical patterns, and developing theoretical explanations of their own.. This course is offered at the 400 and 600 level with additional assignments at the 600 level. Not available to students with credit in LWS 643.

Prerequisite: LWS 330.

LWS 494. Topics in Law & Society: _____. 3 Credits.

Study of selected topics in law and society. Course may be repeated for credit if content varies. Not open to students with credit in LWS 694 if the topic is the same. Prerequisite: LWS 330.

LWS 699. Capstone in Law and Society. 3 Credits.

The capstone course focuses on the ability of the student to analyze and synthesize concepts relating to legal institutions and the link between law and policy making. Student will demonstrate their knowledge of the values of equity and procedural justice and the ability to use these values when analyzing legal institutions. The final project will be a research paper that ties together insights and methods learned in the Law and Society major on a topic chosen in consultation with the instructor. Prerequisite: LWS 330 and LWS 332.

Courses

PUAD 305. Introduction to Project Management. 3 Credits.

An exploration of the technical aspects of project management and the human aspects of project leadership. The course integrates conceptual approaches with practical applications of knowledge and skill sets. The course addresses the Project Management Body of Knowledge (PMBOK-- as created by the Project Management Institute) and project leadership competencies including leading, communicating, negotiating, problem solving, and influencing. Not open to students with credit in PUAD 407 and PUAD 607.

PUAD 330. Introduction to Public Administration. 3 Credits.

Introduction to administration, public policy and policy makings is the study of government workers, the organizations in which they work, how they are financed, and how government engages citizens to help form and maintain community. In various ways, the class sessions explore the three important issues of public administration: discretion, authority, and accountability. (Same as POLS 390.) Prerequisite: POLS 110.

PUAD 331. Introduction to Public Administration, Honors. 3 Credits.

Introduction to administration, public policy and policy making, for honors students, is the study of government workers, the organizations in which they work, how they are financed, and how government engages citizens to help form and maintain community. In various ways, the class sessions explore the three important issues of public administration: discretion, authority, and accountability. (Same as POLS 391.) Prerequisite: POLS 110.

PUAD 332. Quantitative Methods for Public Administration. 3 Credits.

Focuses on building the quantitative analysis skills of students in public administration. Students learn basic and intermediate statistics, and methods of data analysis and interpretation. Students gain exposure to the uses of data in public organizational settings.

PUAD 333. Hard Choices in Public Administration: _____. 3 Credits.

Focuses on some of America's most vexing public policy challenges and emphasizes the political context of difficult choices. Course examines models of decision-making and the process of policy analysis. Students learn how to apply the tools of policy analysis to make policy judgments. Prerequisite: PUAD 330 or PUAD 331.

PUAD 401. Administration of Justice. 3 Credits.

Examines the administration of justice and focuses on differential and discriminatory treatment in policing, criminal prosecutions, trials, sentencing, or imprisonment. Also considered are the basis and impact of racial profiling, harassment, arbitrary detention, and abusive treatment of members of racial and ethnic groups, immigrants, and/or other vulnerable groups by law enforcement, and disparate treatment by prosecutors and the courts. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not available to students with credit in PUAD 601 or PUAD 701.

PUAD 402. Diversity and Social Equity in Public Administration. 3 Credits.

Analyzes diversity and leadership in public and private institutions along ethnic, racial, and gender lines and the challenges of the facilitation of open dialogue on diversity. Examines the political, historical, social, and economic reasons why Americans of different ethnic, racial, and gender groups hold divergent views about major public policy areas, as well as fundamental views about democratic participation. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not available to students with credit in PUAD 602 or PUAD 702. Prerequisite: PUAD 330 or PUAD 331.

PUAD 403. Foundations of the Nonprofit Sector. 3 Credits.

This course provides an overview of the U.S. nonprofit sector, its history, scope, diversity and its positioning among and between the private and public sectors of the U.S. economy. The course explores the legal framework under which nonprofit organizations operate and are regulated. Economic, political, social, organizational and giving theories of the sector are reviewed in order to understand the sectors existence, roles and activities with particular attention to philanthropy and voluntarism. Distinct contributions to society as well as contemporary challenges faced by the sector are examined. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not available to students with credit in PUAD 603 or PUAD 703. Prerequisite: PUAD 330, or POLS 110, or MGMT 305, or a PUAD master's core course, or consent of instructor. Junior status or above is also required.

PUAD 404. Resource Development and Management in Nonprofit Organizations. 3 Credits.

This course provides an overview of the broad range of activities relevant to acquisition, management and utilization of resources in nonprofit organizations. The course identifies the primary strategies through which resources are generated with emphases on grantwriting, fundraising, social entrepreneurship, and public/private partnerships. Development of organizational identity and management of public relations is examined in relation to resource and relationship development. Strategies for management of resources to ensure long-term benefit and sustainability are explored. Not available to students with credit in PUAD 604. Prerequisite: PUAD 403.

PUAD 405. Managing Nonprofit Relationships. 3 Credits.

This course considers the set of relationships that nonprofit leaders must balance within the organization and beyond organizational boundaries. Both internal relationships (with staff, volunteers, and board members) and external relationships (with stakeholders, other organizations, and the community at large) are critical to mission accomplishment. This course provides students with the resources necessary to understand the challenges and opportunities related to building and maintaining these relationships. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in PUAD 605 or PUAD 705.

PUAD 406. Nonprofit Accountability: Public Needs and Public Values. 3 Credits.

This course examines the role of the nonprofit sector in society by posing broad questions about why nonprofit organizations are held accountable, to whom they are accountable, and detailing how organizations can satisfy accountability demands. The course investigates the public role of the nonprofit sector in society, identifies the stakeholders that are integral to an organization's mission, and describes and critiques the financial and evaluation tools that nonprofits can use to ensure their social viability. Not available to students with credit in PUAD 606. Prerequisite: PUAD 403.

PUAD 408. Collaboration in Public Administration. 3 Credits.

