
SCHOOL OF POLICY AND PLANNING

Dr. Otha Burton, Associate Dean
3825 Ridgewood Road
Jackson, MS 39211
Telephone: (601) 432-6865
Fax: (601) 432-6862

Departments

- ◆ Public Policy and Administration
- ◆ Urban and Regional Planning

The School of Policy and Planning is made up of the Department of Public Policy and Administration, the Department of Urban and Regional Planning, and the Urban Studies Program. The School offers an undergraduate degree in Urban Studies, and master's degrees in Public Policy and Administration and Urban and Regional Planning. Doctorate degrees are offered in Public Administration and Urban and Regional Planning.

The School of Policy and Planning seeks to provide a vibrant, thriving learning environment for students, faculty and staff. The School seeks to address the growing complexity of urban problems in a supportive, interdisciplinary manner. All programs within the School are dedicated to and passionate about enhancing each individual so that he or she is:

1. Receptive to the world through the sharpening of senses;
2. Comprehending of the world through the exercise of intelligence;
3. Creatively envisioning other worlds through imagination;
4. Effective in the world through practice of skills;
5. Supportive of sensitive responses to problems of the environment.

The School introduces a sense of the relationship of communities and built form to culture, policy, and management, through the examination of theory, practice, prototypes, patterns, and precedents.

We believe in a learning process that is integrated, meaningful and implemented in a continuous-progress manner where all learners are successful. The learning is designed to accommodate each person's needs, unique gifts and style of learning while ensuring the common core of student learning.

We believe in learning that strikes a balance between comprehensive understanding and specialization, between theory and practice, and between academic inquiry and professional pragmatism. An innovative attitude toward the future of planning and design is emphasized and is explored through the classroom, group projects and field studies.

We believe each individual accepts responsibility for realizing his or her full potential and constantly works towards enhancing the capacity of others.

We realize the value of our individual role and service but also believe we are part of something larger than our School.

THE DEPARTMENT OF PUBLIC POLICY AND ADMINISTRATION

Dr. Bennett A. Odunsi, Associate Professor and
Acting Chair
3825 Ridgewood Rd., Box 18
Jackson, MS 39211
Telephone: (601) 432-6368
Fax: (601) 432-6322
e-mail: ppa@jsums.edu

Faculty

Dr. O. Burton, Jr., Associate Professor
Dr. J. Gilleylen, Assistant Professor
Dr. J. Kim, Assistant Professor

The department offers a Master of Public Policy and Administration (MPPA) degree and a Doctor of Philosophy (Ph.D.) in Public Administration.

Educational Philosophy

The effort to allocate resources and the administration of the allocation of resources is as old as the history of humankind residing communally. However, the academic discipline of American Public Administration is a comparatively new discipline, tracing its beginning to the late 1800's. From that time period to the present, the discipline of Public Administration has been linked, perhaps more than many others, to the ideological foundations of the American intergovernmental system. The major focus of any Public Administration Program of quality has, and continues to be on the administration of resources with equity. Indeed, the public servant then becomes the noblest of all professions, practicing the noblest art. The nobility of public service and the underpinning of the concepts of equity and the allocation of resources is the ethos which drives the philosophy of learning in the Public Policy and Administration Department at Jackson State. It is this philosophy which we seek to engender in the PPA student. The Department of Public Policy and Administration is the historical principal unit at Jackson State University which educates persons primarily for careers in the fields of public management and policy analysis and for service in public, non-profit, and "quasi" public organizations. Concomitantly, it is also the mission of the Department of Public Policy and Administration to serve as a resource to the Jackson State University community, the Jackson Metropolitan Area, the State

of Mississippi, the Nation, and developing areas throughout the World.

Mission

The Department of Public Policy and Administration seeks to prepare students for significant professional and managerial positions. The curriculum is designed to equip students with the skills of contemporary public management, provide a broad understanding of the role of administration in the decision-making process, and provide a sound foundation in ethics. Thus, the goals of the PPA Department are:

1. To provide a cadre of highly trained individuals who are committed to the notion of public service in a variety of organizational settings;
2. To develop advanced educational opportunities for students of public administration in an urban environment where a multiplicity of governmental opportunities, interactions and practices are observed; and
3. To fill the need for public, high-level executive management which exists in this state and the nation, particularly as this need relates to minorities and women.

Additionally, an important component of our mission is to serve as a resource to the greater community. Concomitantly, it is the goal of the department to produce high-quality research and provide technical assistance which furthers progressive agendas.

Accreditation

The Programs with the Department of Public Policy and Administration are accredited and rostered by the National Association of Public Affairs and Administration (NASPPA).

