

GOVERNMENT ADMINISTRATION

(AS) {GAFL}

514. Encouraging Economic Growth. Online course fee of \$150

This course is a hybrid and meets on-campus four times during the semester on the following Fridays and Saturdays: Sep 11, 12; Oct 16, 17; Nov 13, 14; Dec 4, 5

524. Planning for Performance. (L) Bury, Betsy. Meets on campus 3 times per semester. On-campus meetings are as follows for Summer 2015 11-week session: May 8-9, June 12-13, and July 10-11. Online course fee of \$150.

Students will learn the basics of strategic planning and performance management, the argument made for and against using these tools in the public sector context, and, ultimately, to develop their own philosophy about how to affect organizational change.

526. Municipal Bonds. (A) Steven Genyk.

The course provides a comprehensive overview of the \$3.7 trillion municipal bond market, with a focus on public finance investment banking; capital project financing for state and local governments including water, sewer, mass transit and road projects, and non-profit financing for educational and healthcare institutions; the legal and regulatory framework governing the municipal bonds market; rating agency analysis; quantitative modeling; and investor perspectives.

529. Nonprofit Financial Management. (B) Rosenzweig, Janet.

The course is designed to provide the student with an understanding of the primary financial management issues and decisions that confront senior management in nonprofits and government. Students will examine financial analysis techniques from both a practical and strategic perspective as they examine operating and capital decisions. The objective of the course is to allow the student to understand how managers integrate the various discrete financial decisions within a broader framework that allows them to analyze, develop and execute a coherent overall financial strategy.

SM 531. Data Science for Public Policy. (A) Nelson Lim.

534. Infrastructure Investment and Economic Growth: Why, How, and When. (B) Angelides.

Infrastructure is widely acknowledged to be critical for economic success, and infrastructure investments are promoted as leading to economic growth, either at the local or national level. Yet, investments in telecommunications, transportation, energy, or other infrastructure do not always yield the hoped public benefit. This course will help answer the question: Under what circumstances does infrastructure investment contribute to economic growth, and how do we know? Because government resources are limited, advocates often must be creative to find sufficient funding to get desirable projects completed. This course will also help answer the question: How do we pay for the infrastructure projects we want to build? The course will illustrate approaches to answering these questions using case studies of past and proposed investments.

542. (CPLN642) DOWNTOWN DEVELOPMENT. (A)

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SM 546. Social Enterprise Models and Social Impact Locally and Globally. (B) Hansen-Turton, Tine; Torres, Nicholas.

If you believe in finding innovative ways to make a difference and solve social issues locally and globally, you will benefit from the Social Enterprise and Impact Locally and Globally Course (Social Enterprise). Social Enterprise Enterprise is designed for those who have a practitioner's interest in the development, leadership, and management of the evolving nonprofit sector and their intersection with the socially conscious private sector and government. The course takes the student through the process of developing a mock social enterprise including idea exploration, testing and plan execution and provides the student with essential strategies and tools to conduct in-depth analysis of a social enterprise leading to their application to a regional social enterprise.

This course fulfills an elective for the MPA and the Certificate in Nonprofit Administration.

548. Grant Writing. Colleen Terrell. In Summer 2016 ONLY This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional \$150 online course fee.

This course will provide students with the role of the foundation in philanthropy, what it does, how it does it, and what you need to know to be both an effective foundation manager and foundation grant seeker. From the foundation side, the course will include strategic planning, assessment of project results, and the responsibilities of the foundation grant program officer. From the grant seeker side, it will include identifying the appropriate foundations, making the connection to the foundation, grant writing, and relationship management.

Summer 2016 On-Campus Meetings: 9:30am-1:00pm Fridays and Saturdays May 20-1, June 24-5, and July 22-3

549. Leading Nonprofits.

This course will provide an analysis of the nonprofit sector in relation to public and for-profit organizations, focusing on building the six core organizational competencies that are essential to a successful nonprofit.