Managers must work effectively across organizational and sector boundaries to solve problems and produce public value. This course considers the forces contributing to the need for collaborative governance, changing management tasks and competencies, and how to address key collaborative challenges. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not available to students with credit in PUAD 608 and PUAD 708.

PUAD 432. Conducting the People's Business Ethically. 3 Credits.

Addresses the moral challenges facing leaders in the public and nonprofit sectors. Examines the values and virtues important to sustained ethical leadership, as well as strategies to build strong institutional cultures and support ethical practices in institutions. Considers moral and political theory by focusing on contemporary cases and issues. Students learn how to identify moral issues in public life and public management. There is a special focus on the integration of moral concerns into public discussion in a manner that contributes to good policy and does not polarize issues. This course considers moral and political theory by focusing on contemporary cases and issues.

PUAD 433. Metropolitix and Macroproblems: The American City in Local and Global Context. 3 Credits.

An interdisciplinary study of American cities, focusing on the rapidly changing demographic, physical, political, social, and economic changes. Sunbelt cities, edge cities, the rustbelt cities, planned and unplanned suburban communities, as well as declining center cities and newly revitalized downtowns are considered. The role of immigration and migration in reshaping the urban environment, and the effects of globalization are also examined.

PUAD 435. Generating, Allocating and Managing Public Resources. 3 Credits.

Effective use of public resources plays a central role in public management. This course provides the student with a basic understanding of the role of budgeting, tracking and managing fiscal resources in public sector organizations including how policy and management are shaped and influenced by budgets and tax policy.

PUAD 436. Managing People in Public Organizations. 3 Credits.

Effective human resources management is one of the key goals of organizations in both the public and private sectors. This course focuses on human resources management in a public sector context with particular emphasis placed upon past, current, and future challenges in the field. The course covers topics such as the recruitment, selection, and compensation of public sector employees, as well as more contemporary issues such as diversity management and public sector personnel reform.

PUAD 437. Organizational Learning and Staff Development. 3 Credits.

Rapid changes in technology and job design, along with the increasing importance of learning new skills and professional development make training and development an increasingly important topic for public sector organizations. This course is designed to assist students in the study of

organizational training, including needs assessments, program design, training methods, and evaluating training and development programs.

PUAD 439. Concepts of Civil Society. 3 Credits.

Concepts of community, social capital, and civil capacity building, and their relations to effective community functioning, democratic politics, and administrative expertise. Not available to students with credit in PUAD 639.

PUAD 441. Public Service Leadership. 3 Credits.

This course is based on the premise that leadership is not confined to the top tiers of organizations and that each individual can and should develop their leadership abilities. To that end, this course examines the concept of leadership through a variety of lenses-individual, environmental, and follower perspectives-in public, nonprofit and private contexts. Special emphasis will be placed on scholarly practice and perspectives of individual leadership assessment and development. This course is offered at the 400 and 700-level, with additional assignments at the 700-level. Not available to students with credit in PUAD 641 and PUAD 741.

PUAD 494. Topics in Public Administration: _____. 3 Credits.

An introductory study of selected topics in public affairs and administration. Course may be repeated for credit if content varies. Course may be offered in lecture or online format. Not open to students with credit in PUAD 694 if the topic is the same.

PUAD 699. Capstone. 3 Credits.

The capstone course focuses on the ability of the student to analyze and synthesize concepts and skills concerning the administration and policy making in public sector organizations. Students will demonstrate the ability to define the parameters of a public sector issue, analyze it through the lens of public service values, and generate ideas for addressing the issue. The project in the class will result in a recommendation paper with public leaders as the audience on the issue. Prerequisite: PUAD 330 and PUAD 332.

PUAD 701. Administration of Justice. 3 Credits.

Examines the administration of justice and focuses on differential and discriminatory treatment in policing, criminal prosecutions, trials, sentencing, or imprisonment. Also considered are the basis and impact of racial profiling, harassment, arbitrary detention, and abusive treatment of members of racial and ethnic groups, immigrants, and/or other vulnerable groups by law enforcement, and disparate treatment by prosecutors and the courts. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not available to students with credit in PUAD 401.

PUAD 702. Diversity and Social Equity in Public Administration. 3 Credits.

Analyzes diversity and leadership in public and private institutions along ethnic, racial, and gender lines and the challenges of the facilitation of open dialogue on diversity. Examines the political, historical, social, and economic reasons why Americans of different ethnic, racial, and gender groups hold divergent views about major public policy areas, as well as fundamental views about democratic participation. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not available to students with credit in PUAD 402.

PUAD 703. Foundations of the Nonprofit Sector. 3 Credits.

This course provides an overview of the U.S. nonprofit sector, its history, scope, diversity and its positioning among and between the private and public sectors of the U.S. economy. The course explores the legal framework under which nonprofit organizations operate and are regulated. Economic, political, social, organizational and giving theories of the sector are reviewed in order to understand the sectors existence, roles and activities with particular attention to philanthropy and voluntarism. Distinct

contributions to society as well as contemporary challenges faced by the sector are examined. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not available to students with credit in PUAD 403.

PUAD 705. Managing Nonprofit Relationships. 3 Credits.

This course considers the set of relationships that nonprofit leaders must balance within the organization and beyond organizational boundaries. Both internal relationships (with staff, volunteers, and board members) and external relationships (with stakeholders, other organizations, and the community at large) are critical to mission accomplishment. This course provides students with the resources necessary to understand the challenges and opportunities related to building and maintaining these relationships. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in PUAD 405.

PUAD 708. Collaboration in Public Administration. 3 Credits.

Managers must work effectively across organizational and sector boundaries to solve problems and produce public value. This course considers the forces contributing to the need for collaborative governance, changing management tasks and competencies, and how to address key collaborative challenges. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not available to students with credit in PUAD 408.

PUAD 741. Public Service Leadership. 3 Credits.