The Master of Public Policy and Administration Degree

Program Objective

The Master of Public Policy and Administration degree is designed to prepare students for significant professional and managerial positions primarily in public agencies, governmental departments, and non-profit and other administrative entities.

Admission Requirements

Students wishing to enter the program must have a B.A. or B.S. from an accredited college or university. Program applicants should take the G.R.E. or G.M.A.T., submit three letters of recommendation, academic transcripts, an MPPA application, and a university application. Students must have a 3.0 cumulative GPA for an unconditional admission. The Department may require an oral and/or written interview.

Alternative Admission Track

The Department of Public Policy and Administration has developed an "alternative admission

track" for the MPPA degree program for students who do not meet the general admission requirement. The track establishes other criteria for gaining entry into the program.

1. The applicant must have graduated at least three years prior to admission.
2. The applicant must have a full-time employment history of at least three years.
3. The applicant must provide a rationale in writing, as a part of the career goals essay, which demonstrates to the Admission Committee that the applicant's prior history in academia is not indicative of their graduate potential.
4. The applicant must enroll in nine hours of MPPA core/concentration courses, three enhancement hours and obtain a 3.00 G.P.A.
5. The applicant must attend a personal interview if requested by the Admission's Committee.

Program Curriculum

Students must maintain an overall 3.0 average (4.0 scale) and successfully complete the following in order to earn the Master of Public Policy and Administration degree:

Thesis Option: 39 hours

1. Complete 18 hours of required courses.
2. Complete 12 hours of coursework in one of eight (8) specialized areas of general public administration
3. Take at least one (1) three- (3) hour course elective.
4. Complete 3-6 hours of internship or additional coursework if the student is in-service.
5. Take and pass a comprehensive examination. (*Given Spring and Fall only*)
6. Write and defend a thesis orally (3-6 hours).

Non-Thesis Option: 45 hours

1. Complete 18 hours of required courses.
2. Complete 12 hours of coursework in one of eight (8) specialized areas of general public administration.
3. Take as least one (1) three-(3) hour course elective.
4. Complete six (6) hours of internship.
5. Take and pass a comprehensive examination. (*Given Spring and Fall only*)
6. Take six (6) additional hours (3 hours in a skill-based or research methods course and 3 hours in the area of specialization).

Specializations: Students have the opportunity to pursue the following program specializations:

Public Finance
Health Care Administration
Community and Economic Development
Judicial Administration
Human Resource Management
General Management
State and Local Government
Environmental Management, Planning & Policy

Students who enter the program without an understanding of the American Intergovernmental System, Research Methodology or Computer Applications to Management will have to take compensatory coursework which may not count towards the degree.

Only students admitted to a degree program may enroll in the Core Courses without prior approval.

Core Courses

Course	Title	Hours
PPAD 505	Principles of Public Administration	3
PPAD 548	Public Personnel Administration	3
PPAD 549	Public Finance Administration	3
PPAD 551	Public Policy	3
PPAD 576	Administrative Theory	3
PPAD 596	Research for Public Management	3
	Total Hours	18

For additional information and requirements, please see the Policy and Procedures Manual.

Curriculum Plans

1. General Management: Thesis Option

Full Time Plan: Two Years with Summer

First Year-Fall Semester

PPAD 505	Principles of Public Administration	3
PPAD 551	Public Policy	3
PPAD 596	Research for Public Management	3
	Total	9

Spring Semester

PPAD 548	Public Personnel Administration	3
PPAD 549	Public Finance	3
	Concentration Course	3
	Total	9

Graduate Summer Session

PPAD 607	Management of Information Systems	3
	Concentration Course	3
	Total	6

Second Year-Fall Semester

PPAD 549	Public Finance	3
PPAD 576	Administrative Theory	3
	Concentration, Internship or Elective	3
	Total	9

Spring Semester

PPAD 598	Thesis	3
	Concentration, Internship or Elective	3
	Total	6
	Total Hours	39

2. General Management: Non-Thesis Option

Full Time Plan: Two Years with Summers

First Year-Fall Semester

PPAD 505	Principles of Public Administration	3
PPAD 551	Public Policy	3

PPAD 596	Research for Public Management	3
	Total	9

Spring Semester

PPAD 548	Public Personnel Administration	3
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PPAD 549	Public Finance	3
	Concentration Course	3
	Total	9

Graduate Summer Session

PPAD 607	Management of Information Systems	3
	Concentration, Internship or Elective	3
	Total	6

Second Year-Fall Semester

PPAD 549	Public Finance	3
PPAD 576	Administrative Theory	3
	Concentration, Internship or Elective	3
	Total	9

Spring Semester

PPAD 597	Internship	3
	Advanced Concentration Elective	3
	Concentration or Elective	3
	Total	9

