



**SCHOOL OF PUBLIC AND
INTERNATIONAL AFFAIRS**
VIRGINIA TECH™

Graduate Course Descriptions Spring 2020

All information in this guide is tentative and subject to change. Check the course catalogue for updates.

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Offered in Blacksburg

PAPA 5014: Concepts and Approaches to Public Administration

Instructor: Laura Jensen

CRN: 17942

Offered: W 1:00 PM- 3:45 PM

Classroom:

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Covers the origins and development of the administrative state. Surveys major theoretical approaches to public administration. Discusses the problem of values in administration, the political environment of bureaucracy, and questions of ethical behavior in administration.

PAPA/GIA/UAP 5034: Global Political Economy

Instructor: Giselle Datz

CRN: 21250

Offered: R 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Zoom

Location: Blacksburg

Course Description: Interplay between democratic politics upon economic relations, with special focus on the intellectual foundations of capitalist development and consequences of financial disruption to economic policy making. Evolution of state-market interactions and of global governance institutions. Case studies of financial crises and their political implications. Pre: Graduate Standing.

PAPA 5315: Government Administration I Behavior Skills

Instructor: David Bredenkamp

CRN: 17960

Offered: T 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Lecture

Location: Blacksburg

Course Description: The first of a sequence of two, provides theoretically grounded but practical knowledge on behavioral skills necessary for the public manager. These include the ability to lead, to supervise, to organize, and to communicate in public settings and in agencies serving the community and society. 5316: The second of a sequence of two, teaches the techniques and technology necessary to manage public organizations efficiently and effectively and to be held accountable for administrative actions and programs.

PAPA 5904: Project and Report: Portfolio

Instructor: Robin Lemaire

CRN: 17978

Offered: M 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Research

Location: Blacksburg

PAPA 6224: Design, Implementation, and Evaluation of Public Policy and Programs

Instructor: Matthew Dull

CRN: 18038

Offered: T 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Zoom

Location: Blacksburg

Course Description: The general purpose of this course is to develop an understanding of the process by which policy is formulated, analyzed, implemented, and evaluated. The focus will be on such actions as undertaken by policy analysts in and out of government. The methodological issues and techniques used to accommodate the major social, economic, political, and behavioral aspects of policy analysis in an organizational context will be discussed. PHD Only.

PAPA 6224: Design, Implementation, and Evaluation of Public Policy and Programs

Instructor: Staff

CRN: 21043

Offered: W 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture

Location: Blacksburg

Course Description: The general purpose of this course is to develop an understanding of the process by which policy is formulated, analyzed, implemented, and evaluated. The focus will be on such actions as undertaken by policy analysts in and out of government.

The methodological issues and techniques used to accommodate the major social, economic, political, and behavioral aspects of policy analysis in an organizational context will be discussed. MPA only.

PAPA 6254: Advanced Topics in Public Policy: Health & Environmental Policy

Priorities

Instructor: Stephanie Smith

CRN: 18041

Offered: R 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Blacksburg

Course Description: Which health and environmental policy issues are prioritized and which neglected? How do we know? This course will explore the answers to these questions in national and global settings. We will survey existing research on policy agendas and outcomes nationally and investigate what it means for these issues to be on the agenda globally. Participants will conduct empirical research investigating the status of health and environmental issues in national and global contexts.

PAPA 6254: Advanced Topics in Public Policy: Poverty, Inequality and Social Policy

Instructor: Laura Jensen

CRN: 21044

Offered: T 1:00 PM- 3:45 PM

Classroom:

Delivery Mode: Zoom

Location: Blacksburg

Course Description: Seminar examines the issues, problems, and politics surrounding the provision of social benefits in the contemporary welfare state. This reading-intensive course is intended to ground students in a particular area of public policy and to link social policy-specific developments to knowledge about the policy process and design, implementation, and evaluation. Completion of PAPA 6214 and PAPA 6224 prior to taking seminar is recommended.

PAPA 6264: Homeland Security and Prevention

Instructor: Jeffrey Glick

CRN: 21042

Offered: W 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Blacksburg

Course Description: This course examines the vexing question as to why the United States, having experienced a wide variety of disasters and terrorism, is often underprepared for these events. The theory and practice of prevention, protection and mitigation within and between the federal, state, local, and private sectors will be examined. Focus will be on the interplay between theory and practice, and the

development of policy, strategy and programs. Both successes and failures will be studied, with the goal of providing a set of concepts and techniques for understanding and analyzing these important program areas, their impacts on the nation and the individuals that reside within it. Required course for the graduate certificate in homeland security policy.

PAPA 6294: Capstone Seminar in Public Policy: Cap A

Instructor: Eric Malczewski

CRN: 18043

Offered: R 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Blacksburg

Course Description: Capstone A and Capstone B support the transition from advanced coursework to the development of dissertation research. Specifically, the capstones support the articulation of a sophisticated research question that engages a theory or conceptual framework, the development and implementation of a research strategy, the application of an appropriate methodology, and completion of a paper to be submitted to a conference or for peer review in a journal in the field of public administration and policy. Ideally, this work will provide a starting point for dissertation research. Capstone A focuses on the development of a research question, identification of a relevant theory, articulation of an appropriate methodology, and initial empirical research leading to completion of a draft paper that will be the basis for work in Capstone B. Registration by Instructor Permission Only.

