Spring 2023 CPAP Course Schedule

MPA Core Courses Offered in Spring: 5315, 5316, 6314, 6324, 6514, 6224, and 5904 (Portfolio)

Courses are either face to face, online, or hybrid with both face to face and Zoom connectivity

*MPA-specific and PhD-specific sections are noted below. MPA students may take PhD courses as electives with the permission of the instructor.

Monday

2:30PM

PAPA 6514: Public Administration & Policy Inquiry
Face to Face in Blacksburg
Instructor: Raymond Zuniga
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.

5:45PM

PAPA 5315: Government Administration I: Behavioral Skills for Managers
Online
Instructor: David Bredenkamp
This course 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.

5:45PM

PAPA 6224: Public Policy Design (MPA and Master's degree students)
Arlington, Hybrid; Richmond and Online Program, Online
Instructor: Adrienne Edisis
This course will introduce students to the fundamentals of policy design, teaching tools for the analysis of public policy problems and for the generation and evaluation of policy options to help address them. Recognizing that policy design is an applied discipline in which practicing policy analysts often draw on expert knowledge of a policy field as well as a range of analytic skills, each student will delve deeply into a specific policy topic of their choice through multiple assignments over the semester. The course is open to MPA and Master's level graduate students who want to learn how to effectively engage in policy design in a professional setting. Graduate students in education, international affairs, and engineering have found the course useful. [Blacksburg MPA students register for the Blacksburg section on Tuesdays.]

5:45PM

PAPA 6394: Cap Sem Public Mgt : CAPSTONE B
Registration by permission of instructor only
Online
Instructor: Stephanie Smith
Capstone Seminars represent the most advanced formal coursework at CPAP. The seminars are to be taken in sequence: Capstone A (PAPA 6294) followed by Capstone B (PAPA 6394). They need <u>not</u> be taken in contiguous semesters. Capstone A is a research seminar that offers students the opportunity to develop and refine ideas for a conference paper or research article. Capstone B is a writing-intensive seminar in which students refine rough drafts developed in Capstone A. The final paper for Capstone B should be of the quality required for submission to an academic conference or to a refereed journal. Presentation of the completed Capstone Paper before a CPAP audience is the final requirement for achieving the Capstone program milestone.

7:00PM
PAPA 6224: Public Policy Design, Implementation, and Evaluation (PhD)
Arlington/Blacksburg Hybrid
Instructor: Matthew Dull
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.

Tuesday

2:30PM
PAPA 6224: Public Policy Design, Implementation and Evaluation (MPA)
Blacksburg course, Hybrid (F2F & Online Instruction)
Instructor : Eric Malczewski
This course introduces students to the fundamentals of public policy design and places an emphasis on comprehending the relationship of policy design to good governance, systematic knowledge, and evaluative standpoints. The assignments develop acumen in policy design. The course's central project – the development of a policy analysis report – nurtures critical thinking skills in evidence-based and normatively-grounded analysis. Class meetings mostly will be face-to-face (in person in Blacksburg); only a few meetings via Zoom are planned.

5:45 PM
PAPA 5316: Government Administration II: Systems Skills for Public Managers
Available to All campuses <u>except</u> Blacksburg

Online
Instructor: Joe Rees
This course teaches the techniques and technology necessary to manage public organizations efficiently and effectively and to be held accountable for administrative actions and programs.

5:45PM
PAPA 6294: Cap Sem Pub Pol: CAPSTONE A
Registration by permission of instructor only
Online
Instructor: Laura Jensen
Capstone Seminars represent the most advanced formal coursework at CPAP. The seminars are to be taken in sequence: Capstone A followed by Capstone B (PAPA 6394). They need not be taken in contiguous semesters. Capstone A is a research seminar that offers students the opportunity to develop and refine ideas for a conference paper or research article. Capstone B is a writing-intensive seminar in which students refine rough drafts developed in Capstone A. The final paper for Capstone B should be of the quality required for submission to an academic conference or to a refereed journal. Presentation of the completed Capstone Paper before a CPAP audience is the final requirement for achieving the Capstone program milestone.

Students may not enroll in Capstone A until they have completed all PhD Foundation Courses and passed the Qualifying Examination. The submission and approval of a research proposal also is required for enrollment in Capstone A.

7:00PM
PAPA 6344: Leadership & Management in Public Administration
Hybrid (F2F & Online Instruction)
Instructor : Sharon Mastracci
Conceptual and theoretical bases for understanding leading and managing in the context of public organization processes and functions such as budgeting and financing human resource management, acquisitions, information technology, and planning. Pre-requisite: Graduate Standing required

Wednesday

4:00PM
PAPA-5904: Project and Report
Online
Instructor: Raymond Zuniga
For students completing MPA portfolio (typically in final semester).