Graduate Summer Session

	Concentration, Internship or Elective	3
	Total	3
	Total Hours	45

3. General Management: Thesis Option

Part Time Plan: Three Years with Summers

Core

First Year-Fall Semester

PPAD 505	Principles of Public Administration	3
PPAD 596	Research for Public Management	3
	Total	6

Spring Semester

PPAD 548	Public Personnel Administration	3
PPAD 551	Public Policy	3
	Total	6

Graduate Summer Session

PPAD 597	Internship	3
	Concentration Course	3
	Total	6

Second Year-Fall Semester

PPAD 549	Public Finance	3
PPAD 576	Administrative Theory	3
	Total	6

Concentration

Spring Semester

PPAD 509	Seminar in Executive Leadership Development	3
	Concentration Course	3
	Total	6

Graduate Summer Session

PPAD 521	Black Perspectives in Public Administration	3
	Total	3

Third Year- Fall Semester

PPAD 549	Thesis	3
	Total	3

Spring Semester

PPAD 549	Thesis	3
	Total	3
	Total Hours	39

4. General Management: Non-Thesis Option
Part Time Plan: Three Years with Summers

Core

First Year-Fall Semester

PPAD 505	Principles of Public Administration	3
PPAD 596	Research for Public Management	<u>3</u>
		6

Spring Semester

PPAD 548	Public Personnel Administration	3
PPAD 551	Public Policy	<u>3</u>
		6

Concentration

Graduate Summer Session

PPAD 525	Urban Politics and Policymaking	3
PPAD 597	Internship	<u>3</u>
		6

Second Year-Fall Semester

PPAD 549	Public Finance	3
PPAD 576	Administrative Theory	<u>3</u>
		6

Spring Semester

PPAD 509	Seminar in Executive Leadership Development	3
PPAD 670	Administration of Non-Profit Agencies	<u>3</u>
		6

Graduate Summer Session

Elective	<u>3</u>
	3

Third Year- Fall Semester

PPAD 521	Black Perspectives in Public Administration	3
PPAD 597	Internship	<u>3</u>
		6

Spring Semester

PPAD 607	Management of Information Systems	3
	Advanced Elective	<u>3</u>
		6

Total Hours 45

**Doctor of Philosophy
in Public Administration**

In 1992 Jackson State University commenced offering the Doctor of Philosophy Degree in Public Policy and Administration. The program requires a minimum of 60 semester hours of course work beyond the master's degree. This 60 hours includes the dissertation.

Mission of Program

The Ph.D. program has an urban management as well other areas of concentration focus. Students are required to master a body of knowledge that centers around the public management aspects of urban problems; urban minorities; urban development (both past and present); and analysis of social systems. The program is designed to prepare persons for careers in executive management, teaching, research, and other positions of public responsibility. Concomitantly, this

degree program emphasizes the acquisition of a knowledge base in the discipline of Public Administration with an emphasis on policy making, planning, analysis, evaluation and program implementation. In addition to the urban concentration, students will select a concentration in program management, policy analysis and/or environmental management, planning and policy. This degree is especially appropriate for persons in public, non-profit and "quasi-public" management settings.

Program Objectives

- ◆ Provide a cadre of highly trained individuals who are committed to the values and skills of public service in a variety of organizational settings;
- ◆ Provide advanced educational opportunities for students of public administration in an urban environment where a multiplicity of governmental operations, interactions and practices are observed; and
- ◆ Fill the need for public, high-level executive management which exists in this state and the nation, particularly as this need relates to minorities and women.

Admission Requirements

The Doctor of Philosophy in Public Policy and Administration Degree is one which demands sound conceptual and analytical abilities. A solid educational foundation and substantial academic and professional achievement are among the criteria upon which applications for admission are evaluated.

Specific prerequisites for admission include the followings:

1. A graduate-level degree from an accredited institution with a grade point average of 3.5 as evidenced by an official transcript.
2. GRE (verbal and quantitative), MAT or GMAT .
3. Three letters of recommendation.
4. A career goals essay.
5. Two samples of academic and professional writing.
6. For international students, a satisfactory score on the TOEFL.
7. A personal and/or telephone interview may be required.
8. Other considerations such as work or life experiences which are directly related to potential successful completion of the program may also be factored into the admission review.

Admissions to the Ph.D. Program are granted once per annum for the Fall Semester.

Alternative Ph.D. Admissions Tracks

The Admissions Committee reviews candidates' admission applications along with: GPA, letters of recommendation, writing sample, statement of professional goals, test scores, (GRE, GMAT or MAT) and work experience. Should a candidate fall below the 3.5 minimum GPA, three alternative

admissions tracks are possible. Regardless of the track employed, each applicant must meet acceptable standards as reviewed by the Admissions Committee.