SM 555. (DYNM655) Using the Political Process to Effect Organizational Change. (B)
Prerequisite(s): Course permits must be requested at <https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit>. For additional information, please see our website at: <http://www.organizationaldynamics.upenn.edu>

599. INDEPENDENT STUDY.

640. Program Evaluations and Data Analysis. (B) Lim, Nelson. This course is a requirement for MPA full-time students who started in Fall 2015 or later. It is an elective for MPA full-time students who started Fall 2014 or earlier.

714. ENCOURAGING ECON GROWTH.

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733. Public Management (MPA Executive Section). (B) Jones, Darrell D.. This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional \$150 online course fee.

Overview--Public managers must have technical expertise in planning, staffing, and budgeting; however, technical skills alone are not sufficient to become an effective public manager. You must understand the socio-political context of your organization and your success will be dependent on your ability to analyze policy options and persuade stakeholders and supervisors, through effective communications, to pursue the policy options you recommend. Public managers in the 21st century must also understand the ever increasing diversity of their constituents and stakeholders. Economic globalization and international migration continue to increase the racial and ethnic diversity of our workforce. Diversity begets complexity and tension. Effective public managers must learn to lead inclusive organizations that leverage diversity and defuse tensions among heterogeneous constituents and stakeholders. Learning objectives The goal for this class is to expand your knowledge about public management, both as a profession and as a field of study.

At the end of this course, you will understand key competencies of an effective public manager, demonstrate your understanding through class discussions, weekly reading notes, a group case study analysis and presentation, and a policy memo that analyzes management dilemmas and proposes responses. To accomplish this goal, we will go beyond passive learning from classroom lectures. We will have a few guest speakers whose expertise will complement readings. We expect you to be prepared and to participate in classroom discussions, engage practicing public administrators and accomplished researchers in seminars/workshops, and learn to draft policy briefs and policy memos completing scenario-based assignments.

On-campus meetings for Fall 2016 will be from 9:30am-1pm on Friday and Saturday on these dates: September 9, 10; October 14, 15; November 18, 19; and December 2, 3.

SM 799. MPA Capstone. (C) Nelson Lim--MPA Full-Time Format; Claire Robertson-Kraft--MPA Exec Format. This course has two parts--the seminar, which has a regularly scheduled meeting, and the 'independent study,' which does not have a meeting pattern but is a means of assigning a capstone advisor individually to each enrolled student. Students taking the capstone should put in a request for the seminar and the independent study placeholder. Individual independent study sections will be assigned after the start of the term by the department. Any questions can be directed to Kathryn Brossa at brossak@sas.upenn.edu NOTE: Capstone offered in the Summer term is a "hybrid" course.

The completion of a capstone projects is one of the academic requirements for the Master of Public Administration (MPA) at the University of Pennsylvania's Fels Institute of Government. The capstone project represents a way for graduate students to apply their multi-disciplinary learning from the program to a specific public administration challenge(s) or issue(s). To successfully complete a capstone project, a student must receive a passing grade for his or her capstone paper and associated briefing.

The student's capstone paper resembles a policy memo that an administrative staff writes to decision makers and stakeholders. The paper integrates and deepens the student's learning from the program. More importantly, the capstone paper provides a way for a student to bring her/his learning and knowledge from the program back into her/his chosen career. The research focus should be one that is of great interest to the student as well as one from which a potential organization will benefit.

Summer 2016 On-Campus Meetings: 2:00pm-5:30pm Fridays and Saturdays May 20-1, June 24-5, and July 22-3

This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional \$150 online course fee.

Undergraduate Courses

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612. Quantitative Methods for Policy Analysis. (B) Robertson-Kraft, Claire. This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. Weekends vary by term. Please read the course description for further information.

This course will help students learn how to make evidence-based decisions in a public sector context. The course will introduce important data analysis skills and help students evaluate the quality of studies undertaken to measure the impact of public policies and programs.

On-campus meetings for Spring 2016 will be on Fridays from 9:30am-1pm on Jan. 15, Feb. 12, Mar. 18, and Apr. 15 and on Saturdays from 2-5:30pm on Jan 16, Feb. 13, Mar. 19, and Apr. 16. The class will meet online weekly on Mondays 6-7pm.