PAPA 6314: Public Budgeting Processes and Their Policy Implications

Instructor: Staff

CRN: 18044

Offered: M 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Surveys the public budgeting processes of public organizations. The contrasting norms and behaviors of participants, their impacts on policy, and their implications for democracy are examined. Processes studied include the work of budgeteers, decision making processes, control and financial accounting, and intergovernmental interaction.

PAPA 6344: Leadership & Management Process in Public Administration

Instructor: David Bredenkamp

CRN: 21045

Offered: W 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Blacksburg

Course Description: In this course we first examine perspectives on what management and leadership are and the practical, theoretical, and normative aspects of managing and leading. We draw on the management and leadership literature in the fields of both public administration and management in general to explore the conceptual and theoretical bases for understanding managing and leading in the context of the public sector. The second half of the course is designed around the various processes and functions important in contemporary public organizations. PHD Students Only.

PAPA 6354: Organizational Networks

Instructor: Robin Lemaire

CRN: 21046

Offered: W 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Blacksburg

Course Description: The purpose of this course is to explore key network concepts and their contribution to understanding inter-organizational relationships and organizational networks in the public sphere. The use of the network concept in research is quite varied and diverse. This course cannot cover all the literature or concepts relevant to the diverse research areas; nonetheless, the course will be useful for those who wish to build a basic foundation in network theory, network analysis and some of its applications in the study of public management (networks, multi-organizational collaboration, collaborative governance, etc.).

PAPA 6354: Advanced Topics in Public Management

Instructor: Cecily Rodriguez

CRN: TBD

Offered: T 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Blacksburg

Course Description: An examination at an advanced level of a selected managerial process in the public sector (civil and military), the norms and participant behavior associated with the process, its efficacy in planned change, and its overall impact on policy making and implications for democracy.

PAPA 6514: Public Administration and Policy Inquiry

Instructor: Raymond Zuniga

CRN: 18047

Offered: W 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Provides students with a general background in the design and execution of inquiry in public administration and policy. Includes examination of

concepts, issues and problems of inquiry design, measurement, data collection, analysis, and the application of computers, and other information processing tools to support research and decision making in public administration and policy.

Local Government Certificate Courses (Open to Graduates and Seniors at the Undergraduate Level)

PAPA 5044: Local Government and the Professional Manager

Instructor: Greg Kelly, Former Town Manager, Town of Abingdon

CRN: 17944

Offered: W 4:00 pm - 6:45 pm

Classroom:

Delivery Mode: Lecture-Zoom

Course Description: Explores the institutions and systems in which public administrators work, and the dynamics of public administration within the larger political, economic, and social environment. Special focus on the local government management profession, the evolution of the council-manager government and the core ethical and democratic values of the profession. Review skills necessary for effective local government managers, including critical strategic thinking, communication, organizational and community leadership competencies. Explores career management approaches for local government managers. Considers the implication of future trends in local government management and the profession. (3 hours, 3 credits)

PAPA 6154: The Context of Local Government

Instructors: John Budesky, County Administrator, Goochland County and Anthony

Romanello, Executive Director, Henrico County Economic Development Authority

CRN: 18025

Offered: R 4:00 pm - 6:45 pm

Classroom:

Delivery Mode: Lecture-Zoom

Course Description: Examines the powers, structure, roles, and responsibilities of the local government within the U.S. and Virginia federal system from the perspective of the local government manager. Considers the election process, state legislative process, state/local relations and intergovernmental relations that constitute important internal and external forces in the local management environment. Explores the state/local government delivery systems of public education, public safety, transportation, public health, social services, environmental quality, criminal justice, and public works and utilities, as well as other programs that are provided either partly or wholly by local governments. (3 hours, 3 credits)

PAPA 5784: Local Economic Development Planning

Instructor: Peter Huber, Former County Administrator, Pulaski County

CRN: 17965

Offered: R 4:00 pm - 6:45 pm

Classroom:

Delivery Mode: Lecture-Zoom

Course Description: This course will focus on local government management and community development. It will examine the local government management process that supports community and economic development, including the local and regional planning processes, growth management, urban design for creating livable communities, property law, and local government tools and strategies for securing economic and community development. In addition, it will focus on the managerial competencies required for leading the community and economic activities of local governments. (3 hours, 3 credits)

UAP 5034: Global Political Economy

Instructor: Giselle Datz

CRN: 21249

Offered: R 7:00 PM - 9:45 PM

Classroom:

Delivery Mode: Lecture/Zoom

Location: Blacksburg

Course Description: Interplay between democratic politics upon economic relations, with special focus on the intellectual foundations of capitalist development and consequences of financial disruption to economic policy making. Evolution of state-market interactions and of global governance institutions. Case studies of financial crises and their political implications. Pre: Graduate Standing

UAP 5074G: Advanced Community Renewable Energy System

Instructor: John Randolph

CRN: 19376

Offered: T 5:00 PM - 7:30 PM

Classroom: AA 07

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Critical review of energy issues from local to international including economic, environmental, and social dimensions. Introduction to energy science, engineering, and economics. Application of energy and economic analysis to efficient and renewable energy systems in buildings, electricity, and transportation. Review and assessment of energy planning and policies for efficient and renewable energy at the local, state, and national levels. Prerequisite: Graduate Standing required.