1. GPA 3.4 - 3.49 and one of the following:
 - A) Test Scores (A GMAT or MAT may be substituted for GRE.)
 - B) Excellent writing sample
 - C) Excellent work experience
2. GPA 3.1 - 3.39 along with **A and B below**:
 - A) two of the following:
 - ◆ Test Scores (A GMAT or MAT may be substituted for a GRE.)
 - ◆ Excellent writing sample
 - ◆ Excellent work experience
 - B) An oral and/or written competency examination.
3. GPA 3.0 - 3.09 and all of the following:
 - A) Excellent writing sample
 - B) Public and private sector management experience in excess of 10 years
 - C) An oral and/or written competency examination
 - D) Test Scores (A GMAT or MAT score may be substituted for a GRE).

For the writing sample, excellence assessment is defined by a committee's assessment that the sample would be awarded a minimum of a B+ in a first-year Ph.D. course.

Excellent work experience is defined as a combination of duration in position and rank. Excellence is awarded to any combination of the following:

- ◆ Four (4) or more years of (4 year-college) teaching experience in a management field at the instructor level or above and performance evaluations of excellent.
- ◆ Four (4) or more years as senior executive (CEO, COO, VP, Facility Manager, or Department Head) of an organization employing 10 or more FTEs or which requires executive level skills such as fiscal and human resource management.
- ◆ Eight (8) or more years of public sector employment in mid-level or higher positions.

The committee may consider combinations of the above.

Oral and/or written interviews are required for admission to the doctoral program.

Deficiencies

Students who matriculate successfully in the Ph.D. Program in Public Policy and Administration must demonstrate a knowledge base of the American intergovernmental system, research methodology and computer applications, and fiscal resource and budgeting administration. Persons entering the program from academic disciplines without these subjects will be administered preliminary exams or

other evaluative methods to determine the need for compensatory work. Compensatory work will not be counted toward the major program of students.

Degree Requirements

A minimum of 48 semester hours above the Master's degree, plus 12 hours in dissertation credits, is required to complete coursework for the Ph.D. in Public Administration. The 48 semester hours are divided as follows:

- ◆ 24 hours of public administration core courses
- ◆ 12 hours of urban management concentration courses
- ◆ 12 hours of elective concentration courses
- ◆ 12 hours of dissertation (which may be counted toward the degree)

Areas of concentration are: Policy Analysis, Program Management, Urban Management, Environmental Management, and Planning and Policy.

Public Administration Core Required Courses		
Course	Title	Hours
PPAD 605	Scope of Public Administration	3
PPAD 607	Management of Information Systems	3
PPAD 648	Human Resources Planning and Management	3
PPAD 660	Financial Management in Public Organizations	3
PPAD 676	Theories of Public Organizations	3
PPAD 677	Public Policy Formulation and Implementation	3
PPAD 696-90	Advanced Research Methods for Public Management I	3
PPAD 696-91	Advanced Research Methods for Public Management II	3
	<i>Total Hours</i>	24
Urban Management Core (12 Hours)		
PPAD 512	Intergovernmental Relations	3
PPAD 538	Community Political Processes	3
PPAD 580	Administrative Law	3
PPAD 582	City Planning and Political Process	3
PPAD 586	Urban Problems, Non-Traditional Options & Techniques	3
*PPAD 585/685	Seminar in Urban Problems	3
PPAD 612	Urban Management and Urban Services	3
PPAD 625	Urban Politics and Policy Making	3
PS 537	Urban, Social Change and Political Power	3
SOC 620	Community Analysis	3

Elective Concentrations

(Select 12 hours from the courses listed under one of the following concentrations)

Program Management

PPAD 504	Administration of Ambulatory Health Care Systems	3
PPAD 562	Comparative Public Administration	3
PPAD 600	Health Care Finance	3
PPAD 608	Contemporary Topics in Public Administration	3
*PPAD 609	Seminar in Executive Leadership Development	3
PPAD 636	Administration of Health Agencies	3
PPAD 649	Human Resource Programs in Public Agencies	3
PPAD 650	State and Local Government Budgeting and Finance	3
PPAD 670	Administration of Non-Profit Organizations	3
PPAD 681	Seminar in Community and Economic Development	3
*PPAD 682	Seminar in Program Development and Evaluation	3
FNGB 511	Computer Applications in Management	3
Policy Analysis		
*PPAD 559	Seminar in Public Policy Analysis	3
PPAD 606	Quantitative Methods	3
PPAD 608	Contemporary Topics in Public Administration	3
PPAD 609	Seminar in Executive Leadership Development	3
*PPAD 682	Seminar in Program Development and Evaluation	3
*PPAD 508	Advanced Quantitative and Qualitative Research	3
xxx	"New Courses"	3