SM 138. (PSCI138) Policymaking in the US. (M) Martinez.

This course is an opportunity for students to combine the major theoretical perspectives on the policy process with the practical application to current policy issues. Students will gain theoretical tools to explain policy change, a comprehensive understanding of the actors that influence policymaking and politics, and experience writing policy documents. The course is designed to complement an internship in the public policy arena, providing context and background that will enrich the internship experience. The course can be taken either before or after completion of an internship.

641. Program Evaluations & Data Analysis--Hybrid Format. (L) John Roman. This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional \$150 online course fee.

Summer 2016 On-Campus Meetings: 2:00pm-5:30pm Fridays and Saturdays May 20-1, June 24-5, and July 22-3

Core Courses

589. Policy Development. (A) Martinez.

This course examines the policy development process including: the interaction of branches of government; policy analysis; information; constituencies; and management of a policy development office. The objective of this course is to provide an understanding of the development of government policy, both at the macro level and from the viewpoint of persons who are in supporting roles to the major actors in the process. The formula employed to achieve this objective consists of a combination of readings, lectures, discussions, and activities that are designed to blend conceptual and practical skills.

621. Public Economics. (A) Sieg, Holger Wolfgang.

This course provides students with the knowledge required to understand government operations in relation to the market economy. In theory of supply and demand, students explore the pricing mechanism, price elasticity, and the effects of price controls on markets. Efficiency is examined in connection with competition and again in connection with equity, and market failure is considered as a reason for government intervention. Cost-benefit analysis is examined in the context of selecting among public investment alternatives. The course also assists students in addressing issues connected with local public goods and economic development.

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631. Policy Making & Public Institutions. (B) Meredith, Marc. This course is a core requirement for the full-time MPA program at the Fels Institute of Government. Permits will not be issued to non-Fels students.

This course introduces students to the theories and practice of the policy-making process. There are four primary learning objectives. First, understanding how the structure of political institutions matter for the policies that they produce. Second, recognizing the constraints that policy makers face when making decisions on behalf of the public. Third, identifying the strategies that can be used to overcome these constraints. Fourth, knowing the toolbox that is available to participants in the policy-making process to help get their preferred strategies implemented. While our focus will primarily be on American political institutions, many of the ideas and topics discussed in the class apply broadly to other democratic systems of government. The class will be a mix of lecture and cases. Cases are on a diverse set of policy topics, with a goal of illustrating broad themes about the policy-making process rather than the specifics of certain policy areas.

703. (CRIM535) Statistics for Public Leadership. (A) Owens/Perrins.

This course presents students with statistical tools for government and public policy evaluation. The foundations of statistical description and inference are emphasized, and the course builds the skills students need to become critical consumers of statistical information. An integrated laboratory component provides training in the use of general statistical software.

SM 732. Public Management. (D) DiIulio/Mulhern.

This core MPA course is intended to help each student to learn more than he or she already knows about public management both as a profession and as a field of academic study and to enjoy the company of supportive peers, instructors, and special guests as he or she contemplates a post-MPA career in governance.

This course satisfies a core requirement in the Master of Public Administration full-time program.

735. Performance Management. (D) Botwinik/Golda.

How can leaders manage performance and make decisions that lead to desired outcomes such as less crime, better education, or lower unit costs? This course examines the various ways that public sector organizations can use data to plan strategically, manage risk, and monitor performance. Students will learn about the theory behind performance measurement and risk management, as well as the benefits, challenges, and limitations of performance management.

Representative Electives

SM 517. Quantitative Tools for Consulting. Lee Young Huang.

The purpose of the course is to study the theory and application of certain, key quantitative methods utilized in financial and fiscal decision-making in state and local governments: defining and measuring efficiency and equity; statistical analysis, multivariate analysis, linear and multiple regression; inter-temporal decision-making; and cost-benefit analysis. Primary emphasis will be on understanding the context and quantitative basics of these methods to prepare students for effective careers in state and local governments. Each student should have a basic understanding of market economics, the roles of government in our market economy, accounting/budgeting basics, and the Philadelphia metro area economy and government.