5:45PM
PAPA 6324: Public Personnel Processes & Their Policy Implications
Online
Instructor: David Bredenkamp
Surveys the key personnel processes of public organizations, the contrasting norms and behaviors of participants, their impacts on policy, and their implications for democracy.

5:45 PM
PAPA 6454 Adv Topics Ethics and Public Sector: Politics, Values, and Responsibility
Hybrid (F2F & Online Instruction)
Instructor: Eric Malczewski
This Advanced Topics seminar in Ethics is open to all graduate students. The seminar is organized as an inquiry into the nature of political action as such, and it explores therein the constitutive principles and implications of politics (with special attention placed on the role of values, responsibility, conflict, and decision). Core readings are from Max Weber, Fyodor Dostoevsky, and Leo Tolstoy. The course is offered face-to-face in Blacksburg, and it also may be taken via Zoom entirely.

7:00PM
PAPA-6264 Advanced Topics in Policy System: Research Design Logics
Hybrid (F2F Blacksburg & Online Instruction)
Instructor: Karen Hult
Designed for PhD students developing research projects (for, e.g., dissertation, capstone work). Examines varying approaches to linking theoretical (analytical, causal, or normative) frameworks and empirical (is/was) concerns in social scientific inquiry, focusing on multiple "logics" of crafting research and their associated ontological, epistemological and methodological assumptions and implications. Explores both student research ideas and published work in PA/policy.

Thursday

4:00PM
PAPA 6314: Public Budgeting Processes and their policy Implications
Hybrid 50% Face to Face and 50% Online
Instructor: Stephanie Davis
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.

5:45PM
PAPA 6354: Advanced Topics in Public Management: Managing Inclusive Organizations
Hybrid (F2F & Online Instruction)]
Instructors: Sharon Mastracci and Cecily Rodriguez
Recruiting, retaining, and sustaining a diverse public sector workforce matters because public administrators—specifically street-level bureaucrats—implement public policy and are the face of the public service. Through their use of discretion, street-level bureaucrats can select winners and losers in society and the economy, and can and have sustained inequality in the United States for generations. Topics include Equal Opportunity Employment policy, Affirmative Action, and race, ethnicity, gender, LGBTQIA+, disability, and intersectionality in the workplace.
MPA CRN 21518
PhD CRN 21519

5:45PM
PAPA 6254: Advanced Topics in Public Policy: Policy Dynamics in Global Health
Synchronous online instruction; Hybrid (F2F and online) in Arlington
Instructor: Stephanie Smith
Aimed at graduate students wishing to develop health policy analysis skills, this course examines the power of actors, ideas, institutions and interests in shaping health policy dynamics in global and national settings. Focusing on underserved populations, the course surveys a variety of established and emergent global health issues, ranging from maternal and child health to communicable and non-communicable diseases and health systems issues.

Local Government Management Certificate Spring 2023 courses:

PAPA 5784: Local Economic Development Planning
Instructor: Huber and Hair
Time: Wednesdays 4:00PM- 6:45PM
Modality : Classes meet via Zoom
CRN 18668
Course Description:
An introduction to local economic development programs. Covers intergovernmental relations, financing techniques, federal and local subsidies, advertising, marketing, public relations, labor market issues, tax considerations, fiscal impact analysis, and land use planning issues. May be repeated with different topics for a maximum of 9 credits . Graduate standing required.

PAPA 5044: Local Government and the Professional Manager

Instructor: Kathleen Guzi
Time : Thursdays 4:00PM-6:45PM
Modality : Classes meet via Zoom
CRN 18664
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 managers role. Graduate standing required.

PAPA 6154: Advanced Topics in Public Organizations: Local Government Service and Delivery

Instructor: Romanello and Budesky
Time : Thursdays, 4:00PM-6:45PM
Modality: Classes meet via Zoom
CRN 18715
Course Description:
Selected topics of theory, methodology, and design in current research literature on complex public organizations and large-scale bureaucratic systems. The political environment of such systems will be emphasized.

Homeland Security Certificate course

(and elective for degree plans)
Wednesdays, 5:45PM-8:30PM

PAPA 5354: Homeland Security Response and Recovery

Online and Face to Face (in person) in Arlington

CRN 21483

Instructor: Patrick Roberts

Course Description:

Multi-disciplinary policy course focused on emergency response and recovery following catastrophic disasters. Emphasis on strategic and operational decision making; response models and strategies; the preparation, response and recovery roles and responsibilities of federal, state and local jurisdictions; and policy alternatives to address the complex resource challenges of multi-jurisdictional response planning and operations.