UAP 5084: Collaborative Planning and Community Involvement

Instructor: Todd Schenk

CRN: 19377

Offered: M W 10:00 AM - 11:30 AM

Classroom: AA 111

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Public participation in planning and decision-making. Deliberative democracy and citizen empowerment. Tools for and approaches to community involvement and alternative dispute resolution. Facilitation and engagement process design. Opportunities and challenges associated with engaging communities in planning and decision-making. Pre: Graduate Standing

UAP 5114: Network Analyst

Instructor: Kris Wernstedt

Offered: as a Friday evening and Saturday all-day class

Location: Arlington

NOTE: offered as one-credit module

Course Description: The Network Analyst extension to ArcGIS allows planners to construct network for travel (e.g., for cars, transit, bicycling, walking) and other (e.g., water) systems to analyze accessibility, best routes, service areas, closest facilities, time and cost and movement between origins and destinations, and other routing challenges. This course will cover the basic concepts of network data modeling in ArcGIS using a local equitable access planning exercise as an example. Students should have completed an introductory course in ArcGIS before enrolling in this module.

UAP 5126: Planning Studio

Instructor: Theodore Lim

CRN: 19380

Offered: R 12:30 PM - 3:30 PM

Classroom: AA 111

Delivery Mode: Lecture

Location: Blacksburg

Course Description: The second course in the year-long studio sequence allows the student teams to develop the preliminary analysis from UAP 5125 into a professional-quality report and/or presentation. Students will be required to apply specialized data analysis and visualization tools; professional communication standards; and advanced, written, visual and oral presentation skills.

UAP 5174: Planning Theory and History

Instructor: Max Stephenson

CRN: 19382

Offered: M 4:30 PM - 6:50 PM

Classroom: AA 111

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Key planning theories and the history of planning thought and planning practice. Critical perspectives on the challenges and issues facing contemporary planning practice. Milestone events, themes, and debates in the history of planning and their influence on current planning thought and practice. Subfields and specializations in urban planning. Ethical issues in planning. Effective communication tools and techniques. Pre: Graduate Standing

Issues in applied environmental ethics. Contributions of multi-cultural religious and spiritual traditions to contemporary perspectives on the human-nature relationship. Examination of selected issues in environmental ethics from utilitarian economic, deep ecology, and ecofeminist perspectives. Graduate standing required

UAP 5304: Land Use Planning

Instructor: Diane Zahm

CRN: 21272

Offered: M 12:30 PM - 3:30 PM

Classroom: AA 111

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Procedures for: (1) identifying the type, magnitude, and locational characteristics of urban land uses; (2) making projections of future land use; and (3) preparation of land use plans

UAP 5324: Topics in Infrastructure planning in Developing Countries

Instructor: Raj G.C.

CRN: 19388

Offered: T R 11:00 AM - 12:15 PM

Classroom: SEITZ 108

Delivery Mode: Lecture

Location: Blacksburg

Course Description: This course introduces students to the principles and planning process of rural water supply and sanitation (W&S) services in developing countries, with a focus on appropriate technologies. The course is structured from an interdisciplinary perspective providing both an engineering/science and policy perspective on the subject. Thus, the reading, class discussions, and assignments will require students to think as both an engineer/scientist and planner/analyst. The course will begin with a review of the state of water and sanitation services in different parts of the world and will raise the question of what constitutes access to water. Following this introduction, we will study the design of important W&S technologies. We will then examine the local institutions and management structures related to W&S services. Armed with an understanding of critical W&S issues and technologies, in the final section of the course we will examine key ideas/topics, such as basic concepts of groundwater and hill hydrology, multiple-use water services, demand-oriented planning, service pricing, decentralization vs. centralization of W&S services, community participation in the planning process, and post-construction support. Upon completion of the course, students will be able to plan appropriate water supply and sanitation systems for developing countries that are compatible with social and geographical contexts and available financial and human resources.

UAP 5424: Micromobility Studio

Instructor: Ralph Buehler & Wenwen Zhang

CRN: 19399

Offered: W 7:00 - 9:45 PM

Classroom: AA 02

Delivery Mode: Zoom

Location: Blacksburg

Course Description: Interested in studying e-scooters on campus? What is the impact of e-scooters on campus? Who rides e-scooters? Why? How are e-scooters parked? Do they block sidewalks?

UAP 5424: Law & the Environment

Instructor: Thomas Skuzinski

CRN: 19400

Offered: T R 8:00 AM - 9:15 AM

Classroom: ROB 210

Delivery Mode: Lecture

Location: Blacksburg

Course Description: This course examines the legal principles and policy debates involved in the regulation and protection of critical environmental resources. Specific topics vary but will likely include wetlands law and policy, endangered species habitat, open space, forestland and farmland protection, coastal zone management, and floodplain regulation and policy.

UAP 5424: Weekend Modules TBD

Instructor: Adjuncts

CRN:

Offered:

Classroom:

Delivery Mode:

Location:

Course Description

UAP/GIA 5464: Qualitative Research Methods in Global Studies

Instructor: Ariel Ahram

CRN:21251

Offered: T 7:00 PM - 9:45 PM

Delivery Mode: Lecture

Location: VIA ZOOM

Course Description: Examines the philosophies and procedures guiding various qualitative methods used in the social science fields, such as global studies, planning and policy. Exploration of alternative understandings of normal science and considerations of the merits of adopting qualitative research approaches to disciplined analysis, including ethical issues in research. Graduate standing.