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502. Public Communications. (C) Benedict (Fall & Spring); Besnoff (Summer). This course has seats reserved for Fels' students and gives priority to grad students. Post-bacc students, contact Kathryn Brossa (brossak@sas.upenn.edu)

Successful leaders must be able to convey their integrity and their ideas, their vision and their values clearly and convincingly in public settings. By analyzing great political speeches and affording students the opportunity to prepare and deliver different types of speeches, this course teaches the fundamentals of persuasive public speaking while encouraging students to develop their own voice. This is a performance course. Students will gain skill and confidence in their speech writing and public speaking skills through practice, peer feedback, and extensive professional coaching. Class lectures and discussions will focus on persuasive strategies and techniques for handling community meetings, Q and A sessions, and interactions with the media.

503. Speech Writing. (B) Benedict.

Leaders need to know how to express themselves with clarity and conviction--in a meeting with five people or in a public forum with five hundred. Whether you're writing for yourself or someone else, this course will provide the basics of speech writing and give you the opportunity to write, revise and deliver a variety of different speeches. You will also be given the opportunity to answer audience questions after your speeches. The emphasis will be on preparing and giving longer speeches where a prepared text or speaking notes would be advisable. In this performance course, you will examine and learn from great speeches--from the classics down to the present. Your speeches will be videotaped and you will receive feedback from both the instructor as well as your peers.

515. Public Finance Investment Banking. (B) Matteo.

This course examines the field of public finance in theory and in practice. The purpose of the course is to provide a detailed understanding of the many facets of and applications of finance in the public sector with a focus on public finance investment banking. The course will provide students with a broad-based and technical overview of public finance and municipal bonds as well as a thorough understanding of the business of public finance.

520. Marketing & Fundraising for Non-Profit Organizations. (A) Hugg. This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. Weekends for Fall 2016 will be September 09,10; October 14,15; November 18,19; and December 2,3. Meeting times for these weekends will be 2-5:30pm. N.B., there is an additional \$150 online-course fee.

Fundraising and marketing are complementary tools for building revenue streams and fulfilling the program objectives of nearly every nonprofit organization. This course develops students' ability to market a nonprofit to mission recipients and prospective donors and to solicit funds from individuals and organizations.

Through lectures, readings, discussions, and assignments, students are actively engaged in learning how to help an organization achieve its mission and objectives. This includes but is not limited to the assessing an organization's marketing and fundraising capabilities; identifying, segmenting, and creating relationships with target markets and donors; building infrastructure to properly seek and steward gifts; using technology to fulfill marketing and fundraising objectives; and focusing on fundraising and marketing methods such as social media, direct response, events, major gifts, planned giving, and others.

This course emphasizes applications. Each student will complete a fundraising and/or marketing plan for a specific organization of their choosing, the structure of which will be derived from the term's assignments.

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528. Marketing for Nonprofit Organizations. (A) Hugg.

This course provides students with the concepts and tools to help nonprofit and government organizations market their programs and services. The course emphasizes applications, and students will complete a marketing plan during the course for a nonprofit organization or government agency of their choice. Students will learn how to conduct competitive analyses, benchmarking, market segmentation and client needs; explore opportunities for social research on client needs; explore opportunities for social entrepreneurship and product development; and design effective Web and direct marketing tactics as part of an overall promotion and packaging strategy.

SM 530. (PSCI413) Evidence Based Policies of Economic and Political Development. (B)

532. Urban Government in Action. (A) Kenney.

This class explores how city administrators and legislatures have addressed the critical issues facing urban America today, including fighting urban blight and transforming neighborhoods, public school funding, public financing of sports stadiums, reducing the tax burden, public health issues like smoking bans, legislative redistricting, crime and safety issues, campaign finance reform, economic development issues like tax increment financing, race relations, welfare reform, public transportation, and how to reverse job and population losses. The goal is to place in context the various ways that elected officials approach complex issues, towards a more realistic understanding of how to influence a proposal as it works its way through the process towards implementation.