This course is based on the premise that leadership is not confined to the top tiers of organizations and that each individual can and should develop their leadership abilities. To that end, this course examines the concept of leadership through a variety of lenses-individual, environmental, and follower perspectives-in public, nonprofit and private contexts. Special emphasis will be placed on scholarly practice and perspectives of individual leadership assessment and development. This course is offered at the 400 and 700-level, with additional assignments at the 700-level. Not available to students with credit in PUAD 441.

PUAD 824. Creating Good Public Policy. 3 Credits.

This course is an introduction to policy making in the United States with the aim of providing students with the skills and knowledge necessary to make and communicate good decisions about public policy. Competing theoretical approaches will be used to understand the policy making process. The class will highlight interactions between residents, organized interest groups, governments, the economy, and the environment. It introduces basic approaches for stakeholder analysis and methods for developing evidence-based policies or programs. Students will discuss common obstacles to good policy-making and the tensions of making public policy in a political environment.

PUAD 825. Urban Policy and Administration. 3 Credits.

This course explores the development, implementation and evaluation of public policy in the local government context. It examines a variety of policy tools used to address urban problems and applies theories of the policy process, intergovernmental relations, and institutions to municipal governance. In so doing, the course examines a range of current substantive policy and administrative issues facing urban communities and governments. (Same as PUAD 825.)

PUAD 828. Nonprofit Management and Policy. 3 Credits.

This course focuses on the economic, social, and legal foundations of the nonprofit sector. Nonprofits are examined in the context of a three-sector economy, with emphasis on the ways in which nonprofits compensate for market failures and government failures. The course examines government-nonprofit relations in the modern welfare system and offers an in-depth examination of the health, education, and welfare functions as performed by nonprofits. This course also provides exposure to selected

topics in nonprofit management such as grant writing, board relations, advocacy, fundraising and volunteer management.

PUAD 834. Human Resource Management. 3 Credits.

This course presents the context and practice of effective human resource management, with emphasis on the political, legal, historical, and ethical dimensions of public employment. This course considers the functions of workforce management, including: 1) planning of work and the allocation of labor to that work, 2) acquisition of employees and their competencies, knowledge, skills, and abilities, 3) development of employees to channel, improve and create new knowledge, skills, and abilities, and 4) maintaining the working relationship between employee and employer. Students will apply workforce management theories and techniques to contemporary organizational challenges and investigate the tensions inherent to balancing competing values (such as: responsiveness/neutrality and efficiency/equity) and meeting conflicting demands of organizational stakeholders and society.

PUAD 835. Managing Public Money. 3 Credits.

This course covers essential financial management practices and the budgetary processes of the United States federal, state and local governments. It provides an overview of major revenue, spending, and debt financing policies.

PUAD 836. Data Informed Decision-Making. 3 Credits.

This course examines an array of data analysis tools that, when mastered, will increase students' abilities to analyze, synthesize, think creatively, solve problems, and make decisions. It covers concepts of research design, probability, inferential statistics, and introduces quantitative approaches to examine public management and public policy decisions.

PUAD 837. Advanced Public Budgeting and Finance. 3 Credits.

In this class, students examine the design and impacts of budgetary institutions and processes in-depth. Students are introduced to and apply various technical analyses for budgetary policymaking, such as forecasting, financial statement analysis, and cost analysis. Prerequisite: The successful completion of PUAD 835 with a grade of C or higher or instructor approval is needed to enroll.

PUAD 839. Topics in Public Administration: _____. 3 Credits.

Study of selected topics in public administration.

PUAD 841. Context, Ethics and Legal Environment of Public Administration. 3 Credits.

This course explores the environment in which public administrators work that both empowers and constrains what public administrators can do. Through discussion, cases, and classic readings, the course explores the accepted uses and procedures of the field. This includes the intellectual history, the political and legal context, the tensions between democracy and bureaucracy, and ethical decision making.

PUAD 842. Law and Public Management. 3 Credits.

This course introduces constitutional and administrative law issues that face public administrators, with a particular focus on the state and local level. Using legal reasoning as a decision-making tool, the context of often-competing administrative values-efficiency, effectiveness, and equity-will be considered. While administrators do not face constitutional issues every day, this course examines how constitutional values often play out in the day-to-day decision-making of public administrators.

PUAD 845. Managing Public Organizations. 3 Credits.

This class explores concepts and practices in organization behavior and management theory as they apply to public organizations. It covers dynamics associated with organizational structures, accountability, and culture and dynamics of risk in leadership, collaboration, and contracting.

It emphasizes approaches to understanding the dynamics of individuals, groups, and teams within organizations.

PUAD 849. Law, Courts, and Public Policy. 3 Credits.

This course provides an overview of the role of law, litigation, and courts in the public policy process, with an emphasis on bureaucratic institutions. The course covers the main theories and empirical research on the policy effects of litigation and intervention, with a particular focus on civil rights in the areas of employment, policing, welfare, prisons, and environmental policy. Prerequisite: Graduate standing or consent of instructor.

PUAD 850. Intergovernmental Relations. 3 Credits.

This course focuses on the fiscal and administrative relationships among the three levels of government - federal, state, and local - in the United States. A number of topics will be examined, including a history of intergovernmental relations, the political, constitutional, and legal foundations of the intergovernmental system, and intergovernmental fiscal policy. The impact of the intergovernmental system will be assessed from the perspective of specific areas and intergovernmental programs.

PUAD 851. Infrastructure Management. 3 Credits.

This course introduces students to infrastructure management from a local government perspective. Through a heavy reliance on guest speakers and site visits, it provides an overview of infrastructure development, financing, and maintenance. Throughout the course, students are taught to think in terms of systems and collaborative relationships.

PUAD 853. Policy Analysis. 3 Credits.

This course exposes students to the conceptual foundations and applied techniques associated with identifying, describing, and seeking solutions to public policy problems. Recognizing that it often occurs in a context where competing values and perspectives are often strongly held, students will learn the designs and methodologies to conduct policy analysis systematically and with minimal bias. Prerequisite: The completion of a graduate-level statistics class or instructor approval is required to enroll.

PUAD 854. Innovation and Organizational Change. 3 Credits.

