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# USC School of Policy, Planning, and Development



*The School of Policy, Planning, and Development — ranked seventh among public affairs graduate programs by U.S. News & World Report — recently created a new undergraduate degree with tracks in nonprofit management, public policy and law, sustainable planning, health management and policy, and real estate development. “SPPD undergraduates are passionate about their professional pursuits,” said David Sloane, professor and director of undergraduate programs.*

**T**he USC School of Policy, Planning, and Development (SPPD) provides a dynamic learning environment where interdisciplinary education abounds. At SPPD, students choose a program of study from the independent yet related fields of public administration, public policy, health management and policy, urban planning, real estate development and executive leadership. Students are supported by a committed faculty who contribute to the strong sense of community present in the school.

SPPD’s mission is to improve the quality of life for people and their communities, here and abroad. Faculty across all its academic programs engage in solving some of society’s most pressing issues — and challenge students to do the same. SPPD is renowned for its expertise in areas such as: sustainability and the environment, health care policy, nonprofit management, housing and real estate, transportation, infrastructure, urban development and land use, social policy, governance, civic engagement, community development, immigration and risk analysis, among others.

Defining characteristics of SPPD are the depth of its academic classroom experience *and* connecting classroom theory to professional practice through practicums, internships and laboratory work locally, nationally and around the globe. Students graduate with the knowledge, skills and experiences to lead in their chosen field of practice.

Today’s complex challenges call for leaders who are able to work across disciplines and across the public, private and nonprofit sectors to find solutions. It is for this multidisciplinary reality that SPPD prepares its students.

SPPD students go on to hold high-ranking appointments in our nation’s capital, analyze and determine public policy, design new transportation systems, and redesign city, county, state and federal governance structures — in the United States and abroad. They lead health care reform efforts and manage the delivery of our health care services. They oversee operational aspects of our airports, railroad systems and harbors. They build healthy, sustainable communities, lead major nonprofit organizations, and shape our world for the better.

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#### Administration

Jack H. Knott, Ph.D., *Dean*

Elizabeth Graddy, Ph.D.\*, *Senior Associate Dean, Faculty and Academic Affairs*

Genevieve Giuliano, Ph.D.\*, *Senior Associate Dean, Research and Technology*

Regina T. Nordahl, J.D., M.B.A., SPHR, *Associate Dean, Administration*

Carol A. Rush, M.P.A., *Associate Dean, Student Affairs*

#### Faculty

*C. Erwin and Ione L. Piper Dean's Chair*: Jack H. Knott, Ph.D.

*University Professor*: Kevin Starr, Ph.D. (History)

*Wallis Annenberg Chair in Communication Technology and Society*: Manuel Castells, Ph.D. (Communication)

*Judith & John Bedrosian Chair in Governance & Public Enterprise*: Dan Mazmanian, Ph.D.

*Blue Cross of California Chair in Health Care Finance*: Glenn A. Melnick, Ph.D.

*C.C. Crawford Professor of Management and Performance*: Anthony Bertelli, Ph.D.

*Margaret and John Ferraro Chair in Effective Local Government*: Genevieve Giuliano, Ph.D.\*

*James Irvine Chair in Urban and Regional Planning*: Tridib Banerjee, Ph.D., FAICP\*

*James Irvine Chair in Urban and Regional Planning*: Harry W. Richardson, M.A.

*Lusk Chair in Real Estate*: Richard K. Green, Ph.D. (Business)

*Jeffrey J. Miller Chair in Government, Business and the Economy*: Elizabeth Graddy, Ph.D.\*

*Emery Evans Olson Chair in Nonprofit Entrepreneurship & Public Policy*: James M. Ferris, Ph.D.

*Norman Topping/National Medical Enterprises Chair in Medicine and Public Policy*: Dana Goldman, Ph.D.

*Maria B. Crutcher Professor of Citizenship and Democratic Values*: Terry L. Cooper, Ph.D.

*Frances R. and John J. Duggan Distinguished Professor of Public Administration*: Chester A. Newland, Ph.D.\*

*William M. Keck Professor of Energy Resources*: Donald Paul, Ph.D. (Engineering and Earth Sciences)

*Presidential Professor of Health Economics*: Daniel McFadden, Ph.D.

*Provost's Professor of Business, Law and Political Economy*: Mathew McCubbins, Ph.D. (Finance and Business Economics)

*Judge Widney Professor*: Leonard D. Schaeffer

*Judge Widney Professor of Poetry and Public Culture*: Dana Gioia, M.A., M.B.A.