642. (CPLN642) Downtown Development. (A) Levy.

The course will provide an overview of the changing role of downtowns and commercial centers, how and why they have evolved, diversified and been redeveloped and who are the various public and private actors that are helping them reposition themselves in a new regional and global context. There will be a strong focus on implementation, on how things get done, on the role of business improvement districts, not-for-profit development corporations and local government in the United States, Canada and a few international cities.

551. (WSTD551) Lobbying. (M)

In a system of representative government, organizations and individuals with interests at stake often seek the support of a government relations professional. This course addresses government relations from the varying perspectives of the current or aspiring professional, the client, and the government official. It is designed to provide the students with an introduction to government affairs and lobbying at the local, state, and federal levels of government and to illustrate how lobbying and the lobbyists shape and affect public policy. The course is not designed as a how-to in lobbying, but, rather, it is designed to expose students to lobbying and, more importantly, the lobbying process. To that end, students will draw on many disciplines, such as psychology, law, history, political science, urban affairs, economics, foreign policy, domestic policy, and others, to understand the complex mosaic of the lobbying and legislative processes.

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561. Media Relations. (C) Frank Igwe. This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional \$150 online course fee.

This course is designed to help you better understand the role and practice of media relations and messaging in corporate, non-profit, and government organizations in this new media era. You will learn how to research media and reporters, develop messages, build strategic media plans, generate media coverage, serve as spokespeople, handle crisis situations, and use new media strategies. You will hear from public relations professionals on such topics as working with reporters, developing PR campaigns, and creating effective web outreach programs. Class discussions, reading assignments, research and writing projects, group projects, and case studies offer an engaging and interactive learning environment to expand and apply your knowledge of media relations and messaging.

Summer 2016 On-Campus Meetings: 9:30am-1:00pm Fridays and Saturdays May 20-1, June 24-5, and July 22-3

569. (CPLN625, URBS451) The Politics of Housing and Urban Development. (A) Kromer.

This course offers an exploration of how legislative action, government policymaking, and citizen advocacy influence plans for the investment of public capital in distressed urban neighborhoods. Course topics this semester will include an evaluation of the results of City of Philadelphia development policies under the administration of Mayor Michael A. Nutter, an assessment of a large-scale property acquisition and development strategy being implemented by the Philadelphia Housing Authority in North Philadelphia, and a review of recent and current reinvestment plans for Camden's waterfront and downtown-area neighborhoods.

651. Public Financial Management I & II: Budgeting & Accounting. (B) Olanipekun-Lewis, Folasade & Allewa, Jennifer. This course has two units of 7 weeks each. Students must register for both sections of the course.

This course will introduce students to the fundamentals of budgeting and accounting for government and nonprofit managers. The course is divided into two units. The first unit covers budgeting concepts and skills, culminating in a real-world budgeting simulation. The second unit will cover basic accounting principles and financial statement literacy, so that students are able to evaluate the fiscal health of public sector organizations. The unit culminates with a final project requiring students to analyze the City of Philadelphia's CAFR (Comprehensive Annual Financial Report).

The first unit runs from January 15 through February 26. The second unit runs from February 29 through April 27 with no class the week of March 9 in observance of Spring break.

This course satisfies a core requirement in the Master of Public Administration, Certificate in Public Finance, and Certificate in Economic Development and Growth.

652. Financial Management of Public and Nonprofit Organizations. (B) Cho, Michelle. This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional \$150 online course fee.

This course provides students with a foundation in public and nonprofit financial management vocabulary, analytic tools, and analysis placed within the context of decision challenges that confront managers and leaders of public and nonprofit organizations. This is not an accounting course; students will not be creating financial reports. Instead, the goal is to allow students to interpret, understand, and effectively analyze financial information and reports used to make decisions in public and nonprofit organizations. Ultimately, the course attempts to allow the student to understand how various discrete financial information and financial decisions are integrated within a broader framework that is used to develop and execute a coherent financial strategy.

