

Executive Master of Public Service (EMPS)

Courses with Descriptions

Core Courses

Foundations of Public Service

This course covers the history, contexts, and practices of public service. Students will define public service in a global context and reflect on their past and future roles as public servants. The course will explore the various roles public servants play and the various contexts in which they practice public service.

Leadership in Public Service

Leadership in public service requires strong interpersonal skills, both to direct an organization effectively and to work successfully with other individuals/organizations in the public, private and non-governmental sectors. This course provides the foundation of theory and practice of administrative leadership.

Communication Processes and Social (Ex)Change Being an effective public service professional requires having the knowledge and skills to act in situations in positive and productive ways that allow for authentic participation by those who may be affected by policies, processes and actions. This course focuses on the constitutive nature of communication to create and maintain equitable social worlds. Students will explore various theories of democracy, civic participation, and public issue and policy formation, analyze case studies to understand the complexities of creating and maintaining equitable social worlds, and engage in exercises to develop effective facilitation skills.

Legal and Ethical Issues in Public Service

Legal and ethical considerations shape every aspect of public service. This course will provide an overview of the primary ethical principles and legal concepts that pervade public service.

Field Research in Public Service

This course introduces students to the concepts and principles of field research. Topics include the key components of qualitative field research, developing a research focus and research question, conducting a literature review, gathering data and data management, conducting surveys, and analyzing data and reporting. In addition, students will receive instruction in the basics of quantitative methods, and begin learning how to report survey results.

Program Planning and Development

This course is designed to help students acquire essential competencies in program development. The course will use the "Getting to Outcomes" model to discuss the methods and techniques for developing a project/program plan. This includes a discussion of how to conduct a needs assessment, set goals for the organization,

identify best practices, assess the capacity of the organization to the planned change, measure how the planned changes fit with the environment of the organization, develop a plan for change, and assess how well the plan is likely to effect change. The course is structured to provide an interplay of instruction on methods of program development and the application of these techniques to current policy concerns.

Data Analysis

This course provides an overview of statistical methods and hands-on application of statistical tools to managerial decision-making in public service. Understanding statistical analysis and being able to work with data are important competencies of professionalism in public service. Students get hands-on experience through the use of SPSS. The fundamental approach of the course is there will be no mindless memorization of formulas and methods. Throughout the course, the emphasis will be on understanding the reasoning behind the methods and tests, the assumptions under which they are valid, and the correct interpretation of results.

Seminar in Program Evaluation

This course builds on the skills students gain in CSPA 7333 – Program Planning and Development and CSPA 7334 – Field Research in Public Service. The primary objective is for students to learn and apply tools that are frequently used to determine whether public policies and programs at local, national, and international levels are achieving their intended objectives. In this course, students learn how to use appropriate research methods to evaluate public and not-for-profit programs and entities, how to develop strategies for doing evaluation, and how to manage evaluation projects through participation in a real-world program evaluation experience.

Philanthropy Leadership and the Nonprofit Sector

Philanthropic institutions often aim giving toward major societal issues including environmental justice, quality education, race relations, immigration, health care and public health with the goal of helping individuals and communities in need. More foundations are widening their focus from just meeting needs to building sustainable local change. This course will explore community philanthropy as the giving and sharing from within communities that is characteristic of positive change and lasting development. It will examine the principles, standards and practices of community philanthropy and study the leadership role of foundations and nonprofit organizations in creating social change.

Advocacy in Public Service

This course examines the role of public discourse in constituting (molding, shaping, and even distorting) publics, public decisions, and ultimately public life. Specifically, we will consider persuasion (human communication designed to influence the autonomous judgments and actions of others) and advocacy (the use of propositions, evidence, reasons, and general rhetorical strategies to promote and advance one's public or civic interests) and their influence on democratic processes

and public policy. In this sense, we will take a broad view of what constitutes advocacy.

Organizational Case Study

In this course, students will examine a public service organization of their choice using field research methods. The examination will focus on the implications of the organization's culture on the organization's effectiveness. In particular students will consider if the culture of the organization fosters diversity, supports organizational change, makes leadership more dynamic, supports ethical work, and helps employees achieve personal growth (Driskill & Brenton, 2011). The course will also require students to examine their own leadership and how they are influencing the organizational culture through their work.

Electives

Economics for Public Service

The course is designed to provide graduate students an overview of economic perspective in the field of community development. The aim is to help students appreciate the underlying aspects of economic theory in a broad sense. Community development has a wide range of perspectives, including social, cultural, economic, political and environmental as well as historical. The class will cover historical roots, theoretical constructs and policy context of community development.