

## **PADM S601 – Introduction to Public Administration**

*Upon successful completion of this course, students will be able to:*

1. Demonstrate ability to effectively use technology tools in carrying out their class responsibilities.
2. Demonstrate ability to use library databases.
3. Demonstrate professional writing skills.
4. Demonstrate an understanding of the strategic perspectives of Public Administration.
5. Understand the systematic nature of government and its impact on democratic goals.
6. Be able to articulate the role of public managers in creating public policy, implementing democracy and achieving government legitimacy.
7. Understand the basic structure and rationale of bureaucratic organizations, its alternative and reforms.
8. Be able to provide summary definitions of the main management fields of public administration and what they entail.
9. Recall and cite relevancy of classical authors/readings in public administration.
10. Apply theoretical concepts of public administration to practical work environments.

## **PADM S604 – Applied Research Methods**

*Upon successful completion of this course, students will be able to:*

1. Understand and be able to apply basic research concepts.
2. Be able to design research models for a variety of public administration problems.
3. Be able to understand and know how to apply basic social statistics.
4. Understand the ethical dimensions of conducting applied research.
5. Recognize the role of citizen input in policy administration.
6. Design two research models that allow students to understand the process of applying basic research concepts.
7. Analyze two journal articles and critique basic research techniques.
8. Design two research models that allow students to understand the process of applying research concepts.
9. Homework designed to assess the student's understanding of applying basic social statistics.
10. Apply basic social science statistics in creation of research models.
11. Critique the use of basic social science statistics in two journal article reviews.
12. Demonstrate an understanding of the importance of the ethical dimensions of conducting applied research in critiques of two journal article reviews, research methods and Discussion Board assignments.
13. Competency in Communication

14. Competency in Critical Thinking
15. Competency in Professional Behavior
16. Competency in Quantitative Skills
17. Recognize the role of citizen input in policy administration.
18. Demonstrate an understanding of the citizen's role in policy administration in developing two research models.
19. Demonstrate an understanding of the citizen's role in policy administration in critiques of two journal article reviews.

### **PADM S610 – Organizational Theory and Behavior**

*Upon successful completion of this course, students will be able to:*

1. Explain the major organizational theories and structure.
2. Discriminate types of organizational behavior.
3. Appraise motivation strategies within the workplace.
4. Interpret communication structure and flow within an organization.
5. Deconstruct and describe organizational culture and change.
6. Appraise managing stress within the workplace.
7. Describe the value of teams and groups.
8. Evaluate and construct their own leadership style and use of power; and
9. Explain and defend the organization they represent in the public interest.

### **PADM S614 – Public Policy and Accountability**

*Upon successful completion of this course, students will be able to:*

1. Identify and apply the models used to analyze and create public policy.
2. Collect, analyze and synthesize information to inform the assessment of policy options.
3. Evaluate policy against accountability standards.
4. Articulate the major steps involved in policy implementation.
5. Analyze the priorities of the various public and private actors engaged in implementing public policies.
6. Write professional quality analyses of policy issues with the appropriate and skillful use of evidence and citations suitable for a wide variety of audiences.
7. Integrate professional skills to effectively work with policymakers, communities, and other stakeholders on a wide range of policy issues.

### **PADM S616 – Leadership**

*Upon successful completion of this course, students will be able to:*

1. Differentiate between historical and contemporary leadership practices.

2. Analyze those individual leadership characteristics that are most likely to distinguish effective, well-managed public and not-for-profit sector and higher education programs from ineffective programs.
3. Evaluate and assess the variety of organizational systems and practices that exist in the public, not-for-profit, and higher education sectors.
4. Identify the individual leadership characteristics that best serve the variety of public, not-for-profit, and higher education organizational systems and formulate leadership strategies that are best suited for the sector.

### **PADM S618 – Law for Public Managers**

*Upon successful completion of this course, students will be able to:*

1. Demonstrate ability to effectively use technology tools in carrying out their class responsibilities.
2. Demonstrate ability to use library databases.
3. Demonstrate professional writing skills.
4. Demonstrate an understanding of the strategic perspectives of Public Administration in relation to administrative law.
5. Understand the systematic nature of government and its impact on democratic goals, ethics and administrative law.
6. Be able to articulate the role of public managers in interpreting the law and various court cases in relation to public policy, implementing democracy and achieving government legitimacy.
7. Understand the basic structure and rationale of laws, statutes and policies as interpreted through the administrative discretion directed by various legislative bodies.
8. Be able to articulate legal interpretations as they pertain to practicing public administrators.