This course will examine theories of innovation and organizational change as applied to public organizations. Particular emphasis will be placed on the concepts of innovation in bureaucratic organizations, on the process of successful change in organizations, and on leadership and employees' roles.

PUAD 857. Performance Management and Governance. 3 Credits.

This course examines the practice and governance challenges of performance management and budgeting in the public sector. Topics covered in this course include: a) the governance context of performance measurement and management; b) the historical and theoretical foundation of performance measurement and management; c) the global trend of performance-oriented reforms; d) the practice and politics of performance measurement and management; and e) governance and ethical issues in managing for results.

PUAD 858. Performance Audit. 3 Credits.

This course examines the practice of performance audit at the national, state, and local levels. Topics covered in the course include: a) the concept of performance audit and the roles of auditors in performance management; b) performance audit systems and standards at the national, state and local levels; c) performance audit methodologies and techniques; d) the establishment of audit criteria; e) the concept and practice of risk and vulnerability analysis; f) the reporting and communication of performance audit results.

PUAD 860. Governing Sustainable Communities. 3 Credits.

This course examines the role that communities can play in advancing environmental, economic, and social sustainability. Although sustainability has traditionally been viewed as an international or national issue, the unit of action has been shifting downward. Cities, in particular, have been characterized as a key "battleground for sustainability." This is in part because an estimated 50 percent of the global population, including 84 percent of the U.S. population, lives in urban areas, and those numbers are only projected to increase. Moreover, local governments have authority over many decisions that are directly related to sustainability, including land use, transportation, housing, local food policy, energy efficiency, and the character of local economic development. In this class we examine these and related issues from a community-level and institutions perspective in order to assess how social and governmental structures, priorities, pressures and constraints influence the prospect for urban sustainability. A particular focus is placed on understanding how local and regional governments implement and manage sustainability.

PUAD 861. Data Analytics. 3 Credits.

The course is an introduction to data analytics in public administration and policy analysis. It teaches basic programming in R and SAS, covers basic applications of data analytics such as regression analysis and machine learning, and teaches basic tools of data visualization, including GIS. The course also reviews the political, legal, organizational, and ethical challenges of data analytics usage and the professional responsibilities public administrators have in using these tools. Students are expected to be familiar with basic statistical analysis and have already taken MPA-level statistics or an equivalent course. This course satisfies an elective requirement for students who are completing the Performance Management certificate. Prerequisite: PUAD 836 or equivalent academic engagement that includes quantitative analysis up to multi-variate regression.

PUAD 862. Emergency Management in the United States: Theory and Practice. 3 Credits.

This course covers the history, context, and practice of emergency management, blending in the theory and concepts of intergovernmental relations and collaborative leadership methods that are essential to the practice. The course will cover emergency management, as practiced in the United States, the National Incident Management System (NIMS), and the intergovernmental relationships that must be cultivated among all branches of government, non-profits, and private sector entities to plan, mitigate, respond to and recover from all disasters both natural and manmade.

PUAD 863. Program Evaluation. 3 Credits.

In this course, students learn the designs and methods used to evaluate the performance of public programs, policies, and organizations. Evaluation is rooted in trying to understand cause and effect relationships in complex situations and correctly attributing impact to intervention. Emphasis is placed on approaches to measure social outcomes. Through a series of evaluation case studies, students will use evidence and empirical methods to assess whether public action achieves its desired outcomes. Prerequisite: The completion of a graduate-level statistics class or instructor approval is required to enroll.

PUAD 892. Reflections on Practice. 1-3 Credits.

This course challenges students to examine their ongoing work experiences, enabling them to build the knowledge, background, and skills needed to successfully lead and manage public-serving organizations. The course requires students to reflect, write, and discuss their current internship or work experience and study how the experience relates to public administration theory, leadership, and management competencies. Graded on a satisfactory/unsatisfactory basis.

PUAD 893. Directed Readings. 1-3 Credits.

Designed to meet the needs of advanced students whose study in public administration cannot be met with current course work.

PUAD 894. Professional Development Seminar I: Public Admin Contemporary Issues & Competency Assessment. 3 Credits.

This intensive seminar examines students' current experiences as full time interns and considers workplace and community concerns within the context of contemporary issues. The transition from an academic to a professional work setting is emphasized in discussion and reflective assignments. Graded on a satisfactory/unsatisfactory basis. Prerequisite: Open only to MPA students who are required to complete a full-time internship in their second year of study.

PUAD 895. Professional Development Seminar II: Leading to Create a Culture for High Performance. 3 Credits.

In this intensive week-long seminar students will examine what high performance means, how performance happens in an organization and the various principles of public leadership that most effectively guide organizational culture. The course is intended to stimulate thoughts and learnings about high-performance organizations, organizational values, and explores strategies that can create the type of culture that inspires and enables employees to excel. The seminar format provides an opportunity for introspection in individual beliefs and characteristics, group discussion for the exchange of diverse views, and classroom instruction to explore the latest thinking in public sector leadership. Ultimately, the seminar is designed to train and empower public administrators to live the Athenian oath in their organization and community.

PUAD 897. Public Administration Contemporary Issues and Competency Assessment. 3 Credits.

This course exposes students to the contemporary issues in public management and analysis of competencies for public management in four theme areas. Students will participate in discussions of issues and in three assessments of their preparation to lead public organizations. Students will complete the MPA Final Essay which focuses on integration of course and work experience in relation to the values theme of the MPA program. Graded on a satisfactory/unsatisfactory basis.

PUAD 898. Leading to Create a Culture for High Performance. 3 Credits.

In this intensive seminar, students will examine what high performance means, how performance happens in an organization and the various principles of public leadership that most effectively guide organizational culture. The course is intended to stimulate thoughts and learnings about high-performance organizations, organizational values, and explores strategies that can create the type of culture that inspires and enables employees to excel. The seminar format provides an opportunity for introspection in individual beliefs and characteristics, group discussion for the exchange of diverse views, and classroom instruction to explore the latest thinking in public sector leadership. Ultimately, the seminar is designed to train and empower public administrators to live the Athenian oath in their organization and community.