*Professors*: Raphael Bostic, Ph.D.; Gerald Caiden, Ph.D.\*; Ann Crigler, Ph.D. (Political Science); Elizabeth Garrett, J.D. (Law); Peter Gordon, Ph.D. (Economics); Howard Greenwald, Ph.D.; Eric Heikkila, Ph.D.; Alan Kreditor, M.C.P., AICP; Martin Krieger, Ph.D.; Jacquelyn McCroskey, Ph.D. (Social Work); James Moore II, Ph.D. (Engineering); Dowell Myers, Ph.D.; Robert C. Myrtle, D.P.A.\*; Michael Nichol, Ph.D. (Pharmacy); Harry Pachon, Ph.D.; Gary Painter, Ph.D.; Manuel Pastor, Ph.D. (Geography and American Studies and Ethnicity); Jane Pisano, Ph.D.; Jon Pynoos, Ph.D. (Gerontology); David Sloane, Ph.D.; Robert Suro (Journalism); Shui Yan Tang, Ph.D.\*; Detlof von Winterfeldt, Ph.D. (Engineering); Priscilla Wohlstetter, Ph.D. (Education)

*Associate Professors*: Darius Lakdawalla, Ph.D.; Juliet Musso, Ph.D.\*; Christian Redfearn, Ph.D.; Peter Robertson Ph.D.\*; Lisa Schweitzer, Ph.D.; Jeffrey Sellers, Ph.D., (Political Science); Kathleen Wilber, Ph.D. (Gerontology)

*Assistant Professors*: Elizabeth Currid-Halkett, Ph.D.; Nicole Esparza, Ph.D.; Mark D. Phillips, Ph.D.; Jenny Schuetz, Ph.D.; David Suarez, Ph.D.; Vivian Wu, Ph.D.

*Distinguished Fellow*: Stan Ross, Honorary J.D.

*Senior Fellows*: William B. Fulton, Ph.D.; Sherry Bebitch Jeffe, Ph.D.; Richard G. Little, AICP; Mark Pisano

*Research Professors*: Hilda Blanco, Ph.D.; Stephen Hora, D.B.A.; Donald L. Paul, Ph.D. (Engineering and Earth Sciences); Adam Rose, Ph.D.

*Research Associate Professors*: Michael Cousineau, Ph.D. (Medicine); Christopher Weare, Ph.D.

*Research Assistant Professors*: John Romley, Ph.D.; Dan Wei, Ph.D.

*Clinical Professors*: Elisabeth Kersten, M.P.A.; Leonard Mitchell, M.A., M.B.A., J.D.

*Teaching Professor*: LaVonna B. Lewis, Ph.D.

*Teaching Assistant Professors*: Elizabeth Falletta, M.R.E.D.; William Troost, Ph.D.

*Adjunct Professors*: Jonathan Brown, D.P.A.; Garrett Capune, Ph.D.; Robert Champion, M.R.E.D.; Charles Cicchetti, Ph.D.; Thomas Collins, Ed.D.; Tim Gage, M.P.P.; Patrick G. Hays, M.H.A.; Stanley Iezman, J.D.; Patrick Kapsner, M.P.A., FACMPE; Catherine Kay, J.D.; Michael Keston, M.B.A.; Dora Kingsley, D.P.A.; Allan Kotin, M.A.; Ehud Mouchly, M.A.; Ira Norris, M.B.A.; Tomson Ong, J.D., Ph.D., L.L.M.; Erroll Southers, M.P.A.; David Wilcox, M.C.P.; Henry Zaretsky, Ph.D.

*Adjunct Associate Professors*: Austin Anderson, M.B.A.; Bruce Baltin; William Barcellona, M.H.A., J.D.; Janis Breidenbach, M.A.; Ali Farahani, Ph.D.; James Fawcett, Ph.D.; Richard Garcia, D.P.A.; Guillermo Gil, M.B.A.; Daniel Haverty, D.P.A.; Lori Howard, Ph.D.; Robert Ingenito, M.A.; Bryan Jackson, J.D.; Daniel Jordan, Ph.D.; Steven Kellenberg, M.A.U.D.; Michael Kodama, M.A.; Thomas Lando, D.P.A.; Carl Meyer, M.Arch.; James Osterling, M.B.A.; Maurice Rahimi, Ph.D.; Ellen Riley, M.B.A.; Jeffrey Schaffer, M.P.A.; Susan Sinclair, M.B.A.; Jeffrey Smith, Ph.D.; Helene Smookler, Ph.D.; Robert Smythe, B.S.; Donna Staal, D.P.A.; Halil Toros, Ph.D.; Deborah Torres, M.Arch.; Clyde Wesp, M.D.; Jack Wong, M.A.; Frank Zerunyan, J.D.

