PA 1000 INTRODUCTION TO AVIATION & AEROSPACE (3 credits)
This course provides a broad understanding of all aspects of the air transportation and aerospace industries. Lectures will cover what has happened in the industry to date, with emphasis on present and future developments in air transportation. The course will include the impact the airline industry is making on airports and other segments of aviation and aerospace.

PA 1010 INTRODUCTION TO URBAN STUDIES (3 credits)
Introduction to history, concepts, development and literature of urbanism. An interdisciplinary examination of issues confronting contemporary urban society and how various academic disciplines relate to those issues. (Cross-listed with UBNS 1010).

PA 2000 LEADERSHIP & ADMINISTRATION (3 credits)
This course is designed to offer students the opportunity to increase their leadership skills by providing them with a series of competency-based seminars/workshops on the characteristics and tasks in which leaders are engaged.

PA 2020 AIRLINE OPERATIONS (3 credits)
This course provides students the opportunity to discuss operational issues and examples of techniques used in airlines and corporate flight organizations. Aviation industry representatives will make presentations in selected classes. Topics will include deregulation, airports, airline operations, scheduling, airline aircraft procurement, capability and congestion, economic impact, revenue passenger miles and seat capacity.

PA 2050 INTRODUCTION TO AIRPORT ADMINISTRATION (3 credits)
This course examines airport operations, safety and security, various administrative roles within the airport community, and the impact airports can have on local and regional economies. Students will explore the unique role public airports play as an interface between the traveling public and private airlines.

PA 2170 INTRODUCTION TO PUBLIC ADMINISTRATION (3 credits)
A study of governmental administration and its involvement in the social and economic problems of American democracy. It includes but is not limited to the organizational, financial, personnel and planning problems and administrative relations with legislatures, political parties, chief executives and the courts.

PA 3000 APPLIED STATISTICS AND DATA PROCESSING IN PUBLIC SECTOR (3 credits)
A course in the basic statistics of social work. The emphasis is on exploration of data processing and techniques as they relate to statistical analysis and on understanding the proper application of statistics. (Cross-listed with CRCJ 3000, SOWK 3000).
Prerequisite(s)/Corequisite(s): MATH 1310 or MATH 1220 or permission of the School.

PA 3090 AIRPORT ADMINISTRATION AND PLANNING (3 credits)
This course examines airports as individual organizations and as components in the larger air transport system. Students will explore various aspects of airport planning, design, and development. Special attention is given to the issue of airport and system capacity and the role that airports play in the provision of air travel services.
Prerequisite(s)/Corequisite(s): AVN 2050

PA 3180 ELEMENTS OF PUBLIC MANAGEMENT (3 credits)
This course is designed to provide a general and summary introduction of key aspects of public management. It will emphasize field and simulated problems as well as text and specialized readings.
Prerequisite(s)/Corequisite(s): PA 2170

PA 3200 PROGRAM PLANNING AND EVALUATION (3 credits)
Research, program design, and evaluation are critical functions in the non-profit sector. Leaders and managers of non-profit organizations are continually challenged to monitor community needs, select and develop services and programs that respond to those needs, and to evaluate and modify the services they provide. This recurrent process is the foundation of quality non-profit programs. This course prepares students to undertake the research, program design and evaluation process employed in non-profit organizations.
Prerequisite(s)/Corequisite(s): PA 3000. Not open to non-degree graduate students.

PA 3500 NONPROFIT ORGANIZATIONS AND MANAGEMENT (3 credits)
This course examines airports as individual organizations and as components in the larger air transport system. Students will explore various aspects of airport planning, design, and development. Special attention is given to the issue of airport and system capacity and the role that airports play in the provision of air travel services.

PA 3600 PERSONNEL AND VOLUNTEER MANAGEMENT IN NONPROFITS (3 credits)
This is a required course for students in the Bachelor of General Studies Nonprofit Administration concentration. It examines the managerial practices and problems in recruiting, hiring and other staffing issues within nonprofit organizations. It also addresses issues of personnel leadership, accountability, and performance associated with working with volunteers.
Prerequisite(s)/Corequisite(s): PA 2170 & PA 3500 or permission from the school. Not open to non-degree graduate students.