UAP 5494: Advanced Quantitative Techniques for Urban Research

Instructor: Wenwen Zhang

CRN:20983

Offered: T 1:25 PM - 4:55 PM

Classroom: AA 111

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Advanced quantitative techniques used in urban analysis. Application of the methods to situations encountered in urban planning, urban policy analysis, and urban management are stressed.

UAP 5584: Environmental Politics Policy

Instructor: A. J. Scerri

CRN: 20757

Offered: W 5:00 PM - 7:50 PM

Classroom: MAJWM 502

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Course provides a broad introduction to the key ideas, actors, and institutions related to environmental politics and policy in the United States, with some coverage of global issues. It is intended to provide students with basic interdisciplinary knowledge and an intellectual framework for understanding and thinking critically about environmental politics and policy.

UAP 5644: Transportation Systems Planning

Instructor: Ralph Buehler & Wenwen Zhang

CRN:20968

Offered: W 4:00 - 6:45 PM

Classroom: AA 02

Delivery Mode: Zoom

Location: Blacksburg

Course Description: Learn about transport planning, the future of urban transport! Find out how to plan for pedestrians and bicycles. How do we make walking and cycling irresistible?

UAP 5764: International Development Studio

Instructor: Ralph Hall

CRN:19412

Offered: W 12:30 - 3:15 PM

Classroom: AA 111

Delivery Mode: Lecture

Location: Blacksburg

Course Description: International development project initiation and institutional framework; project design processes, criteria, and methods; implementation and evaluation design processes, criteria, and methods. Examination of case projects by public and private donor agencies as a basis for project design.

UAP 5774: Economic Development Studio

Instructor: John Provo

CRN:19413

Offered: R 4:00 PM - 6:45 PM

Classroom: TBA

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Principles, concepts, and techniques related to economic development at either the local and regional scale are brought to bear in solving a development problem. Emphasis is on problems which are encountered in planning or implementing economic development

UAP 5984: Building Better Infrastructure

Instructor: Thomas Skuzinski

CRN:21177

Offered: T R 3:30 PM - 4:45 PM

Classroom: NCB 130A

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Investigate the complex decision-making behind urban infrastructure projects. Explore real world projects, from risk management to community engagement. Develop your own transformative and innovative solutions on transdisciplinary teams.

SPIA 5514: Nongovernmental Organizations in International Development

Instructor: Max Stephenson

CRN: 19028

Offered: W 4:30 PM - 6:50 PM

Classroom: AA 02

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Roles of Nongovernmental Organizations (NGO) in international development. NGO interactions with local governments, community organizations, international governmental organizations, and private businesses. Tensions and collaborations between NGOs and other development actors. Pre: Graduate Standing.

SPIA 5674: Assessing the Financial Health of Public and Nonprofit Organizations

Instructors: Sheryl Bailey and Brian DeProfio, Assistant City Manager, City of Hampton

CRN: 19032

Offered: M 5:00 PM - 7:45 PM

Delivery Mode: Zoom

Course Description: This course will examine the concepts and skills to effectively assess the financial health of public and nonprofit organizations and foster financial resiliency to further organizational missions. Foundational tools will be provided through a review of alternative approaches to financial condition analysis and a broad assessment of fiscal environments, including economic, community, environmental, organizational and intergovernmental factors. The elements of management and oversight that impact financial health also will be analyzed, including strategic and long-term financial planning, financial policies, budget and management practices, and institutional factors. Additionally, the course will identify essential techniques for diagnosing fiscal stress and building financial resiliency and sustainability.

SPIA 6004: Graduate Colloquium

Instructor: Steven Hankey

CRN: 19034

Offered: T 2:00 PM- 3:00PM

Classroom: AA 107

Delivery Mode: Lecture

Location: Blacksburg

Course Description: Special topics, critical reviews, lectures and discussion of literature in planning and public policy. Presentation and critique of research related to dissertation and other research. Research resources and tools, project management and funding opportunities. Professional development, publishing standards and processes. May be repeated up to eight times, as seminar and presentation topics will change each semester. Pass/Fail only. Pre: Graduate standing

SPIA 6104: Knowledge Theory & Planning

Instructor: Kris Wernstedt

CRN: 19037

Offered: M 7:00PM- 10:00PM

Delivery Mode: Zoom

Location: Blacksburg

Course Description: Doctoral-level seminar that examines contemporary theories of planned societal change.



Offered in Arlington

GIA/UAP 5004: Power and Policy in the US

Instructor: Chad Levinson

CRN: 19375 or 15353

Offered: W 7:00 PM- 9:45 PM

Delivery Mode: Lecture

Location: Arlington

Course Description: Social science theory and research on the distribution of power in the US, especially as it shapes important national policy outcomes. Institutional and class bases of power will be examined, including membership on corporate boards and in policy-shaping think tanks. Implications for democracy in society will be drawn. Taught by a GIA professor. Graduate standing.

