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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PAPA 5904: Project and Report - Portfolio
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PAPA 6354: Advanced Topics in Public Management
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: Lecture
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: Zoom
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
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
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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

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 involvement). 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
Graduate Course Descriptions

**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.