The university offers a Master of Public Administration degree. Please consult the MPA Program website (http://mpa.csusb.edu) for details. The university offers concurrent Master of Public Administration and Master of Social Work degrees. Please consult the MSW/MPA catalog page (http://bulletin.csusb.edu/colleges-schools-departments/social-behavioral-sciences/social-work/msw-mpa) for details.

The university offers a Bachelor of Arts in Administration with a concentration in public administration (http://bulletin.csusb.edu/colleges-schools-departments/business-public-administration/administration-public-concentration-ba). Students may also earn a Bachelor of Arts in Administration with a minor in public administration in addition to their major concentration in another program. Please consult the Department of Public Administration website (http://pa.csusb.edu) for details.

Current Faculty

Jonathan Anderson, Professor, Chair
B.A. 1974, Colorado State University
M.P.A. 1978, American University, Washington
Ph.D. 1997, Indiana University, Bloomington

Kimberly Collins, Associate Professor
B.A. 1991, University of California, San Diego
M.A. 1994, San Diego State University
Ph.D. 2006, El Colegio de la Frontera Norte

Marc Fudge, Associate Professor, Interim Chair of Education
B.A. 1992, Howard University
M.P.A. 1999, Fairleigh Dickinson University
Ph.D. 2011, Rutgers University

Thomas McWeeny, Lecturer
B.A. 1973, California State University, San Diego
M.A. 1977, Ph.D. 1982, Georgetown University

Ya (Anna) Ni, Associate Professor
B.A. 1993, University of Beijing, China
M.A. 2001, Iowa State University
Ph.D. 2007, Syracuse University

Alexandru Roman, Associate Professor
B.A. 2004, Utica College of Syracuse University
M.A. 2006, State University of New York at Albany
Ph.D. 2013, Florida Atlantic University

Anthony Silard, Assistant Professor
B.A. 1989, UC Berkeley
M.P.P. 1995, Harvard JFK School of Government
Ph.D. 2016, IESE Business School

Montgomery VanWart, Professor
B.A. 1973, Franklin College, PA

M.A. 1981, Lewis and Clark College
Ph.D. 1990, Arizona State University

Emeriti

David L. Baker, Professor
Otto Chang, Professor
C. Charles Christie, Professor
Michael Clarke, Professor
Guenther G. Kress, Professor
Audrey Mathews, Professor
Brian Watts, Professor
Clifford Young, Professor

Graduate Degrees

Master of Public Administration (http://bulletin.csusb.edu/colleges-schools-departments/business-public-administration/public-administration/mpa) with concentrations in:

- Cyber Security
- Leadership
- Public Financial Management

Master of Social Work and Master of Public Administration Concurrent Degrees (http://bulletin.csusb.edu/colleges-schools-departments/social-behavioral-sciences/social-work/msw-mpa)

Courses

PA 305. Organizations in Multicultural and Diverse Societies. 4 Units.
Prerequisites: junior or senior standing (GE=G2)
Integrative, multicultural exploration of the challenge of ensuring that business and government organizations as they pursue their economic or public policy missions also promote societal goals of democratic process and full inclusion of women and minorities. Examines the roles and powers of business and government organizations in meeting or failing to meet the rights and needs of citizens of all genders and ethnicities.

PA 307. Public Relations in the Public Sector. 4 Units.
Public relations as an inherent aspect of management in the public sector. Problems and techniques of administration of programs to manage and improve public relations.
PA 315. Government-Business Relations. 4 Units.
Description and analysis of government policies affecting business development at local, state and national levels. Discussion of major international trade treaties, trading blocs, and international financial institutions and the impact of globalization on governments involvement with business.

PA 380. Introduction to Public Administration. 4 Units.
An introduction to the purposes, methods and characteristics of public management, including organization of public services, roles and relationships of public administrators, accountability and the achievement of public goals. (Offered as PA 380 and PSCI 380. Students may not receive credit for both.).

PA 462. Public Personnel Administration. 4 Units.
Prerequisites: PA 380 and the upper division writing requirement. Definition, description and evaluation of government personnel systems; classification, compensation, recruitment, examination, training, working conditions, incentives, performance ratings, public employee organizations and organizational development in the public service. Formerly PA 562.

PA 463. Governmental Budgeting. 4 Units.
Prerequisites: the upper division writing requirement. Role of the budgetary process in government management, the public sector environment of budgeting, budget formulation and administration.

PA 472. Administrative Law. 4 Units.
Prerequisites: the upper division writing requirement. Processes of administrative rule making, regulation, adjudication and appeal procedures; duties and liabilities of public officials, trends in regulation, overview of regulatory agencies.

PA 490. Senior Assessment Seminar in Public Administration. 4 Units.
Prerequisites: senior standing, the upper division writing requirement, PA 307, PA 315, PA 380, PA 462, PA 463 and PA 472, or consent of instructor. This senior-level capstone course develops an overall general perspective on the field of public administration. It reviews and integrates knowledge from the Public Administration upper-division core and concentration courses. The class assesses and documents students academic progress in the Public Administration concentration to demonstrate evidence of learning the core theories and practices of public administration as applied to topical areas.