GIA/PAPA/UAP 5034: Global Political Economy

Instructor: Giselle Datz

CRN: 21198

Offered: R 7:00 PM- 9:45 PM

Delivery Mode: Lecture-Zoom

Location: Arlington

Course Description: Interplay between democratic politics upon economic relations, with special focus on the intellectual foundations of capitalist development and consequences of financial disruption to economic policy making. Evolution of state-market interactions and of global governance institutions. Case studies of financial crises and their political implications. Pre: Graduate Standing.

GIA 5254: Global Conflicts

Instructor: Gerard Toal

CRN: 15357

Offered: (ARR)

Delivery Mode: Lecture (online course)

Location: Arlington

Course Description: Examines theoretical issues in the study of global conflicts. Reviews theories of nationalism, states and territory as factors. Examines dynamics of contemporary conflicts from different regions of globe as case studies illustrating theoretical issues. Reviews role of leaders in conflict processes. Graduate standing. Cross listed with PSCI 5254.

GIA/UAP 5464: Qualitative Research Methods in Global Studies

Instructor: Ariel Ahram

CRN: 20935

Offered: T 7:00PM- 9:45PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Arlington

Course Description: Examines the philosophies and procedures guiding various qualitative methods used in the social science fields, such as global studies, planning and policy. Exploration of alternative understandings of normal science and consideration of the merits of adopting qualitative research approaches to disciplined analysis, including ethical issues in research. Graduate standing.

GIA 5474: Global Governance

Instructor: Staff: Joel Peters

CRN: 20934

Offered: M 7:00PM- 9:45PM

Classroom:

Delivery Mode: Lecture

Location: Arlington

Course Description: Examination of the norms, institutions and practices developed by the international community to address systemic global governance problems: genocide, failed states, transnational corruption, displaced persons, AIDS, poverty. Role of United States in world community examined. Power of international organizations versus states. Capacity problems of both. Future of United Nations and global governance considered. Graduate Standing.

PAPA/GIA/UAP 5034: Global Political Economy

Instructor: Giselle Datz

CRN: 21198

Offered: R 7:00 PM- 9:45 PM

Delivery Mode: Lecture-Zoom

Location: Arlington

Course Description: Interplay between democratic politics upon economic relations, with special focus on the intellectual foundations of capitalist development and consequences

of financial disruption to economic policy making. Evolution of state-market interactions and of global governance institutions. Case studies of financial crises and their political implications. Pre: Graduate Standing.

PAPA 5315: Government Administration I Behavior Skills

Instructor: Rosa Krewson

CRN: 17962

Offered: Saturday 10:00 AM-3:00 PM (meets every other week)

Classroom:

Delivery Mode: Lecture

Location: Arlington

Course Description: Covers the origin and development of the administrative state. Surveys major theoretical approaches to public administration. Discusses the problem of values in administration, the political environment of bureaucracy and questions of ethical behavior in administration. Particular attention given to the local government context and the local public manager's role. Graduate standing required.

PAPA 5904: Project and Report - Portfolio

Instructor: Adrienne Edisis

CRN: 17979

Offered: W 4:00 PM- 6:45 PM

Delivery Mode: Research

Location: Arlington

CPAP Students only by permission of instructor.

PAPA 6214: Public Policy Processes and Analytical Approaches

Instructor: Stephanie Smith

CRN: 20985

Offered: M 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Lecture

Location: Arlington

Course Description: This course provides an introduction to the study and practice of public policy making. The content emphasizes the institutions and political forces at work in the process of making, remaking, and even unmaking public policy at all levels of government in the U.S. It is grounded in what we know about the complex dynamics of the policy process, as confirmed through scholarly research and practitioner experience. The process can vary considerably from one policy issue to the next in terms of the actors involved and the resources they can bring to bear in influencing the outcomes of the process. The course offers an understanding of the policy process primarily from the perspective of the public administrator. MPA only.

PAPA 6224: Design, Implementation, and Evaluation of Public Policy and Programs

Instructor: Matthew Dull

CRN: 18039

Offered: T 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Zoom

Location: Arlington

Course Description: The general purpose of this course is to develop an understanding of the process by which policy is formulated, analyzed, implemented, and evaluated. The focus will be on such actions as undertaken by policy analysts in and out of government. The methodological issues and techniques used to accommodate the major social, economic, political, and behavioral aspects of policy analysis in an organizational context will be discussed. PHD Only.

PAPA 6224: Design, Implementation, and Evaluation of Public Policy and Programs

Instructor: Adrienne Edisis

CRN: 20986

Offered: W 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture

Location: Arlington

Course Description: This course examines the theory and practice of public policy design and decision-making. The course combines an introduction to the basic concepts and tools of policy analysis with consideration of the conflicting values and limitations on rationality that define policy decision making in the real world. Prerequisite PAPA 6514. MPA Only.

**PAPA 6254: Advanced Topics in Public Policy: Health & Environmental Policy
Priorities**

Instructor: Stephanie Smith

CRN: 18042

Offered: R 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Zoom

Location: Arlington

Course Description: Which health and environmental policy issues are prioritized and which neglected? How do we know? This course will explore the answers to these questions in national and global settings. We will survey existing research on policy agendas and outcomes nationally and investigate what it means for these issues to be

on the agenda globally. Participants will conduct empirical research investigating the status of health and environmental issues in national and global contexts.