Environmental Management, Planning and Policy

PPAD 557	Environmental Law	3
*PPAD 560	Seminar in Politics of Environmental Administration	3
PPAD 561	Governmental Regulation of Natural Resources	3
*PPAD 609	Seminar in Executive Leadership	3
PPAD 681	Seminar in Community and Economic Development (strongly suggested)	3
PPAD 610	Toxicology and Epidemiology for Public Managers	3
ECON 700	Environmental Economics	3
BIO 501	Environmental Science (strongly suggested)	3
BIO 514	Methods of Environmental Analysis	3
UA 556	Regional Land Use and Planning	3
UA 560	Eco Systems Management	3
ITHM 529	Environmental Toxicology and Risk Assessment	3

Other Courses

PPAD 697	Internship
PPAD 698	Dissertation
PPAD 699	Independent Study

*Required Course: Must take as least six hours in concentration prior to enrolling in seminar course, unless granted an exemption.

Qualifying Exam

A qualifying exam must be taken by students at the completion of eighteen hours of course work in selected courses (see Policy and Procedure Manual). This examination will determine the feasibility of a student continuing pursuit of the doctoral degree in Public Policy and Administration.

Students who do not pass the qualifying exam will be asked to exit the program.

Comprehensive Exam

A Comprehensive Exam will be administered by the Graduate Faculty. The student is expected to use the examination to creatively demonstrate his/her ability to integrate effectively the various fields of study and apply them to his/her own professional area. The Comprehensive Examination will be administered upon completion of course work and before the submission of a dissertation proposal.

Dissertation and Defense

To be awarded the Doctor of Philosophy in Public Administration degree, the candidate will be required to present and have approved a dissertation on a pertinent research problem in his/her area of concentration, and pass an oral examination in defense of the research. The student's plan for independent research will be developed with the assistance and active participation of the student's dissertation committee. The dissertation must demonstrate the student's competency in scholarly research.

Graduation Requirements

1. Completion of 48 hours of course work.
2. Passage of the qualifying examination. (*Given Fall and Spring only*)
3. Passage of the comprehensive examination. (*Given Fall and Spring only*)
4. Maintenance of a GPA of not lower than 3.0 with no more than two grades of C.
5. Completion and Defense of the Dissertation Proposal and Dissertation.

Sample Matriculation Schedule of a Typical Ph.D. Student**Semester I**

PPAD 605	Scope of Public Administration (C)
PPAD 648	Human Resources Planning and Management (C) (or Urban Management core course or Elective concentration course)
PPAD 696	Advanced Research Methods I. (C)

Semester II

PPAD 660	Financial Management in Public Organizations (C) (or Urban Management core course or Elective concentration course)
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- PPAD 677 Public Policy Formulation and Implementation (C)
- PPAD 696-91 Adv. Research for Public Man. II (C)
- PPAD 676-90 Theories of Management in Public Organizations (C)
- Semester III**
- PPAD 607 Management of Information Systems (C)
Qualifying Examination to be taken

Semester IV

Submission of the Plan of Study

Semester V and VI

In subsequent semesters, the typical student will complete the Urban Core and Elective Concentration. Student must sit for the Comprehensive examination at the conclusion of all coursework.

Semester VII to X

Upon successful passage of the Comprehensive examination the Dissertation is initiated. After the Dissertation is written and successfully completed, the student graduates.

DESCRIPTION OF COURSES

Notes: Courses offered outside the department may be taken with prior approval. For additional courses, please see Policy and Procedure Manual.

PPAD 504W Administration of Ambulatory Care Systems. (3 Hours) An analysis of primary health care as delivered in the United States and other countries. Various models of delivery are examined, e.g. vis physician's office, Neighborhood Health Center, Health Maintenance Organization, etc.

PPAD 505 Principles of Public Administration. (3 Hours) An analysis of the basic principles and practices of Public Administration in the United States. Problems of structure, organization, administrative power, status and leadership are examined. Major actors in the struggle to control bureaucracy are identified. Value systems, ethics and application of administrative power are explored.

PPAD 507. Quantitative Analysis. (3 Hours) Students are familiarized with the application of relevant research techniques to the problems of public sector management and policy formulations. Required for entering students without research or computer skills.

PPAD 508/698 Advanced Quantitative/ Qualitative Analysis. (3 Hours) Prerequisite: Research for Public Management or Advanced Research I. This course gives the students a higher level of skills in research methodology.