PUAD 899. Excelling in the Practice of Public Administration. 1 Credits.

This course is taken in the final semester of the MPA degree and serves as a culminating review and reapplication of the core competencies and learning objectives emphasized throughout the curriculum. Centered on the development of an applied final report, and emphasizing a process of targeted peer review, this course aims to develop reflective practitioners and ensure that students integrate the range of core competencies and skills essential to leading and managing in public-serving organizations and serving diverse communities. Prerequisite: Students are expected to be in the final semester of MPA study.

PUAD 930. Research Seminar in Public Administration and Democracy. 3 Credits.

This course focuses on the democratic context of public administration. Topics could include how democracy shapes the practice of public administration; the functioning of public administration in a constitutional democracy; issues relating to control and discretion of public administrators; citizenship and representative bureaucracy; theories of bureaucratic values such as equity, justice and efficiency, ethics and accountability; theories of institutions.

PUAD 931. Research Seminar in Public Management. 3 Credits.

This course, on the topic which increasingly is approached as an interdisciplinary field, focuses on the management of public and non-profit agencies. Topics could include: the nature of public agencies and the roles of public executives, managers, and professionals; distinctions between public, private, and non-profit agencies in America and internationally; creating and managing organizational networks; leadership; work motivation; and the ethics of decision-making.

PUAD 932. Seminar in the Intellectual History of Public Administration. 3 Credits.

This course will analyze the intellectual currents that undergird the theories and concepts in public administration. There are three primary perspectives crosscutting the topics. They are historical, cultural and analytical.

PUAD 934. Research Methods in Public Administration. 3 Credits.

The course examines issues of research and epistemology with an emphasis on connecting theory and research and doing research in field settings.

PUAD 935. Advanced Quantitative Methods for Public Administration. 3 Credits.

This seminar will assist students to develop a thorough competence in both theory and application of multivariate statistical models of the types that are commonly used to study questions of organization and policy in the public sector. These will include inference for the general linear regression model under a wide variety of specifications, as well as a consideration of path models and systems of simultaneous equations. The principal goal of this course is to strengthen the ability of doctoral students in public administration to work methodologically as independent scholars using relatively advanced designs and technique in their work.

PUAD 936. Policy Analysis and Program Evaluation. 3 Credits.

This course examines the theoretical foundations and analytical components of policy analysis and program evaluation, common tools for assessing alternative courses of public action and program effectiveness. This examination will include a review and critique of common quantitative and qualitative approaches, including cost-benefit analysis, cost-effectiveness analysis, and quasi-experimental design.

PUAD 937. Qualitative Methods in Public Administration. 3 Credits.

This course examines the concepts and practices of qualitative research. The focus will be on field research and the collection of "textual data" through observation, interviewing, and documents. The course will also examine the interpretation and analysis of qualitative data and how to present qualitative findings.

PUAD 939. Topics in Public Administration: _____. 1-3 Credits.

A study of selective topics in public administration. Course may be taken more than once.

PUAD 943. Constitutional Foundations of Public Administration. 3 Credits.

This course provides grounding in the constitutional premises of public administration including executive, legislative, and judicial powers, and federalism, and those issues associated with the development of economic institutions and processes such as taxation, employment regulation, and commerce controls.

PUAD 949. Law, Courts, and Public Policy. 3 Credits.

This course provides an in-depth analysis of the role of law, litigation, and courts in the public policy process, with an emphasis on bureaucratic institutions. The course covers the main theories and empirical research on the policy effects of litigation and intervention, with a particular focus on civil rights in the areas of employment, policing, welfare, prisons, and environmental policy. As part of the course requirements, students will conduct original empirical research.

PUAD 998. Directed Reading on Public Administration. 1-6 Credits.

Designed to meet the needs of graduate students whose study in public administration cannot be met with present course. Prerequisite: consent of instructor.

PUAD 999. Dissertation. 1-15 Credits.

Enrollment for writing doctoral dissertations. Graded on a satisfactory progress/limited progress/no progress basis.

Courses

SPAA 177. First Year Seminar: _____. 3 Credits.

A limited-enrollment, seminar course for first-time freshmen, organized around current issues in public administration. Course is designed to meet the critical thinking learning outcome of the KU Core. First year seminar topics are coordinated and approved by the Office of Academic Programs and Experiential Learning. Prerequisite: Open to Freshmen only (less than 30 hours).

SPAA 400. Law Enforcement Leadership. 3 Credits.

The course covers leadership and management concepts in the context of law enforcement agencies. The course provides an introduction to leadership and management functions including fiscal management, human resources, and strategic planning as well as the organization of decision making and training functions. Students will learn research verified concepts of leadership and management within the context of the United States law enforcement environment. (Same as CRIM 400.)

SPAA 691. Internship Experience. 1-3 Credits.

Designed to provide students an applied learning experience in a relevant public, non-governmental, or nonprofit organization. Students are required to critically reflect on their experience through a variety of academic assignments throughout their internship experience. Prerequisite: Permission of academic unit.

SPAA 692. Research Experience. 1-3 Credits.

Designed for advanced undergraduate students. Students enhance their research skills by working one-on-one with a faculty member on an independent scholarly project. Students are required to complete a final project or presentation, through advising and consultation with the designated faculty member. Prerequisite: Permission of academic unit.

SPAA 693. Directed Readings. 1-3 Credits.

For advanced undergraduate students who wish to study a specific topic of interest that is not covered in the curriculum. Each student must complete a proposal outlining his or her topic request and submit to the Undergraduate Coordinator. Prerequisite: Permission of the academic unit.

Courses

UBPL 200. Sustainability and Society. 3 Credits.

This course will introduce the concept of sustainability, examining its early iterations, recent applications, and possible future transformations. Critical analysis of sustainability as a concept and societal goal will be a course cornerstone. We will examine two contemporary social issues that are relevant to students at the University of Kansas. Social science perspectives will be emphasized, but, because sustainability necessitates an interdisciplinary perspective, the course will consider the contributions of a wide range of disciplines to these issues.