PAPA 6254: Advanced Topics in Public Policy: Poverty, Inequality and Social Policy

Instructor: Laura Jensen

CRN: 20972

Offered: T 1:00 PM- 3:45 PM

Classroom:

Delivery Mode: Zoom

Location: Arlington

Course Description: Seminar examines the issues, problems, and politics surrounding the provision of social benefits in the contemporary welfare state. This reading-intensive course is intended to ground students in a particular area of public policy and to link social policy-specific developments to knowledge about the policy process and design, implementation, and evaluation. Completion of PAPA 6214 and PAPA 6224 prior to taking seminar is recommended.

PAPA 6264: Homeland Security and Prevention

Instructor: Jeffrey Glick

CRN: 21145

Offered: W 7:00 PM- 9:45 PM

Delivery Mode: Zoom

Location: Arlington

Course Description: This course examines the vexing question as to why the United States, having experienced a wide variety of disasters and terrorism, is often underprepared for these events. The theory and practice of prevention, protection and mitigation within and between the federal, state, local, and private sectors will be examined. Focus will be on the interplay between theory and practice, and the development of policy, strategy and programs. Both successes and failures will be studied, with the goal of providing a set of concepts and techniques for understanding and analyzing these important program areas, their impacts on the nation and the individuals that reside within it. Required course for the graduate certificate in homeland security policy.

PAPA 6294: Capstone Seminar in Public Policy: Cap A

Instructor: Eric Malczewski

CRN: 21147

Offered: R 7:00 PM- 9:45 PM

Delivery Mode: Zoom

Location: Arlington

Course Description: Capstone A and Capstone B support the transition from advanced coursework to the development of dissertation research. Specifically, the capstones support the articulation of a sophisticated research question that engages a theory or conceptual framework, the development and implementation of a research strategy, the application of an appropriate methodology, and completion of a paper to be submitted to a conference or for peer review in a journal in the field of public administration and policy. Ideally, this work will provide a starting point for dissertation research. Capstone A focuses on the development of a research question, identification of a relevant theory, articulation of an appropriate methodology, and initial empirical research leading to completion of a draft paper that will be the basis for work in Capstone B. Registration by Instructor Permission Only.

PAPA 6314: Public Budgeting Processes and Their Policy Implications

Instructor: Staff

CRN: 18045

Offered: M 7:00 PM- 9:45 PM

Delivery Mode: Zoom

Location: Arlington

Course Description: Surveys the public budgeting processes of public organizations. The contrasting norms and behaviors of participants, their impacts on policy, and their implications for democracy are examined. Processes studied include the work of budgeteers, decision making processes, control and financial accounting, and intergovernmental interaction.

PAPA 6344: Leadership & Management Process for Public Administration

Instructor: David Bredenkamp

CRN: 21006

Offered: W 4:00 PM- 6:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Arlington

Course Description: In this course we first examine perspectives on what management and leadership are and the practical, theoretical, and normative aspects of managing and leading. We draw on the management and leadership literature in the fields of both public administration and management in general to explore the conceptual and theoretical bases for understanding managing and leading in the context of the public sector. The second half of the course is designed around the various processes and functions important in contemporary public organizations

PAPA 6354: Advanced Topics in Public Management: Organization Networks

Instructor: Robin Lemaire

CRN: 20971

Offered: W 7:00 PM- 9:45 PM

Delivery Mode: Zoom

Location: Arlington

Course Description: The purpose of this course is to explore key network concepts and their contribution to understanding inter-organizational relationships and organizational networks in the public sphere. The use of the network concept in research is quite varied and diverse. This course cannot cover all the literature or concepts relevant to the diverse research areas; nonetheless, the course will be useful for those who wish to build a basic foundation in network theory, network analysis and some of its applications in the study of public management (networks, multi-organizational collaboration, collaborative governance, etc.).

PAPA 6354: Advanced Topics in Public Management

Instructor: Cecily Rodriguez

CRN: TBD

Offered: T 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Arlington

Course Description: An examination at an advanced level of a selected managerial process in the public sector (civil and military), the norms and participant behavior associated with the process, its efficacy in planned change, and its overall impact on policy making and implications for democracy.

PAPA 7964: Field Study - Concentration Lecture

Instructor: Staff

CRN: 20990

Offered: (ARR)

Classroom:

Delivery Mode: Lecture

Location: Arlington

Course Description: Applied research and/or evaluation study in cooperating government agency as part of a team of advanced graduate students and faculty.

PAPA 7994: Research and Dissertation - DMP

Instructor: Staff

CRN: 18090

Offered: Meeting time TBA

Classroom:

Delivery Mode: Research

Location: Arlington

DMP Reg for course semester in which student reaches 15 credits.

UAP/GIA/PAPA 5034: Global Political Economy

Instructor: Datz Giselle

CRN: 21222

Offered: R 7:00 PM- 9:45 PM

Delivery Mode: Lecture/Zoom

Location: Arlington

Course Description: Interplay between democratic politics upon economic relations, with special focus on the intellectual foundations of capitalist development and consequences of financial disruption to economic policy making. Evolution of state-market interactions and of global governance institutions. Case studies of financial crises and their political implications. Taught by a GIA professor. Pre: Graduate Standing.