*Adjunct Assistant Professors*: Deepak Bahl, M.P.L.; Michael Carter, M.P.H.; Terri Dickerhoff, M.R.E.D.; Matt Gainer, M.F.A.; Jeffrey Green, M.H.A.; Earl Greenia, Ph.D.; Richard A. Hagy, Ph.D.; Donald Morgan, Ph.D.; Mark E. Oliver, M.R.E.D.; Deike Peters, Ph.D.; Chris Van Gorder, M.P.A.; Chris Wilson, M.B.A.

*Emeritus Professors*: William C. Baer, Ph.D., AICP; Robert M. Carter, D.Crim.; T. Ross Clayton, Ph.D.; Lois Friss, Dr.P.H.; David Lopez-Lee, Ph.D.; David Mars, Ph.D.; Alexander McEachern, M.A.; E.K. Nelson, D.P.A.; William Petak, D.P.A.; Francine Rabinovitz, Ph.D., AICP; Warren Schmidt, Ph.D.; Gilbert Siegel, Ph.D.; Robert Stallings, Ph.D.; Richard A. Sundeen, Ph.D.\*; Robert E. Tranquada, M.D.; Joseph S. Wholey, Ph.D.; William J. Williams, D.P.A.

*Emeritus Associate Professors:* Wesley E. Bjur, Ph.D.; Catherine Burke, Ph.D.

\*Recipient of university-wide or school teaching award.

### Degrees Offered

The School of Policy, Planning, and Development offers the following degrees:

- Bachelor of Science in Policy, Planning and Development
- Master of Health Administration
- Executive Master of Health Administration
- Master of Science in Health Systems Management Engineering (with Industrial and Systems Engineering)
- Executive Master of Leadership
- Master of Public Policy and Management
- Master of Planning
- Master of Planning and Development Studies
- Master of Public Administration
- Master of Public Policy
- Master of Real Estate Development
- Doctor of Philosophy in Public Policy and Management
- Doctor of Philosophy in Urban Planning and Development
- Doctor of Policy, Planning, and Development

The Bachelor of Science and the school's master's degrees are also offered jointly as a progressive five-year program and the school participates in the following interdisciplinary minors:

- Children and Families in Urban America
- Construction Planning and Management
- Environmental Planning and Development
- Health Policy and Management
- International Policy and Management
- Law and Public Policy
- Nonprofits, Philanthropy and Volunteerism
- Real Estate Development
- Urban Policy and Planning

The Master of Planning is offered as a dual master's degree with programs in architecture, landscape architecture, art and curatorial practices in the public sphere, business administration, economics, gerontology, international relations, public administration, public health, public policy, real estate development and social work.

The Master of Public Administration is offered as a dual master's degree with programs in planning, gerontology, international relations, Jewish nonprofit management, law and social work.

The Master of Real Estate Development is offered as a dual degree with the Master of Business Administration, Juris Doctor and Master of Planning.

The Master of Health Administration is offered as a dual degree with the Master of Science in Gerontology.

The Master of Public Policy is offered as a dual degree with programs in law and planning.

### National Honor Societies

#### *Pi Alpha Alpha*

Pi Alpha Alpha is the national honor society for public affairs and administration. Graduate students in the School of Policy, Planning, and Development who have completed at least 18 semester units and have earned a 3.7 grade point average are eligible for membership.

#### *Pi Sigma Alpha*

Pi Sigma Alpha is the national honor society for students in public administration, political science, and international relations. Students who have completed at least three courses from among these fields and have earned at least a 3.5 grade point average are eligible to apply.

## Undergraduate Degrees

The USC School of Policy, Planning, and Development offers a suite of degrees that allow undergraduate students to gain the skills and knowledge necessary to understand complex health, environmental and urban issues, as well as to potentially enter the professional fields of health and nonprofit management, public policy, real estate development, and urban planning. Students may enroll in the Bachelor of Science in Policy, Planning, and Development, or a challenging set of minors, or possibly the very competitive progressive degrees associated with the Master of Health Administration, Master of Planning and Master of Public Administration.