UBPL 300. Planning the Sustainable City. 3 Credits.

A broad introduction to the field of urban planning as a technical profession, a process of decision-making, and a governmental function. The multi-disciplinary nature of planning as an area for professional practice in the geographical, socio-economic and political contexts of the U.S. is stressed. We will explore the promise and limitations of planning in the context of mitigating and adapting to climate change. The course is intended for both the student who is considering planning as a major field of study and the student with primary interest in a related field who would like a working knowledge of past and current planning in the U.S.

UBPL 402. Special Topics in Urban Planning: _____. 3 Credits.

Intended for undergraduate individual or group projects/research in an urban planning topic.

UBPL 407. Sustainability and the Future of Transportation. 3 Credits.

This course examines the worldwide impact of how we travel, and how that is changing with the development of new technologies in transportation. Our study starts with an overview of different modes of transportation and their use across the globe, then moves into the environmental, economic, equity, and energy factors that influence the sustainability of our ways of travel. Once we examine our present reality, we then peer into the future and examine the potential of evolving developments in transportation, including electric vehicles, autonomous cars, shared mobility, and the COVID-19 pandemic. Topic areas include worldwide differences in the use of modes of transportation, spatial relations and interactions between transportation and land use, and how sustainability principles interact with policy, market forces, and personal behavior in transportation. Upon completion of the course, students will be able to 1) evaluate the sustainability of transportation proposals and developments, 2) develop transportation improvements that contribute to enhancing equity in transportation while mitigating environmental impacts and energy use, and 3) practice enhanced critical thinking, logic, reasoning, and professional communication abilities. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 707.

UBPL 410. Housing Policy and Planning. 3 Credits.

This course explores contemporary U.S. housing issues and introduces the various methods used by the public sector as it intervenes in housing markets. Governments at all levels employ many different approaches to achieve housing goals. This course will examine many of these approaches to help students understand what these housing programs are supposed to accomplish and how well they work. In all cases, the objective of the course is to educate planners so that they have a firm understanding of housing programs that exist and a grasp of the methods used to select housing strategies for implementation by the public sector. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 710.

UBPL 420. Sustainable Land Use Policy and Planning. 3 Credits.

This course introduces students to the issues that planners and decision makers face as they strive to promote sustainability, especially within the context of land use planning. Emphasis will be placed on the theoretical and policy considerations that guide the work of planners. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 720.

UBPL 425. Environmental Planning Techniques. 3 Credits.

An understanding of natural processes is an essential aspect of developing appropriate and effective environmental plans and policies, and creating context- and ecosystem-sensitive site designs. The course covers a variety of topics within environmental and sustainable land use planning. Each topic is examined with respect to the scope of the issues, the methods of analyzing and/or measuring those issues, and the ways those issues can be addressed to avoid or mitigate environmental problems. The main topics will include 1) soils, 2) water and land use, 3) urban ecology, wildlife habitats, and urban biodiversity, and 4) energy, climate change, and natural hazards. The primary purposes of this course are to: 1) Gain an overview of the range of environmental topics and challenges involved in sustainable land use planning; 2) Develop familiarity with common principles and datasets used in environmental planning analysis; and 3) Apply techniques of environmental analysis to build skills applicable in practice. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 725.

UBPL 450. Transportation Policy and Planning. 3 Credits.

This course is designed to provide a broad overview of urban transportation. The role which transportation systems and networks play in facilitating the movement of people as motorists, cyclists, and pedestrians is explored. Methods through which transportation systems are planned for and evaluated are discussed as are major policy issues confronting decision makers within the field. Upon completion of this course, students will be able to 1) comprehend transportation plans and policy documents, 2) evaluate the broader impacts of transportation decisions, and 3) develop and evaluate transportation planning and policy interventions which address current and future issues. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 750.

UBPL 480. Climate Change and Hazards Planning. 3 Credits.

This course covers planning for climate change and disasters. Floods, heat waves, droughts, extreme storms, sea level rise, and the wide range of other climate-related hazards are (or soon will) impact virtually every aspect of the social, economic, and environmental systems on which we all depend. While the challenges of making our communities more sustainable and resilient are daunting, innovative plans, policies, programs, and projects are being developed and implemented all around the world. This course will cover four main topics: 1) the basic science and concepts of climate change and disasters, 2) learning from decades of knowledge about planning for natural hazards, 3) mitigating climate change by reducing greenhouse gas emissions, and 4) adapting to the impacts of climate change. Each topic will be addressed primarily at the local (city, county or regional) scale, with a primary focus on planning in the United States. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 780.

UBPL 701. Directed Readings. 1-6 Credits.

Designed to meet the needs of students whose study in urban planning cannot be met with the present courses. Prerequisite: Consent of instructor.

UBPL 705. Urban Economic Theory and Analysis. 3 Credits.

This course examines the economic forces which shape and affect cities. In the first part of the course, theories of location are considered. With the help of these theories our objectives are to understand why cities exist, why they are located where they are, the distribution of city sizes, the causes of regional and metropolitan growth and decline, and the spatial distribution of alternative activities within cities. Part two of this course introduces analysis methods which aid in the comprehension of local and regional economic characteristics and in decision-making concerning the distribution of resources within cities.

UBPL 707. Sustainability and the Future of Transportation. 3 Credits.

This course examines the worldwide impact of how we travel, and how that is changing with the development of new technologies in transportation. Our study starts with an overview of different modes of transportation and their use across the globe, then moves into the environmental, economic, equity, and energy factors that influence the sustainability of our ways of travel. Once we examine our present reality, we then peer into the future and examine the potential of evolving developments in transportation, including electric vehicles, autonomous cars, shared mobility, and the COVID-19 pandemic. Topic areas include worldwide differences in the use of modes of transportation, spatial relations and interactions between transportation and land use, and how sustainability principles interact with policy, market forces, and personal behavior in transportation. Upon completion of the course, students will be able to 1) evaluate the sustainability of transportation proposals and developments, 2) develop transportation improvements that contribute to enhancing equity in transportation while mitigating environmental impacts and energy use, and 3) practice enhanced critical thinking, logic, reasoning, and professional communication abilities. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 407.