UAP 5084: Collaborative Community Involvement

Instructor: Tom Sanchez

CRN: 19378

Offered: R 7:00 PM- 9:45 PM

Delivery Mode: Lecture

Location: Arlington

Course Description: A core aspect of urban planning and public policy-making is the practice of engaging people in order to enhance policies, programs or services at the community level or to respond to pressing public needs that presently are unmet. This course focuses on the vital role that planners and policy-makers play in facilitating such engagement (known as community involvement¹). It also examines the roles of activists -- including community organizers -- in fostering grassroots participation. Pre: Graduate Standing

UAP 5114: Network Analyst

Instructor: Kris Wernstedt

Offered: as a Friday evening and Saturday all-day class

Location: Arlington

NOTE: offered as one-credit module

Course Description: The Network Analyst extension to ArcGIS allows planners to construct network for travel (e.g., for cars, transit, bicycling, walking) and other (e.g., water) systems to analyze accessibility, best routes, service areas, closest facilities, time and cost and movement between origins and destinations, and other routing challenges. This course will cover the basic concepts of network data modeling in ArcGIS using a local equitable access planning exercise as an example. Students should have completed an introductory course in ArcGIS before enrolling in this module.

UAP 5126: Planning Studio

Instructor: Shelley Mastran

CRN: 19381

Offered: T 4:00 PM- 6:45 PM

Delivery Mode: Lecture

Location: Arlington

Course Description: The course will build on the first semester's work on the history of Arlington County's residential development and its relationship to planning and zoning. It will include several potential projects, including developing a storyline for the Arlington residential history study; a focused case study on affordable housing in Alexandria; and/or research into best practices implementing ADUs. It is anticipated that students will work in several different groups on these and other projects, all related to affordable housing.

UAP 5174: Planning Theory and History

Instructor: Shalini Misra

CRN: 19383

Offered: M 7:00 PM- 9:45 PM

Delivery Mode: Lecture

Location: Arlington

Course Description: The course will provide an overview of key planning theories, planning history, and planning processes and approaches. This course is intended to equip you with a set of conceptual tools that will improve the quality of deliberation and provide you with a critical perspective on the challenges and issues facing contemporary urban planning. Pre: Graduate Standing

UAP 5424: TPCS: Micromobility Studio

Instructor: Ralph Buehler & Wenwen Zhang

CRN: 20970

Offered: W 7:00 PM 9:45 PM

Delivery Mode: Lecture/Zoom

Location: Arlington

Course Description: This course will focus on e-scooters. Students will analyze impacts of e-scooter deployment on Virginia Tech's Blacksburg campus. The course may add an element of studying e-scooters in Northern Virginia. Please stay tuned. We are still finalizing this studio with our client e-scooter provider Spin. May be repeated with a different topic for a maximum of 12 credits.

UAP 5424 Weekend Modules

Still under development. We are planning to offer 3 modules.

UAP/GIA 5464: Qualitative Research Methods in Global Studies

Instructor: Ariel Ahram

CRN: 20937

Offered: T 7:00 PM- 9:45 PM

Delivery Mode: Lecture/Zoom

Location: Arlington

Course Description: Examines the philosophies and procedures guiding various qualitative methods used in the social science fields, such as global studies, planning and policy. Exploration of alternative understandings of normal science and consideration of the merits of adopting qualitative research approaches to disciplined analysis, including ethical issues in research. Taught by a GIA professor. Pre: Graduate standing.

UAP 5574: Arts, Culture and Society

Instructor: Elizabeth Morton

CRN: 20932

Offered: T 7:00 PM- 9:45 PM

Delivery Mode: Lecture

Location: Arlington

Course Description: Considers the role of the arts in society, including architecture, music companies, or theater productions to heritage sites, science museums, and art galleries. Effective arts policy in revitalizing urban economies also examined. Graduate standing

UAP 5614: Topics in City Design Policy: Historic Preservation Planning For Equitable, Sustainable, and Resilient Cities

Instructor: Elizabeth Morton

CRN: 20933

Offered: T 7:00 PM- 9:45 PM

Delivery Mode: Lecture

Location: Arlington

Course Description: Historic preservation is a key component of sustainable urban development and an essential investment strategy (and design opportunity) for cities across the world. Historic districts are indeed some of the most exciting contexts in which to explore the ways that environmental, economic, social and cultural qualities come together to produce thriving and resilient communities. Planners and urban designers in any city, and notably the DC metro region, will need to know how to evaluate and respond to existing historic context while accommodating new development. This course will provide an overview of the theory and practice of historic preservation, with a strong emphasis on its relationship to contemporary and local case studies. We will cover issues such as: methods to evaluate architectural character and historic significance; the design review and regulatory processes for historic districts; historic preservation economics and financial incentives; and innovative methods for documenting and promoting the stories of underrepresented groups. The final weeks of the class will focus on the role of historic preservation in initiatives to promote community equity, sustainability and resilience. The class will include at least one site visit; we often do two.