### Admission

Freshman and transfer students may indicate their desire to declare policy, planning, and development as a major on their university application. Students enrolled at USC wishing to declare the major or to be admitted into the minors must be in good academic standing. Interested current USC students should contact the Admissions and Recruitment Office in RGL 111 for more information.

### Advisement

Students must discuss courses of study with the appropriate undergraduate advisors throughout their college enrollment and need to develop their own individual programs with faculty and staff advisors at the time of first enrollment and throughout their college careers.

## Bachelor of Science in Policy, Planning, and Development

The Bachelor of Science in Policy, Planning, and Development is an interdisciplinary major that prepares students for graduate study and/or professional careers by engaging them in the analysis of society's political, social and economic issues in such areas as environment, health care and urban life. The major introduces students to theoretical foundations and practical applications through a set of cross-cutting introductory courses and specialized courses in one of five tracks: health policy and management, public policy and law, nonprofits and social innovation, real estate development, or sustainable planning. Students will be introduced to analytical and research tools, including economics, Geographic Information Systems, statistics, urban design, and applied field research. Throughout, the students' education will be connected to professional practice, as exemplified by the mandatory internship. Finally, the major is structured to provide students with sufficient elective credits to explore minors or other programs at USC so they can broaden their education to better prepare themselves for the next stage of their lives.

### General Education Requirements

The university's general education program provides a coherent, integrated introduction to the breadth of knowledge you will need to consider yourself (and to be considered by other people) a generally well-educated person. This program requires six courses in different categories, plus writing and diversity requirements, which together comprise the USC Core. See pages 63 and 245 for more information.

### Major Requirements

A minimum grade of C- 1.7 (A=4.0) must be earned in each PPD course specifically listed as a degree requirement. In addition, a minimum grade point average of C (2.0) or higher must be achieved to earn all PPD degrees. The GPA for all upper division PPD courses must also be a C (2.0) or higher. No more than 16 units of PPD course work may be taken prior to the successful completion of PPD's pre-major requirements.

### Pre-major Requirements (8 units)

A minimum grade of C, 2.0 (A=4.0), must be earned in each of the pre-major courses.

All pre-major requirements must be taken for a letter grade.

### Math

MATH 117 (4)

### Economics

ECON 203 Microeconomics (4)

### General Electives (26 units\*)

### Policy, Planning, and Development Core Courses

CORE COURSES (30 UNITS)		UNITS
PPD 225	Public Policy and Management (gateway course)	4
PPD 227	Urban Planning and Development (gateway course)	4
PPD 240	Citizenship and Public Ethics	4
PPD 245	The Urban Context for Policy and Planning	4
PPD 357	Government and Business	4
PPD 301	PPD Practices: Internship Seminar	2
PPD 303	Statistics for Policy, Planning and Development	4
PPD 373	Public Policy and Planning Analysis	4

### Tracks

Students select one track for degree emphasis; they take 28 units (seven courses) from the track selected. Each track includes four required courses and three elective courses. During advisement, students will be given a list of recommended elective courses particularly appropriate for the chosen track, but students have the flexibility to craft the electives out of SPPD courses to meet their academic needs. The four requirement courses for each track are listed below.

### HEALTH POLICY AND MANAGEMENT UNITS

#### Required courses:

PPD 325	Fundamentals of Health Policy and Management	4
<i>Health Policy Focus:</i>		
PPD 314	Public Policy and Law	4
PPD 315	Analytical Foundations for Public Policy	4
PPD 415	Health Policy	4

#### *Health Management Focus:*

PPD 320	Organizational Behavior in Public Administration	4
PPD 407	Financial Management of Public and Nonprofit Organizations	4
PPD 413	Administration of Health Care Organizations	4

### Electives (select 3):

#### *Health Policy Focus:*

GERO 416	Health Issues in Adulthood	4
HP 408	Environmental Health in the Community	4
HP 412	Health Promotion and Prevention Policy	4
PPD 330	Introduction to Health Care Systems	4
PPD 413	Administration of Health Care Organizations	4
PPD 414	Community Health Policy and Planning	4
(Study abroad if applicable to track)		

#### *Health Management Focus:*

PPD 318	Financial Accounting in Public and Nonprofit Organizations	4
PPD 330	Introduction to Health Care Systems	4
PPD 403	Management Analysis I	4
PPD 414	Community Health Policy and Planning	4
PPD 478	Social Innovations	4
(Study abroad if applicable to track)		

### PUBLIC POLICY AND LAW UNITS

#### Required courses:

PPD 313	Finance of the Public Sector	4
PPD 314	Public Policy and Law	4
PPD 315	Analytical Foundations for Public Policy	4
POSC 340	Constitutional Law	4