UBPL 710. Housing Policy and Planning. 3 Credits.

This course explores contemporary U.S. housing issues and introduces the various methods used by the public sector as it intervenes in housing markets. Governments at all levels employ many different approaches to achieve housing goals. This course will examine many of these approaches to help students understand what these housing programs are supposed to accomplish and how well they work. In all cases, the objective of the course is to educate planners so that they have a firm understanding of housing programs that exist and a grasp of the methods used to select housing strategies for implementation by the public sector. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 410.

UBPL 715. Community and Neighborhood Revitalization. 3 Credits.

The course introduces students to a range of community development concepts and approaches in the context of urban change in the United States. In this context, this course helps students understand the various theories of neighborhood change, community development strategies, and a range of principles for developing neighborhood revitalization initiatives focusing on revitalization strategies for inner-city neighborhoods. In this course, community development interventions are understood as facilitating, strengthening, and improving less-advantaged communities.

UBPL 716. Neighborhood Analysis and Evaluation. 3 Credits.

This course explores social theories of Community, how those theories have influenced concepts for neighborhood development, and how to apply the idea of Community to local neighborhood planning and community development. It also teaches how to analyze neighborhood conditions to understand and describe neighborhoods and inform

neighborhood improvement strategies. It explores ways to analyze and interpret quantitative indicators-demographic, economic, physical, and social conditions-which exist at the neighborhood level. It teaches students how to investigate and analyze opportunities, assets, and challenges confronting the neighborhood. It introduces students to community asset mapping.

UBPL 720. Sustainable Land Use Policy and Planning. 3 Credits.

This course introduces students to the issues that planners and decision makers face as they strive to promote sustainability, especially within the context of land use planning. Emphasis will be placed on the theoretical and policy considerations that guide the work of planners. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 420.

UBPL 725. Environmental Planning Techniques. 3 Credits.

An understanding of natural processes is an essential aspect of developing appropriate and effective environmental plans and policies, and creating context- and ecosystem-sensitive site designs. The course covers a variety of topics within environmental and sustainable land use planning. Each topic is examined with respect to the scope of the issues, the methods of analyzing and/or measuring those issues, and the ways those issues can be addressed to avoid or mitigate environmental problems. The main topics will include 1) soils, 2) water and land use, 3) urban ecology, wildlife habitats, and urban biodiversity, and 4) energy, climate change, and natural hazards. The primary purposes of this course are to: 1) Gain an overview of the range of environmental topics and challenges involved in sustainable land use planning; 2) Develop familiarity with common principles and datasets used in environmental planning analysis; and 3) Apply techniques of environmental analysis to build skills applicable in practice. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 425.

UBPL 730. City and County Planning. 3 Credits.

This course is about how to create plans and put the pieces of cities together in a sustainable manner, balancing the competing values of economy, ecology, equity, and livability. It introduces students to the planning process in the U.S., what makes great plans, the basic implementation tools for planning (zoning, capital improvement plans, engineering standards, and subdivision regulations.) We will learn about the Comprehensive Plan along with specialized plans for transportation, housing, land use, and the environment.

UBPL 735. Site Planning and Design. 3 Credits.

Site planning is the arrangement of elements (buildings, landscaping, parking, open space) on particular pieces of property. This class focuses on the site planning process and the implementation of site design standards through regulations. We will delve into the elements and principles of design and ask these big questions: What makes great public spaces? What makes great neighborhoods? What makes great streets? What can we do to steer development in the direction of greatness?

UBPL 736. Planning Law and Institutions. 3 Credits.

This course explores the legal principles underlying the institutions, practices, and processes of city planning. Subjects to be discussed include zoning, eminent domain, subdivision regulation, transfer of development rights, environmental regulation, growth management, and other planning mechanisms used to guide urban growth and control the use of land. Particular attention will be paid to conflict resolution and negotiation. Students should emerge from the course with a solid understanding of the logic and routine practice of planning in a procedural and institutional context.

UBPL 741. Foundations of Compassionate Critical Thinking. 3 Credits.

This course engages students with research methods (research design, inferential statistics, and survey methods) within the broad suite of relationship skills on which successful planning analysis and public service careers depend. These relationship skills ironically are commonly referred to as 'soft skills,' in spite of, the hard work they often require. By embedding 'soft skills' within 'hard skills' (quantitative methods), we will examine a variety of motivations for public service and planning through a consistent lens of advancing equity. We use compassion as a framework for integrating science and practice related to a) emotions, relationships, and self-care, b) reasoning and cognitive biases, c) networks of relationships, and d) broader social, economic, and political systems. We pay particular attention to countering racism, sexism, and other forms of exclusion and oppression which can be hidden within seemingly technical/rational research methods and analyses. Through the course, we consider how planners can use research and communication to help the public and decision makers in the near term, even as there is great uncertainty about the future.

UBPL 742. Applied Data and Spatial Analysis. 3 Credits.

Planners work with quantitative data, much of which are spatial in nature. They use quantitative information to address questions they encounter in planning and policymaking and make decisions. Planners gather, summarize, analyze, and present data they have collected themselves or have obtained from secondary sources. Planners may also review and assess quantitative analyses prepared by others. This course is designed to prepare students to critically review analyses prepared by others and conduct basic statistical analysis of data. It introduces students to key concepts and tools in quantitative analysis and research methods relevant to urban planning and policy. It prepares students to understand, interpret, and more importantly, critically assess quantitative data analyses and results they would encounter in urban planning and allied disciplines.

UBPL 746. GIS Applications for Design and Planning. 3 Credits.