PA 3700 FINANCIAL MANAGEMENT FOR NONPROFITS (3 credits)
This course will prepare students to oversee the financial management of nonprofit organizations by focusing on four areas: key financial concepts, financial statements presentation, accounting and reporting, and operational issues - emphasizing the links between accounting staff, program staff, fundraising staff and board of directors.
Prerequisite(s)/Corequisite(s): PA 2170 and PA 3500. Not open to non-degree graduate students.

PA 4050 GENERAL AVIATION OPERATIONS (3 credits)
Organization and operation of general aviation facilities to include administration, aircraft maintenance considerations, flight line operations, and decision making.
Prerequisite(s)/Corequisite(s): AVN 1000

PA 4100 MARKETING IN PUBLIC, NON-PROFIT AND AVIATION ORGANIZATIONS (3 credits)
This course will focus on developing a working knowledge of marketing and its component parts as they may be applied to non-profit organizations. Emphasis will be placed on understanding the marketing process and applying marketing principles to real organizational settings. (Cross-listed with PA 8106).

PA 4200 COMMUNITY ORGANIZING & SOCIAL CHANGE (3 credits)
This course will focus on various theories and applications of organizing communities and neighborhoods to effect change. Of particular interest is the role of engaging citizens in improving their communities. (Cross-listed with PA 8206).
Prerequisite(s)/Corequisite(s): Permission of instructor. Not open to non-degree graduate students.

PA 4206 INTRODUCTION TO HEALTH CARE SYSTEMS (3 credits)
This course is designed to familiarize students with the structure of the health services system in the United States. It addresses quality, access and cost of health services delivery, personnel and funding resources for providing health care, financing health care, traditional and alternative health services delivery settings, and forces that shape the current and future health care sector.
PA 4300 SEMINAR IN PUBLIC POLICY (3 credits)
A study of the economic, social and political determinants of public policy in terms of administration and decision-making and of measuring and evaluating policy impact. The course includes both study of general policy processes, and, to a lesser extent, particular policy topics.
Prerequisite(s)/Corequisite(s): PA 2170

PA 4390 PUBLIC BUDGETING (3 credits)
A study of the processes, procedures and politics of public sector budgeting.

PA 4410 PUBLIC PERSONNEL MANAGEMENT (3 credits)
A study of the personnel process in American governmental administration. The processes and problems of recruiting, structuring and operating public bureaucracies are examined as well as problems in personnel leadership, neutrality, accountability and performance.
Prerequisite(s)/Corequisite(s): PA 2170, junior.

PA 4430 MUNICIPAL ADMINISTRATION (3 credits)
The administrative structure and administrative practices of American cities covering such areas as finance, personnel, public works, public safety, health, utilities and planning. (Cross-listed with PA 8436).
Prerequisite(s)/Corequisite(s): Junior. Not open to non-degree graduate students.

PA 4440 ORGANIZATIONAL DEVELOPMENT AND CHANGE (3 credits)
The ability to lead and manage organizational change is a required competency for individuals working public sector related fields. Civic leaders, public administrators and non-profit managers must diagnose and respond to the dynamic and interconnected environment in which they work. This course prepares students to conduct the forms of analysis that organizational development and change requires.

PA 4490 PUBLIC SECTOR LABOR RELATIONS (3 credits)
This course deals with the origin, characteristics and implications of public sector employee unions and how they relate to public sector personnel practices. (Cross-listed with PA 8496).
Prerequisite(s)/Corequisite(s): Permission of advisor.

PA 4500 NONPROFIT FUNDRAISING (3 credits)
Introduces students to issues and techniques for resource development within nonprofit organizations, including fundraising, program planning and budgeting, and marketing. Intended for students who wish to understand resource development within nonprofit organizations. Required for all American Humanities students. Service learning with a nonprofit agency is an important aspect of the class.
Prerequisite(s)/Corequisite(s): PA 2170 and PA 3500

PA 4510 LONG-TERM CARE ADMINISTRATION (3 credits)
An investigation of the broad range of policy issues, theoretical concerns and practical management strategies influencing the design, organization and delivery of long-term care services. (Cross-listed with GERO 4510, GERO 8516 and PA 8516).
Prerequisite(s)/Corequisite(s): PA 2170

PA 4530 STRATEGIC PLANNING (3 credits)
The ability to lead and manage a strategic planning process is a required competency for individuals working public sector related fields. Civic leaders, public administrators and non-profit managers must diagnose and respond to the dynamic and interconnected environment in which they work. This course prepares students to conduct the forms of analysis that strategic planning requires.
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 4560 INTERGOVERNMENTAL MANAGEMENT (3 credits)
This course is for students wanting to improve their knowledge and understanding of intergovernmental relations as they impact policy and administration in the United States. (Cross-listed with PA 8566).