PA 501. Administrative Leadership. 4 Units.
Prerequisites: the upper division writing requirement. Theory and practice of leading public sector organizations. Topics include leader traits, skills, styles, behaviors, development and evaluation. Formerly a topic under PA 590.

PA 514. Management of Private Nonprofit Organizations. 4 Units.
Prerequisites: the upper division writing requirement. Analyzes the specific problems of management in private nonprofit organizations, including planning, personnel, financial and policy issues.

PA 516. Public and Non-Profit Project Management. 4 Units.
Prerequisites: the upper division writing requirement. Aspects of project management, including needs and feasibility assessment, project design, proposal writing, contract negotiation, funding, developing project teams, managing team conflict, monitoring, and evaluation.

PA 521. Principles of Planning. 4 Units.
Prerequisites: the upper division writing requirement. Introduction to local and regional community planning; includes methods of adoption and interorganizational relationships.

PA 557. Public Sector Labor Relations. 4 Units.
Prerequisites: the upper division writing requirement. Analyzes issues created by collective bargaining and unionism in public sectors. Examples: selection of bargaining agents, bargaining scope and obligation, impasse resolution and grievance procedure.

PA 564. Local Public Administration. 4 Units.
Prerequisites: the upper division writing requirement. Administrative characteristics and problems of public management in the urban area, including city, county, school and special district organization and functions.

PA 568. Accounting for Government and Not-for-Profit Organizations. 4 Units.
Provides students an opportunity to study the specialized accounting principles applicable to state and local governments. It affords learners an opportunity to acquire proficiency with the FASB financial reporting standards applicable to a variety of tax exempt non-profit organizations encountered in practice with an emphasis on fair value accounting and the basic principles used to record of assets, liabilities, equity, revenues, and expenditures. The course also covers the analysis and interpretation of government financial statements.

PA 573. Public Transportation Planning, Policy and Regulation. 4 Units.
Prerequisites: the upper division writing requirement. Study of the impacts of local, state and federal planning, policies, rules, regulations, and programs on surface, marine and air transportation systems. The focus is on interrelationships between business and the public sector in the strategic management of transportation applications. Formerly PA 473.

PA 575. Internship. 4 Units.
Prerequisites: senior standing preferred; consent of instructor and the departments internship coordinator. Supervised work and study in private or public organizations. May be repeated once for credit. A total of two College of Business and Public Administration 575 courses may be applied toward graduation. Graded credit/no credit.

PA 590. Seminar in Public Administration. 4 Units.
An intensive study of some phase of public administration to be developed by the instructor. May be repeated for credit as topics change.
PA 595B. Independent Study. 2 Units.
Prerequisites: a minimum overall grade point average of 3.0, consent of instructor and approval by the department of a written project/proposal submitted to the appropriate department in the College of Business and Public Administration on a standard application filed in advance of the quarter in which the course is to be taken
Special topics involving library and/or field research. A total of 10 units in any College of Business and Public Administration 595 may be applied toward graduation. Marketing (1-5 units).

PA 595D. Independent Study. 4 Units.
Prerequisites: a minimum overall grade point average of 3.0, consent of instructor and approval by the department of a written project/proposal submitted to the appropriate department in the College of Business and Public Administration on a standard application filed in advance of the quarter in which the course is to be taken
Special topics involving library and/or field research. A total of 10 units in any College of Business and Public Administration 595 may be applied toward graduation. Marketing (1-5 units).

PA 603. Research Methods in Administration. 4 Units.
Prerequisites: ADMN 210 or equivalent
Introduces concepts of scientific research, particularly as applicable to public managers, as well as evaluation of research. Addresses issues of research design, sampling, data collection and analysis of basic quantitative and qualitative methods.

PA 611. Public Administration Theory and Practice. 4 Units.
A critical analysis of major theories of public administration and their application, including development of the discipline, evolution of institutional forms both in the United States and in international settings, concepts of decision-making, ethics in the public sphere, and role of public administration in society.

PA 615. Public Financial Management. 4 Units.
Management of financial resources in public organizations with emphasis on local government. Topics include evaluation and monitoring of financial condition and trends, capital financing strategies, debt administration, cash management, retirement systems, risk management, and managing purchasing functions.

PA 617. Management of Local Economic Development. 4 Units.
An introduction to the forms, processes and effects of economic development. Topics include: the dynamics of urban change and revitalization; the planning and financing of community economic development programs and projects; the role of public, neighborhood, advocacy and not-for-profit organizations, and social and environmental impacts of economic change.

PA 619. Managing Diversity in Organizations. 4 Units.
Exploration of the diversity challenges facing organizations as they pursue their missions. Topics include: theories of diversity, its benefits and challenges, legal managerial and ethical obligations.

PA 620. Regulatory Structure, Policies, and Process in Water Law. 4 Units.
Legal authority of water agencies, the procedures employed to exercise and limit that authority, the structure and process of administrative law, and the sharing of power in a federal system. Topics include powers and liabilities of water agencies, administrative procedures act, due process of law, licensing, environmental laws, rulemaking, negotiated rulemaking, interstate compacts, emergency powers, property condemnation, allocation of water resources, uses of water, and legal aspects of financing water projects.