### **PADM S622 – Human Resources and Organizational Development**

*Upon successful completion of this course, students will be able to:*

1. Define and explain the major concepts surrounding human resources development.
2. Describe factors that affect human behavior, how people act, their motivations, and how they interact with others, common organizational behavior issues, and course of action.
3. Explain the theoretical foundations and principles of organizational change, including leadership approaches to managing change.
4. Examine and explain the multi-disciplinary perspective of strategic management and leadership in human resources and organization development.

5. Analyze the field of HR and OD and change, with use of sector-specific problem solving and solution design evidence.

### **PADM S624 – Human Resources Administration**

*Upon successful completion of this course, students will be able to:*

1. Develop a workforce recruitment and selection process.
2. Explain how to manage and motivate a workforce in a flexible environment.
3. Support technology in a human resource capacity.
4. Integrate and develop a volunteer based workforce with Collective Bargaining and Unions.
5. Develop strategies for resolving workplace conflicts.
6. Evaluate human resource current legal environment.
7. Interpret specific legal issues: Affirmative Action, American with Disabilities Act, Compensation.
8. Support equity and address sexual harassment.
9. Assess how to manage a workforce in the face of a catastrophic event(s).

### **PADM S625 – Economics and Public Policy**

*Upon successful completion of this course, students will be able to:*

1. Economic foundations
2. Behavioral Economics and its relation to public finance and public policy
3. Asymmetric information in the economy and policy framework
4. Public policy roles in market failures
5. Economics of public revenue
6. Economic and policy aspects of social welfare, health care, environmental policies, public education and black markets.

### **PADM S628 – Public Financial Management**

*Upon successful completion of this course, students will be able to:*

1. Economic foundations
2. Behavioral Economics and its relation to public finance and public policy
3. Asymmetric information in the economy and policy framework
4. Public policy roles in market failures
5. Economics of public revenue
6. Economic and policy aspects of social welfare, health care, environmental policies, public education and black markets.

### **PADM S635 – Natural Resource Policy**

*Upon successful completion of this course, students will be able to:*

1. Describe how natural resource and environmental policy is developed.
2. Evaluate natural resource policy in the context of coupled social-ecological systems.
3. Contrast natural resource decision-making processes at the local, state, and national levels.
4. Apply adaptive management, co-management, and resilience thinking to Alaska natural resource issues.
5. Explain and evaluate stakeholder and expert based approaches incorporating traditional and local ecological knowledge.

### **PADM S637 – Local and Global Sustainability**

*Upon successful completion of this course, students will be able to:*

1. Develop an understanding of conceptual frameworks for sustainability and resilience for analyzing public policy issues within and outside of Alaska.
2. Distinguish the differences between linear reductionist thinking and holistic sustainability concepts.
3. Describe how sustainability assessment is used in governance at the local, state, and national scale to improve decision-making.
4. Compare institutional fit concepts with sustainability issues for analyzing decision-making processes.
5. Interpret the major drivers (economic, environmental, social, public policy, and technology) for identifying social-ecological system thresholds, regime shifts, and transformations.

### **PADM S638 – Sustainable Energy and Environment**

*Upon successful completion of this course, students will be able to:*

1. Diagram the fundamental components of energy and their sources.
2. Evaluate energy and the interaction with human activities and lifestyle choices.
3. Contrast and compare energy and the interconnections with development.
4. Identify the environmental impacts of energy production and the contributions of energy into the environment.
5. Formulate solutions towards sustainable energy practices.
6. evaluate polices to reduce environmental degradation; and
7. Implement sustainable energy into his or her organization or community.

## **PADM S639 – Adaptive Management**

*Upon successful completion of this course, students will be able to:*

1. Recognize the conditions under which adaptive management could be applied in public agencies.
2. Describe the process of using adaptive management for managing natural resources governance in Alaska.
3. Design an adaptive management framework involving stakeholders and other partners.
4. Explain how learning occurs in an adaptive management context.
5. Relate basic sustainability science to adaptive management concepts including adaptive cycles and decision-making processes.