UAP 5634: Privately-Owned Public Spaces Field Project

Instructor: Elizabeth Morton

Offered: R 4:00PM - 6:45 PM

Delivery Mode: Lecture

Location: Arlington

Course Description: Although local governments set policies and requirements for desirable public spaces, in Northern Virginia many of these important community assets are ultimately built and maintained by the private sector. But how do these amenities (usually provided in exchange for increased density) ultimately benefit the public? Do people actually know about them, and are they welcoming to all? How do they work in relation to one another? In this class we will work with Arlington County (and possibly the City of Alexandria) to conduct a post-occupancy evaluation of privately owned public spaces (POPS). The class will involve significant field work (much of it during class time) to photograph spaces, create an inventory of site characteristics, and analyze how the spaces are used and by whom. This data will be used to create an online database, which will be an opportunity to market these spaces to residents and visitors while holding the owner accountable for maintaining them. Models for this project are projects by New York City's Municipal Art Society and New York City's own POPS website. We will also have an opportunity to develop proposals or designs for public spaces or networks. In this class you are likely to have a great deal of interaction with local planners and designers, along with some of the developers and community groups involved with creating plans for new public spaces in the National Landing area.

UAP 5644: Transportation Systems Planning

Instructor: Ralph Buehler & Wenwen Zhang

CRN: 19410

Offered: W 4:00 PM- 6:45 PM

Delivery Mode: Lecture/Zoom

Location: Arlington

Course Description: This course in urban transport planning focuses on concepts, methods, and applications for sustainable transport. Generally all modes of daily urban travel are considered, but the course focuses on policy and planning for bicycling and walking. We cover the following topics: sustainable transport in the United States, data sources for transport planning, introduction to the urban transport planning process, regional travel demand forecasting, traffic calming, as well as planning for bicycling and walking. Guest speakers will highlight aspects of planning for more sustainable transport.

UAP 5774: Economic Development Studio

Instructor: Margaret Cowell

CRN: 21325

Offered: M 4:00 PM- 6:45 PM

Delivery Mode: Lecture

Location: Arlington with occasional virtual meet-ups with Blacksburg cohort

Course Description: This course will provide students with an opportunity to conduct a real-world study involving data gathering, analysis, writing and presentation; become familiar with the tools and strategies in economic development; understand project management skills and requirements; and gain experience working in a team for a client.

The focus this semester will be on the economic impacts of neighborhoods surrounding HQ2 and VT's Innovation Campus.

SPIA 5514: Nongovernmental Organizations in International Development

Instructor: Max Stephenson

CRN: 19029

Offered: M 4:30PM- 6:50PM

Delivery Mode: Zoom

Location: Arlington

Course Description: Roles of Nongovernmental Organizations (NGO) in international development. NGO interactions with local governments, community organizations, international governmental organizations, and private businesses. Tensions and collaborations between NGOs and other development actors. Pre: Graduate Standing.

SPIA 6004: Graduate Colloquium

Instructor: Steven Hankey

CRN: 19035

Offered: T 2:00PM- 3:00PM

Delivery Mode: Zoom

Location: Arlington

Course Description: Special topics, critical reviews, lectures and discussion of literature in planning and public policy. Presentation and critique of research related to dissertation and other research. Research resources and tools, project management and funding opportunities. Professional development, publishing standards and processes. May be repeated up to eight times, as seminar and presentation topics will change each semester. Pass/Fail only. Pre: Graduate standing

SPIA 6104: Knowledge Theory & Planning

Instructor: Kris Wernstedt

CRN: 21191

Offered: M 7:00PM- 10:00PM

Delivery Mode: Lecture-Zoom

Location: Arlington

Course Description: Doctoral-level seminar that examines contemporary theories of planned societal change.



Offered in Richmond

PAPA 5316: Government Administration II: Systems Skills for Public Managers

Instructor: Sheryl Bailey

CRN: 20988

Offered: R 6:00 pm - 9:00 pm

Classroom:

Delivery Mode: Lecture

Location: Richmond

Course Description: The second of a sequence of two, teaches the techniques and technology necessary to manage public organizations efficiently and effectively and to be held accountable for administrative actions and programs. Graduate standing required.

PAPA 5904: Project and Report - Portfolio

Instructor: Joseph Rees

CRN: 17980

Offered: W 6:00 PM- 9:00 PM

Delivery Mode: Research

Location: Richmond

CPAP Students only

PAPA 6264: Homeland Security and Prevention

Instructor: Jeffrey Glick

CRN:21146

Offered: W 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Richmond

Course Description: This course examines the vexing question as to why the United States, having experienced a wide variety of disasters and terrorism, is often underprepared for these events. The theory and practice of prevention, protection and mitigation within and between the federal, state, local, and private sectors will be examined. Focus will be on the interplay between theory and practice, and the development of policy, strategy and programs. Both successes and failures will be studied, with the goal of providing a set of concepts and techniques for understanding and analyzing these important program areas, their impacts on the nation and the individuals that reside within it. Required course for the graduate certificate in homeland security policy.

PAPA 6354: Advanced Topics in Public Management

Instructor: Cecily Rodriguez

CRN: 20987

Offered: T 7:00 PM- 9:45 PM

Classroom:

Delivery Mode: Lecture-Zoom

Location: Richmond

Course Description: An examination at an advanced level of a selected managerial process in the public sector (civil and military), the norms and participant behavior associated with the process, its efficacy in planned change, and its overall impact on policy making and implications for democracy.