PPAD 513 Intergovernmental Relations. (3 Hours) Prerequisite: American Government. Evolution of the American federal system; consideration of inter-unit cooperation and conflict; review of administrative issues like revenue-sharing, federal grants and regulations.

PPAD 514 Problems of County Administration. (3 Hours) Prerequisite: State and Local Government. Administrative operations in county government are discussed; emphasis is placed on understanding

purchasing and contracting, personnel and financial administration, reporting and public relations.

PPAD 515 Metropolitan Government and Politics. (3 Hours) Prerequisite: American Government. Political and structural elements of public and private influences on policies like annexation, consolidation, regional development and planning are analyzed.

PPAD 516/616 The Administrative State. (3 Hours) Prerequisite: Introduction to Public Administration. Political environment of public administration; relation of bureaucracies to public opinion and political pressure; relations among legislators, elected executives, and civil servants are discussed.

PS/PPAD 517. Seminar in Mississippi Government and Politics. (3 Hours) Prerequisite: State and Local Government or American Government. Special features of Mississippi governmental structure and political process are reviewed.

PPAD 518/618 Seminar in State Politics. (3 Hours). Prerequisite: State and Local Government. Student examination of the organization, function, political dynamics and policy outputs of state governmental systems.

PPAD 519/619 Problems of State Administration. (3 Hours) Prerequisite: State and Local Government. Administrative operations in state government are reviewed with emphasis on planning research, purchasing and contracting, personnel and financial administration, reporting and public relations.

PPAD 520 Civil Rights Laws and Affirmative Action. (3 Hours) This course is designed to introduce the students to civil rights laws passed in America since the 1960s. As such this course examines the national government's response to the claims of racial/ethnic and language minorities. Every effort is made to relate changes in civil rights laws to the general nature of incremental policy making in the U.S.

PPAD 521/621 Black Perspectives in Public Administration. (3 Hours) Public Policy problems, perceptions and experiences of Blacks are examined along with the policy process. Broader questions concerning systemic change, structural transformation and historical built-in dilemmas are examined. The relationship between bureaucracy and the Black client is explored.

PPAD 525/625 Urban Politics. (3 Hours) Prerequisite: American Government and Urban Government. Community power and decision-making; political leadership; the relationship of citizens of their government; the urban bureaucracy, citizen participation; and delivery of services are discussed.

PPAD 536/636 Administration of Health Agencies. (3 Hours) A general overview of health care systems, especially the free enterprise system utilized in America, is discussed, including a review of empirical studies of demand for health services; behavior of providers, and relationship of health services to population health and how public input into health care organizations helps form public policy for health care issues.

PPAD 538 Community Political Processes. (3 Hours) Students analyze the political consequences of the underlying socio-economic forces operating in urban areas.

PPAD 548 Public Personnel Human Resource Administration. (3 Hours) Procedures and problems of governmental personnel administration are reviewed. Emphasis on staffing, remuneration, career system, motivation, evaluation, collective bargaining, and employee relations.

PPAD 549 Public Finance Administration. (3 Hours) Procedures for the control of public funds; assessment and collection of taxes; public borrowing and debt administration; preparation, enactment, and audit of the budget are reviewed.

PPAD 550/650 State and Local Government Budgeting and Finance. (3 Hours) Prerequisite: Public Finance or equivalent. Students study the fiscal problems of urban areas and the scope of government fiscal activities, including revenue trends, taxing policies, cash flow management, debt management and pension fund management.

PPAD 551 Public Policy. (3 Hours) Politics of the policy process; nature, determinants, and effects of public goods and services; formulation, implementation, and evaluation of public policies.

PPAD 552 Consumer Law. (3 Hours) The law as it affects the rights of creditors and debtors, with special emphasis on the problems of the poor, is studied.

PS/PPAD 553 Constitutional Law and the Economic Enterprise.** (3 Hours) Prerequisite: PS 423 Constitutional Law. Selected social and regulatory legislation and its constitutional foundations are analyzed.

PPAD 555 The Criminal Justice System. (3 Hours) The process of law enforcement from commission of a crime through sentencing, trial, incarceration, and rehabilitation.

PPAD 557 Environmental Law. (3 Hours) Prerequisite: Introduction to Law or Constitutional Law. Federal and state regulations designed to protect the environment are reviewed.

PPAD 558 The Correctional System. (3 Hours) Principles of the formal behavior-control devices are examined with an emphasis on legal systems and the philosophical background of criminal justice.

PPAD 559/659 Seminar in Public Policy Analysis. (3 Hours) Prerequisite: Public Policy. This course provides a general and conceptual overview of the study of public policy as a major sub-field of public administration. Emphasizes the policy process and include methods and techniques of policy analysis.