PA 628. Intergovernmental Administration. 4 Units.
Administration of governmental programs in an intergovernmental context. Development of the federal system, relationships among federal, state and local governments, intergovernmental fiscal arrangements, practical problems in setting and implementing policies in an intergovernmental context.

PA 630. Program Evaluation. 4 Units.
Prerequisites: MATH 305 or ADMN 210
Purposes and methods of program evaluation in public and nonprofit organizations. Topics include selection of programs for evaluation, delineation of frame of reference, gathering of information, techniques of reporting, data analysis, comparative approaches of evaluation and ethical issues.

PA 650. Public Management Information Systems. 4 Units.
Prerequisites: the upper division writing requirement
Fundamentals of Management Information Systems. Analysis of common MIS problems in the context of public organizations and solutions implemented to address them. Specific areas of study include technical foundations of information systems, strategic use of information resources, system development, system applications, information security, change management, and social and ethical issues involved with public information systems. Formerly PA 550 and a topic under PA 590.

PA 655. Strategic Planning for Government and Non-profit Organizations. 4 Units.
Description and analysis of public sector and non-profit strategic planning, including key planning components, the planning process, the organizational environment and leadership. Topics include organizational mission, vision, goal setting, environmental assessment, prioritization, strategy development and implementation and performance measurement.

PA 661. Principles of Public Procurement. 4 Units.
Theory and practice of public procurement including the legal framework, concepts, practices, and processes employed by leading public agencies.

PA 662. Human Resource Management in the Public Sector. 4 Units.
Analysis of the human resource management function as it applies to public sector organizations. Topics include development of modern public service, functions of personnel management, professionalism and ethics, and contemporary challenges facing human resources management.
PA 663. Public Budgeting and Finance. 4 Units.
Budget concepts and their application in varied settings including federal, state and local governments. Includes economic, management, and political approaches to appropriation and revenue decision making processes, as well as ethics and major issues in contemporary budgeting.

PA 664. Management of Public Organizations. 4 Units.
Issues in public management, including the role of the public executive, theories of public organizations, human behavior in public organizations, innovation and policy change, and ethics.

PA 670. Emergency Management. 4 Units.
Covers basic theory and practice in emergency management. Topics include approaches to emergency management, the political and administrative environment, administration of complex systems, behavioral aspects, and establishing and implementing community wide policies.

PA 672. Administrative Regulation. 4 Units.
Discretionary authority of regulatory agencies, the manner in which power is exercised by such agencies, and the administrative structure of the regulatory process.

PA 675. Internship. 4 Units.
Prerequisites: consent of instructor and department's internship coordinator
Supervised work and study in private or public organizations. May be repeated once for credit. A total of two College of Business and Public Administration 675 courses may be applied toward graduation. Graded credit/no credit.

PA 680. Public Policy Analysis. 4 Units.
Prerequisites: PA 611, PA 662, and PA 663
Theoretical and practical issues to the development, application, and management of policy issues in public administrative systems. The emphasis is upon the development of critical thinking and evaluative skills for applied decision making in the workplace. Selected contemporary policy challenges and solutions, such as but not limited to globalization, ethics, and emergency management are explored.

PA 690. Advanced Topics in Public Administration. 4 Units.
Intensive study of an advanced topic in public administration. May be repeated for credit as topics change.

PA 695. Graduate Research Project. 4 Units.
Prerequisites: completion of, or concurrent enrollment in, all other courses for the Master of Public Administration; and consent of instructor and college
Required field study in public administration, including both literary and empirical research.

PA 698A. Continuous Enrollment for Graduate Candidacy Standing. 1 Unit.
Prerequisites: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies
Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in 698 each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll in 698 through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. 698 is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

PA 698B. Continuous Enrollment for Graduate Candidacy Standing. 2 Units.
Prerequisites: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies
Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in 698 each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll in 698 through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. 698 is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

PA 698C. Continuous Enrollment for Graduate Candidacy Standing. 3 Units.
Prerequisites: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies
Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in 698 each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll in 698 through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. 698 is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.
PA 698D. Continuous Enrollment for Graduate Candidacy Standing. 4 Units.
Prerequisites: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies.
Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in 698 each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll in 698 through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. 698 is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

PA 698E. Continuous Enrollment for Graduate Candidacy Standing. 5 Units.
Prerequisites: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies.
Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in 698 each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll in 698 through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. 698 is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

PA 698F. Continuous Enrollment for Graduate Candidacy Standing. 6 Units.
Prerequisites: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies.
Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in 698 each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll in 698 through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. 698 is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

PA 698Z. Continuous Enrollment for Graduate Candidacy Standing. 0 Units.
Prerequisites: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies.
Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in 698 each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll in 698 through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. 698 is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

PA 999. Comprehensive Examination. 0 Units.
Prerequisites: advancement to candidacy, approval of department, completion of course work in the masters program, and in good academic standing.
An assessment of the students ability to integrate the knowledge of the area, show critical and independent thinking and demonstrate mastery of the subject matter.