This course will explore a range of Geographic Information Systems (GIS) applications for students in architecture and planning. It will be structured as a workshop, starting with a review of basic GIS concepts and procedures. Different digital data sources will be explored, along with file sharing (import and export) capabilities. The focus will be on applications at different scales using projects in architecture, site planning, environmental planning, urban analysis, and regional analysis. Three dimensional analysis will also be introduced. Each student will develop a final project as a synthesis of earlier exercises and as an application relevant to their individual professional interests.

UBPL 750. Transportation Policy and Planning. 3 Credits.

This course is designed to provide a broad overview of urban transportation. The role which transportation systems and networks play in facilitating the movement of people as motorists, cyclists, and pedestrians is explored. Methods through which transportation systems are planned for and evaluated are discussed as are major policy issues confronting decision makers within the field. Upon completion of this course, students will be able to 1) comprehend transportation plans and policy documents, 2) evaluate the broader impacts of transportation decisions, and 3) develop and evaluate transportation planning and policy interventions which address current and future issues. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 450.

UBPL 756. Data Driving Transportation. 3 Credits.

The transportation systems of the world are the product of many decisions, all of which are heavily influenced by the methods we use to study and create those systems. This course explores the research methods that can be employed in planning and analyzing transportation. Content areas include history and theory of transportation planning and

modeling, traditional and recent advancements in transportation modeling, and analyzing land-use/transportation interaction, freight travel, public transportation, and non-automotive travel demand, including public transit and non-motorized modes. Upon completion of this course, students will be able to 1) practice advanced skills in descriptive, graphical, GIS, and quantitative analytical methods for transportation, 2) evaluate the impact of transportation investments using those methods and 3) apply enhanced critical thinking, logic, reasoning, and professional communication abilities.

UBPL 758. Transportation for Livable Cities. 3 Credits.

Transit use, walking, and cycling are becoming increasingly important in efforts to promote health, sustainability, social equity, and livability in cities. This course will introduce students to current practices associated with planning for and delivering public transit service and bicycle/pedestrian infrastructure. Upon completion of this course students will be able to 1) assess the ability of the transportation network to serve transit users, pedestrians, and cyclists; 2) identify how to introduce various modes of transportation; and 3) develop ideas to promote complete, safe, and equitable transportation networks.

UBPL 763. Politics and Public Management. 3 Credits.

Planners and public administrators operate within highly technical yet political environments. Planners and administrators often try to bring consensus, efficiency, effectiveness, and action-taking to communities, but the very structure of our democracies promotes conflict and stalemate. Understanding how to manage power, structure, and agency in policy making will help planners and administrators become savvier as they balance their roles as advisors, educators, facilitators, advocates, managers, and leaders. The course includes theories of policy making and leadership. Students apply those theories to specific case studies associated with different policy areas (transportation, economic development, hazard mitigation, sustainability, historic preservation, etc.). Through research and case studies this class explores the trials, tribulations, and triumphs of planners and administrators as they seek to manage politics in their careers.

UBPL 764. Real Estate Development. 3 Credits.

This course is designed to provide a working knowledge of the mechanics of real estate development for those in the public sector, particularly for urban planners and public administrators. Topics covered include: development analysis; project planning, design, and construction; finance and debt structuring; implementation; understanding debt and equity; and the impact of public policies, such as, policies for affordable housing and historic preservation. Projects developed within the region will be examined to illustrate and explore how public sector programs guide and direct the real estate development process.

UBPL 767. Creative Placemaking. 3 Credits.

This course explores the principles and practices of creative placemaking which builds community through a focus on public spaces and the public realm. Critical to this process is the role of community engagement in successful urban interventions and people reimagining and reinventing spaces as the heart of communities. Students will learn about different methods for engaging community members in the planning and design process and explore the ways in which these approaches can build social capital and promote more equitable, sustainable, inclusive urban environments. Through case studies, guest lectures, and hands-on projects, students will gain a deep understanding of how planners, designers, policymakers, and people from all sorts of backgrounds can use tactical urbanism (low-cost, short-term experiments within the built environment) and creative placemaking (collaborative processes to address urban challenges and enhance public value) to create long-term results more vibrant, livable cities from the neighborhood level on up.

UBPL 777. Equity, Justice, and American Cities. 3 Credits.

In U.S. cities, many groups are marginalized by inequitable conditions and access to services such as quality housing, transportation, employment opportunities, education, and health care. Social inequalities of race, class, and gender shape and are shaped by social conflicts and processes of uneven urban development and resource distribution. This class is intended to be a place where students think critically about urban social relations and gain a better understanding of social justice, inequality, access, and privilege as they relate to urban space. Strategies in which to address inequality via urban planning and policy development efforts are explored and evaluated.

UBPL 780. Climate Change and Hazards Planning. 3 Credits.

This course covers planning for climate change and disasters. Floods, heat waves, droughts, extreme storms, sea level rise, and the wide range of other climate-related hazards are (or soon will be) impacting virtually every aspect of the social, economic, and environmental systems on which we all depend. While the challenges of making our communities more sustainable and resilient are daunting, innovative plans, policies, programs, and projects are being developed and implemented all around the world. This course will cover four main topics: 1) the basic science and concepts of climate change and disasters, 2) learning from decades of knowledge about planning for natural hazards, 3) mitigating climate change by reducing greenhouse gas emissions, and 4) adapting to the impacts of climate change. Each topic will be addressed primarily at the local (city, county or regional) scale, with a primary focus on planning in the United States. This course is offered at the 400 and 700 level with additional assignments at the 700 level. Not open to students with credit in UBPL 480.

UBPL 785. History and Theory of Planning. 3 Credits.

The course serves as an introduction to the history of city planning and "how to plan" in general. Planners are particularly concerned with future consequences of current action. In looking to the future, knowing past history is a good place to start. Also, planning theorists have thought deeply about how best to plan and their thoughts and advice can serve planners and decision-makers well when they are facing unknowns.

UBPL 802. Special Topics in Urban Planning: _____. 3 Credits.

Study of selected topics in urban planning.

UBPL 806. Thesis - Graduate Research. 1-6 Credits.

Independent study and research related to the master's thesis. Prerequisite: Consent of instructor.