PPAD 560 Seminar in Politics of Environmental Administration. (3 Hours) Prerequisite: Environmental Law. The contemporary aspects of environmental problems as reflected in society, politics and business that are faced by administrators are discussed.

PPAD 561 Governmental Regulation of National Resources. (3 Hours) Prerequisite: Environmental Law. The legal and political problems faced by

government when trying to regulate use of natural resources are examined.

PPAD 562 Comparative Public Administration. (3 Hours) Prerequisite: Comparative Government. Students analyze administrative processes and systems in various types of governments including operation of national plans, public enterprises, and rural development.

PPAD 568 Labor Management Relations In the Public Sector (3 Hours) Prerequisite: PS 371. The course analyzes the development of labor unions at the national, state, and local government levels in the United States. (F)

PPAD 571 Program Development and Operation. (3 Hours) Prerequisite: Governmental Organization and Administration Theory. The development, operation, and evaluation of public programs; examination of various problem solving techniques; and problems associated with new programs are discussed.

PPAD 572 Human Relations in Public Employment. (3 Hours) Prerequisite: American Government. The course develops understanding of human problems in public agencies; focusing on collective bargaining, contract administration, personnel efficiency and morale, equal employment and affirmative action procedures.

PPAD 576 Administrative Theory. (3 Hours) Organizational change, effectiveness, and allocation processes in public agencies, are discussed. The theoretical models of open system, rationalist conflict, coalition-building and decision-making are examined, with the aim of presenting a unified set of propositions about organizations.

PPAD 579 Administrative Behavior. (3 Hours) The course examines administrative behavior and government management with appropriate comparison to private industry; analysis of principal elements of the public administrator's job, such as planning procedures and work methods; evaluating and control programs and operations.

PPAD 580 Administrative Law. (3 Hours) Introduce students to series of important issues in Administrative Law. Issues and problems central to the field are explored by an analysis of relevant literature.

PPAD 582 City Planning and the Political Process. (3 Hours) A study of the planning process in urban and metropolitan areas, with particular attention to governmental and administrative policies and the machinery for dealing with problems involving complex political, economic, and technological factors and the planning process as it affects Black people.

PPAD 583 Urban Justice (3 Hours) Students study urban court systems and their actors and processes, including the impact of the courts on resolution of urban problems.

PPAD 586 Urban Problems and Non-Traditional Options. (3 Hours) An overview of the strategies, tactics and techniques of municipal administration. Innovative models for approaching political issues unique to municipalities and the impact of urbanization are discussed.

PPAD 587 Problems in Public Administration. (3 Hours) Case studies are analyzed to illustrate the major problems confronting top bureaucrats in public agencies. Problems studied include administrative policies and the relationship of public agencies to their clients in specific administrative situations.

PPAD 596 Research for Public Management. (3 Hours) Prerequisite: Quantitative Analysis or equivalent. Empirical analysis for practical administrative problems and the development of new management techniques, including controlled social experimentation; simulation of policy issues; evaluation of future, alternatives. Diagnostic examination must be passed.

PPAD 597 Internship. (3 Hours) Prerequisite: Twelve hours graduate course work in Public Administration prior to this individual work experience in a government agency. (Prior approval in the preceding semester)

PPAD 598 Thesis (3 Hours) Prerequisite: Complete coursework and comprehensive.

PPAD 599 Independent Study. (3 Hours) The student selects a research area which may be of benefit to his/her program. Topics must be approved by the faculty advisor and by the instructor selected by the student to supervise the research.

PPAD 605 The Scope of Public Administration. (3 Hours) This class emphasizes the historical and ecological factors influencing the development of the discipline of Public Administration, as well as contemporary trends. Students will discuss issues such as privatization, the third sector ethnics, and executive leadership. Some effort is directed toward providing a comparative analysis in the context of public administration.

PPAD 606 Quantitative Methods. (3 Hours) This course familiarizes students with quantitative approaches which can be used to solve problems in public sector management.

PPAD 607 Management of Information Systems. (3 Hours) Design and utilization of systems to assist administrative information flows, data management, and computer application to public management.

PPAD 608 Seminar in Contemporary Topics in Public Administration. (3 Hours) "Cutting edge" information and contemporary trends and issues are explored.

PPAD 609 Seminar in Executive Leadership. (3 Hours) Leadership as an area of academic inquiry and skill development is the focus of this course. Students explore leadership from historical, behavioral, political, and administrative perspectives. Additionally, students engage in research and projects which will help to develop their skills as executive leaders.