## **PADM S640 – Food Security and Sustainability**

*Upon successful completion of this course, students will be able to:*

1. Explain food security concepts in the context of Northern regions and cultures of the Alaska and Arctic.
2. Describe the complexity and diversity of food production systems.
3. Describe how to use a systems approach toward food production.
4. Identify Northern and Arctic sustainability and resilience issues and discuss the subsistence lifestyle associated with food security issues.

## **PADM S641 – Land Use Planning and Resilient Communities**

*Upon successful completion of this course, students will be able to:*

1. Interpret and explain local land use concepts and history toward practical applications.
2. Analyze the impact of land use decisions in the context of sustainable and resilience communities.
3. Describe and compare the types of land use planning that occur at the municipal, county, state and federal levels, the actors involved, and the interrelationships between them.
4. Use systems theory to describe how to integrate land use decisions into new public management approaches toward improving local governance.
5. Analyze a given landscape and see its current use, patterns of use, its ecological and cultural history, and understand its potential use and constraints.
6. Describe a range of public and private – regulatory and non-regulatory land use techniques (i.e. zoning, easements, purchase and transfer of development rights etc.) currently being used to achieve community and agency goals.

## **PADM S642 – Climate Governance in the North**

*Upon successful completion of this course, students will be able to:*

1. Define and explain the four major forms of government in the Arctic as well as concepts of institutions fit and common pool resources.
2. Describe the major climate change processes that affect the northern and arctic ecosystems.
3. Analyze specific case studies presented in class unique to northern governmental structures.
4. Apply and operationalize new institutional framework in the context of rapidly changing environment in the North.
5. Incorporate a polycentric governance approach toward analyzing major international agreements affecting the arctic such as extractive resources and climate change.

## **PADM S643 – Role of the City Manager**

*Upon successful completion of this course, students will be able to:*

1. Define and explain the role of the city manager in local governmental administrative processes leading to policy development and decision-making.
2. Describe the city manager's different approaches to leadership, engaging the general public, and building consensus.
3. Analyze the factors affecting decision making and political dimensions using an interdisciplinary approach.

## **PADM S645 – Municipal Governance**

*Upon successful completion of this course, students will be able to:*

1. Interpret and explain intergovernmental relations (Indigenous, state, municipal) issues.
2. Explain issues uniquely associated with local and regional governance in the Arctic.
3. Describe the legal foundation for Alaskan local government.
4. Apply the concepts of sense of place and subsistence culture to local governance.
5. Identify Northern and Arctic sustainability and resilience issues.
6. Frame local decision making processes in the context of circumpolar social-ecological systems.
7. Describe the decision-making processes and contextual issues associated with communities of the North and Arctic.

## **PADM S651 – Introduction to Higher Education**

*Upon successful completion of this course, students will be able to:*

1. Analyze the evolution of American higher education institutions, policy and practice through the application of a historical framework; use this analysis to explain contemporary higher education institutions, policy, and practices.
2. Describe the interconnected nature of higher education's various missions and key stakeholders including but not limited to students, faculty, administrators, state government, and governance bodies and identify challenges to organizational effectiveness and efficiencies as a result of this structure.
3. Identify leadership characteristics and organizational leadership strategies that best serve the complex, contemporary institutions of higher education and propose how to apply them in current situations within higher education.

## **PADM S653 – Organizational Development in Higher Education**

*Upon successful completion of this course, students will be able to:*

1. Compare and contrast the historical theories and research to contemporary theories and research in organization development.
2. Evaluate and assess the variety of organizational development challenges that exist in higher education institutions.
3. Apply contemporary organization development processes to current situations within the higher education system.
4. Select strategies and leadership styles to best deploy organization development processes in response to current situations.