On-campus meetings for Spring 2016 are from 2:00pm-5:30pm on the following days: January 15, 16; February 12, 13; March 18, 19; and April 15, 16.

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710. Negotiations. (C) This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. Weekends vary by term. There is a \$150 online course fee.

On-campus meetings for Fall 2015 will be held on Fridays and Saturdays, on the following dates: Sep 9, 10; Oct 14, 15; Nov 18, 19; Dec 2, 3. On these dates, the course will meet from 9:30am-1pm. The course will meet synchronously, online every Tuesday night from 8-9pm.

727. Managing Public Funds: The Treasury Function. (A) Olanipekun-Lewis.

This course will focus on the theory and practice of managing public sector investment assets. The course will examine cash management, pension fund management, project and construction fund investment vehicles, longer-term asset management and other aspects of treasury management.

713. Entrepreneurship and Economic Development. (B) Thornburgh.

This course analyzes and challenges strategies for encouraging economic growth nationally and in states and metropolitan areas, with the goal of helping students become effective practitioners of the art. After reviewing key concepts and context, the course will ask students to evaluate and make choices about economic strategies and investments in a political context.

SM 719. Advanced Budgeting. (A) Nadol and Westerman.

The course will build on the fundamentals taught in the introductory budgeting unit to help build students' competence in budgetary analysis. Using detailed data from a major city as a course-long case study, and incorporating excel skill-building exercises, students will develop hands-on understanding of budgets by working through such factors as economic drivers of fiscal performance, revenue analysis and forecasting, including tax policy considerations; expenditure analysis and projection, with an emphasis on workforce costs; and capital budgeting and financing. Students will also be introduced to key fiscal policies, budget monitoring and performance measurement, and the development of effective budget communications for various audiences.

720. Critical Issues in Public Finance. (C) This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional \$150 online course fee.

This course will consider contemporary issues affecting the fiscal state of local governments. Covered will be issues that have distressed municipalities; the policies/initiatives that seek to rectify such, including: privatization/public private partnerships, reformation of municipal pensions, sustainable education funding alternatives; and tax policies aimed at promoting economic growth. Students will be assigned to a team, which will identify and provide a solution for an issue or issues plaguing a fictional government. Each team will prepare a written report and make a presentation, all of which will constitute the final project. Assignments will serve as the building blocks for the final written product and presentation developed by each team.

The class is divided into four modules. The first module will take a historical look at events behind fiscal distress in municipalities and then explore current day drivers that are causing the same today. Modules two, three, and four will examine some of the tools that have been used successfully, or otherwise, to remediate the drivers of fiscal distress. In each module, case studies will be used to further analyze the particular fiscal challenge of a municipality. Written assignments will be based on case studies.

On-campus meetings for Spring 2016 will be from 2-5:30pm on Friday and Saturday on these dates: January 15, 16; February 12, 13; March 18, 19; and April 15, 16. The course will meet in DRL 3W2.

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761. Lobbying. (A) Weinberg and Nixon.

In a system of representative government, organizations and individuals with interests at stake often seek the support of a government relations professional. This course addresses government relations from the varying perspectives of the current or aspiring professional, the client, and the government official. It is designed to provide the students with an introduction to government affairs and lobbying at the local, state and federal levels of government and to illustrate how lobbying and the lobbyists shape and affect public policy. The course is not designed as a how to in lobby ing, but rather it is designed to expose students to lobbying and more importantly, the lobbying process. To that end, students will draw on many disciplines such as psychology, law, history, political science, urban affairs, economics, foreign policy, domestic policy and others, to understand the complex mosaic of the lobbying and legislative process.

792. Contracting for Public Services. (B) Nadol and Neiderman.

This course examines how different strategies of ownership affect the performance of programs. This course explores the different forms of privatization, including asset sales, deregulation, and public sector contracting; ownership and managerial behavior; state-owned enterprises and mixed-ownership enterprises; US and overseas experience; and techniques and politics of privatization.