PPAD 610 Epidemiology and Toxicology for Public Managers. (3 Hours). Introduces and teaches students the concepts, theories, facts and principles of the study, prevention and treatment of disease and poison. The course includes conducting an epidemiological study.

PPAD 612 Urban Management and Urban Services. (3 Hours) Students examine and analyze the methods by which local public services are designed, delivered and evaluated.

PPAD 652 Urban History. (3 Hours) Focuses on the growth of urbanism and the impact urbanization has had on the lives of Americans.

PPAD 660 Financial Management In Public Organizations. (3 Hours) Prerequisite: Public Finance Administration or equivalent. The management of organizational resources is focus of this course. While local governments will be highlighted, the principles and techniques have application to all public and quasi-public organizations.

PPAD 670 Administration of Non-Profit Organizations. (3 Hours) This course focuses on the role and character of private, non-profit organizations and their relationships with other sectors of the community. Examines the impact of recent public - particularly fiscal - decisions have had on service delivery in the non-profit environment. Visiting practitioners will make presentations to the class throughout the course.

PPAD 676 Theories of Public Organization. (3 Hours) This course exposes students of public-sector organizations to prominent explanations and theories of organizations as political, social and economic concepts. Major subject areas discussed are: 1) theories of individual and group behavior; 2) theories of organizational structure; 3) theories of organizational process.

PPAD 677 Public Policy Formulation and Implementation. (3 Hours) This course focuses on problems of policy formulation, implementation, and evaluation. The participants will be exposed to such issues as seeing the need for policy issues, thinking through goals and objectives, policy adoption, and problems of implementation (including perceptive and real gaps between congressional intent and bureaucratic interpretations).

PPAD 681 Seminar in Community Development and Economic Development. (3 Hours) Provides students with a basic understanding of the broad field of community and economic development as carried out by the federal, state and local levels of government, as well as the impact of neighborhood development organizations. The course exposes students to a variety of readings, and to regular visits by practitioners.

PPAD 682 Seminar In Program Development and Evaluation. (3 Hours) This course teaches class participants the principles of program development and provides an understanding of how evaluators can help make government more effective by producing timely information on the promise and performance of existing programs.

PPAD 696-90 Advanced Research Methods I. (3 Hours) This is a research course in which participants will use both qualitative and quantitative techniques to address management problems. Students must take both semesters. (Pretest or evaluating or PPAD 606).

PPAD 696-91 Advanced Research Methods II. (3 Hours)

PPAD 697 Internship. (3 Hours) Executive-level, "hands-on", work experience in selected organizations. (Students must apply in the previous semester).

PPAD 700 Independent Study. (3 Hours) The student is allowed to select a research topic of interest. Prior approval must be granted. (See PPAD 559).

PPAD 798 Dissertation. (3 Hours) This course is for students who are admitted to candidacy so that they may engage in writing of the dissertations. (Prior approval).

DEPARTMENT OF URBAN AND REGIONAL PLANNING

Dr. Otha Burton, Jr., Associate Professor
and Chair

3825 Ridgewood Road, Box 23

Jackson, MS 39211

Telephone: (601) 432-6865

Fax: (601) 432-6862

e-mail: otha.burton@jsums.edu

Faculty

Dr. M. Kumar, Assistant Professor

Dr. E. Mereem, Associate Professor

Dr. E. Santos, Assistant Professor

Dr. J. Wesley, Assistant Professor

Mission of Program

The Department of Urban and Regional Planning seeks to develop leaders in the field of city planning. The program will provide students with learning opportunities that will enable them to develop the intellectual qualities necessary for meeting the broad and varied range of problems and challenges associated with urban growth and development. The Department offers a Master of Arts degree and Doctor of Philosophy degree. The Master of Arts program consists of an inter-disciplinary curriculum of 49 semester hours, including practical community-based learning experiences and planning studios, while the Doctor of Philosophy consists of 48 semester hours. The Department has a special focus on increasing the number of under-represented groups and women in the profession. The rigorous program is designed for both full-time and part-time students. The program targets recognition at the regional, state, and national levels.

Program Objectives

The Department concentrates upon the challenging issues and problems confronting planning professionals and scholars in the rebuilding of cities across the nation. Courses and studios offer challenging scholarly and practical work that focuses attention on real world solutions while respecting the ethical, skill, and plan development practices of the profession.

Master's Program Admissions Requirements

Admission to the graduate degree program in Urban and Regional Planning is governed by the regulation of the Division of Graduate Studies and Department. The following criteria must be met:

1. Admission to the Division of Graduate Studies.
2. A minimum grade point average of 3.0 on a 4.0 scale;
3. Satisfactory performance on the Graduate Record Examination or equivalent test;
4. Demonstrated promise for successful academic achievement in professional graduate work;