PA 4590 TECHNIQUES TOPICS IN NONPROFIT MANAGEMENT (1-3 credits)
A variable content course emphasizing nonprofit management techniques and topics. Topics include nonprofit leadership, board executive staff roles and relationships, personnel and volunteer management, financial management, proposal and grant writing community resources, special events planning and administration, needs assessments and legal ethical aspects. (Cross-listed with PA 8596).
Prerequisite(s)/Corequisite(s): Permission of instructor. Not open to non-degree graduate students.

PA 4600 ADMINISTRATIVE LAW (3 credits)
A review of the principal elements of the role and character of legal processes in government administration, including delegation of powers, legal forms of administrative action, liability of government units and officers and judicial review of administrative action.
Prerequisite(s)/Corequisite(s): PA 2170 and permission of instructor

PA 4610 MUNICIPAL LAW (3 credits)
This course is directed at both undergraduates and graduates who wish to have some exposure to the legal issues which affect public administrators. At the conclusion of the course, each student should have a basic understanding of municipal law which defines the parameters within which a public administrator must function, as well as other laws or legal concepts which will affect them on a day-to-day basis. Upon completion of the course, the student should be able to identify potential legal problems with their proposed action. (Cross-listed with PA 8616).

PA 4820 INTRODUCTION TO ENVIRONMENTAL LAW & REGULATIONS (3 credits)
Seminor on environmental law and regulations. Addresses federal regulations, implementing instructions, legal principles, and requirements. The major federal environmental laws, air and water quality, solid and hazardous waste, and pollution prevention and remediation are discussed. Usually offered Fall semesters. (Cross-listed with BIOL 4820, BIOL 8826, ENVN 4820, GEOG 4820, GEOG 8826, PA 8826)
Prerequisite(s)/Corequisite(s): Junior-senior and permission.

PA 4890 SPECIAL TOPICS PUBLIC ADMIN (3 credits)
A course with the purpose of acquainting the student with key issues and topics of special concern to public and non-profit management that they otherwise would not receive elsewhere. (Cross-listed with AVN 4890, AVN 8896, PA 8896)

PA 4900 SPECIAL TOPICS IN PUBLIC ADMINISTRATION (1-3 credits)
A variable content course with public administration and urban studies topics selected in accordance with student and faculty interests. Possible topics include urban homesteading, administrative federalism and economic development and the public sector. (Cross-listed with PA 8906).
Prerequisite(s)/Corequisite(s): PA 2170 and permission of instructor.

PA 4950 INTERNSHIP (3 credits)
A course designed to link theoretical concepts learned in the classroom to the practical application of "real world" situations and to familiarize students with attitudes, operations and programs of governmental units.
Prerequisite(s)/Corequisite(s): Major in public administration, senior, and permission of the school.

PA 4970 SENIOR HONORS PROJECT/THESIS (3-6 credits)
An independent research project supervised by department/school faculty. The senior honors project must be approved by the CPACS Honors Coordinator.
Prerequisite(s)/Corequisite(s): Senior in Honors Program.

PA 4980 SENIOR HONORS PROJECT/THESIS (3-6 credits)
An independent research project supervised by department/school faculty. The senior honors project must be approved by the CPACS Honors Coordinator.
Prerequisite(s)/Corequisite(s): Senior in Honors Program.
PA 4990  AIR TRANSPORTATION AND INTERMODAL SYSTEMS (3 credits)
A study of the historical development of air transportation and intermodal systems, domestic and international, and the impact of federal regulations upon this development. Topics will cover facilities, problems of commercial services, future requirements, economic and social implications. This course fulfills the Aviation Institute capstone and assessment course requirements.

Prerequisite(s)/Corequisite(s): AVN 2020, AVN 3150, and senior.