## **PADM S655 – Higher Education and Public Policy**

*Upon successful completion of this course, students will be able to:*

1. Demonstrate the ability to apply research and analysis methods to locate, identify, and define higher education public agendas and policy and apply it to higher education in Alaska.
2. Compare and contrast historical and contemporary higher education and K-12 policy on readiness/preparation, access and success/completion and based on the analysis predict the impact on administration and students in higher education in Alaska in the future.
3. Identify existing and emerging national higher education readiness/preparation, access and success/completion policies and examine how the national policies align and/or impact state education policy in Alaska.



### **PADM S657 – Higher Education Law**

*Upon successful completion of this course, students will be able to:*

1. Apply legal terms as used by courts to current cases pending in higher education.
2. Identify and evaluate decisions in law to apply to higher education organizations.
3. Differentiate between what is statutory and what is procedural in application of policies in higher education.
4. Evaluate real time higher education situations where legal decisions are required and discuss appropriate courses of action.

### **PADM S661 – Social Entrepreneurship**

*Upon successful completion of this course, students will be able to:*

1. Describe and apply the entrepreneurial approach in developing a strategic service vision and competitive and collaborative strategies for nonprofits.
2. Discuss and plan for the impact of implementing the business practices in functional areas of marketing and management in nonprofit organizations.
3. Explain the concept of managing organizational change and growth with an entrepreneurial mind-set.
4. Analyze the field of nonprofit organization from a management perspective, with use of sector-specific problem solving and solution design evidence.
5. Examine and evaluate the rationale and methods of strategic management and marketing applied to the planning process of private and public nonprofit organizations.

### **PADM S662 – Governing Nonprofit Organizations and the Board of Directors**

*Upon successful completion of this course, students will be able to:*

1. Explain the major aspects and challenges of governing nonprofit organizations.
2. Describe the Board of Directors roles and responsibilities in governing nonprofits.
3. Explain the entrepreneurial approach in developing a strategic service vision and competitive and collaborative strategies for nonprofits.
4. Discuss and plan the impact of implementing the business practices in building a business-like Board of Directors to meet the needs of entrepreneurial, mission-driven nonprofits.

### **PADM S663 – Marketing for Nonprofit Organizations**

*Upon successful completion of this course, students will be able to:*

1. Identify the goals and objectives of marketing for mission-driven organizations from a theoretical and practical perspective.
2. Analyze the field of nonprofit marketing and the current utilization and performance of social marketing campaigns, with use of sector-specific problem solving and solution design evidence.
3. Develop and present a nonprofit marketing plan, applying techniques for traditional, non-traditional, and social marketing.

### **PADM S675 – Leadership Communications for Public Managers**

*Upon successful completion of this course, students will be able to:*

1. Describe types of leadership styles and evolution of leadership theories.
2. Identify leadership theories and application in the public sector.
3. Gain insight or personal critical leadership skills and tasks associated with managerial effectiveness.
4. Define and describe emerging modern leadership theory and practice.
5. Examine the managers or leader's roles and skills for application in contemporary organizational behavior.

### **PADM S676 – Political Leadership and Civility**

*Upon successful completion of this course, students will be able to:*

1. Describe how to analyze types and uses of political leadership and issues related to public administration.
2. Describe civility and its application in governance and public administration.
3. Analyze the impact of civility in the context of American democracy and its importance in political campaign communication strategies.
4. Interpret and explain different types of leadership and incivility concepts.
5. Discuss public administration values and ethical standards and describe how they affect your practice.

### **PADM S688 – Program Evaluation**

*Upon successful completion of this course, students will be able to:*

1. Understand what makes an effective performance measure.
2. Understand legal foundations of performance measures.
3. Be able to construct effective performance measures.
4. Know how to carry out an effective program evaluation.
5. Understand the political dimension of program evaluation.

6. Understand how evaluations are/can be used.
7. Be able to effectively communicate results.

**PADM S690 – Public Administration Capstone**

*Upon successful completion of this course, students will be able to:*

1. Constitutional and Legal Framework
2. Federalism and Intergovernmental Relations
3. Political Environment, Democracy and Citizen Participation
4. Organizational Theory, Structure and Change
5. Organizational Behavior, Motivation and Leadership
6. Human Resource Management
7. Budget and Financial Management
8. Economics of Public Policy, Policy Analysis and Decision Making
9. Legal and Professional Ethics
10. Research, Program Evaluation and Performance Measures