#### Electives (select 3):

ECON 434	Economic Analysis of Law	4
LAW 200x	Law and Society	4
POSC 444	Civil and Political Rights and Liberties	4
PPD 342	Crime and Public Policy	4
PPD 410	Comparative Urban Development	4
PPD 415	Health Policy	4
PPD 439	Housing and Community Development	4
PPD 461	Sustainability Planning	4
PPD 478	Social Innovations	4
PPD 485	U.S. Immigration Policy and Liberties	4
Washington, D.C. Semester		
(Study abroad if applicable to track)		

**NONPROFITS AND SOCIAL INNOVATION** **UNITS**

## Required courses:

PPD 371	The Nonprofit Sector and the Public Interest	4
PPD 402	Management of Public and Nonprofit Organizations	4
PPD 407	Financial Management of Public and Nonprofit Organizations	4
PPD 478	Social Innovations	4

## Electives (select 3):

BUCO 485	Business Communication Management for Nonprofits	4
IR 371	Global Civil Society: Non-Governmental Organizations in World Politics	4
PPD 318	Financial Accounting in Public and Nonprofit Organizations	4
PPD 320	Organizational Behavior in Public Administration	4
PPD 353	Introduction to Philanthropy and Grant-Writing	4
PPD 372	Public Service in an Urban Setting	4
PPD 382	International Development	4
PPD 403	Management Analysis I	4

(Study abroad if applicable to track)

**REAL ESTATE DEVELOPMENT** **UNITS**

## Required courses:

FBE 400x	Introduction to Real Estate Finance and Development	4
PPD 362	Real Estate Fundamentals for Planning and Development	4
PPD 417	History of Planning and Development	4
PPD 437	Advanced Finance and Investment for Planning and Development	4

## Electives (select 3):

CE 460*	Construction Engineering	3
FBE 427	Real Estate Law	4
PPD 410	Comparative Urban Development	4
PPD 420	Environmental Impact Assessment	4

PPD 425	Designing Livable Communities	4
PPD 435	Analyzing Real Estate Markets for Planning and Development	4
PPD 438	Local Economic Development	4
PPD 439	Housing and Community Development	4

(Study abroad if applicable to track)

\*Students in the real estate track who select CE 460 as an elective will earn 27 units rather than 28 in the track and will require 27 units of general electives rather than 26 to reach 128 units total.

**SUSTAINABLE PLANNING** **UNITS**

## Required courses:

PPD 417	History of Planning and Development	4
PPD 420	Environmental Impact Assessment	4
PPD 427L	Geographic Information Systems and Planning Applications	4
PPD 461	Sustainability Planning	4

## Electives (select 3):

PPD 306	Visual Methods in Policy, Management, Planning and Development	4
PPD 358	Urban and Regional Economics	4
PPD 360	Urban Transportation Planning and Policy	4
PPD 362	Real Estate Fundamentals for Planning and Development	4
PPD 410	Comparative Urban Development	4
PPD 414	Community Health Policy and Planning	4
PPD 425	Designing Livable Communities	4
PPD 438	Local Economic Development	4
PPD 439	Housing and Community Development	4

(Study abroad if applicable to track)

The faculty director of the undergraduate program may approve students' petitions to substitute or mix track classes if based on an appropriate academic/career rationale.

**Capstone**

All students will take four units of a capstone experience during their senior year. This may be fulfilled by taking PPD 431L Undergraduate Policy, Planning, and Development Studies (4) or PPD 497ab Senior Thesis (2-2). Students wishing to enroll in PPD 497ab must have a 3.7 GPA in PPD courses and an overall 3.5 GPA.

**Internships**

Policy, Planning and Development majors are required to complete 140 hours of internship by enrolling in PPD 301 PPD Practices: Internship Seminar or the Washington, D.C., Semester internship. Internships are matched as closely as possible to the student's interests and skills.

PPD 301 and the internship in a position provide numerous opportunities to develop and formulate future career goals, as well as to gain personal and professional experience while completing the undergraduate degree.

**Honors**

SPPD honors are available at graduation to qualified PPD majors and result in a special designation of departmental honors on a student's transcript. Achievement of PPD honors requires a 3.7 GPA in PPD major courses and a 3.5 overall GPA as well as nomination by the professor in the capstone experience. In addition, students must earn an A in their capstone course (PPD 497ab or PPD 431).

**Washington, D.C., Semester**

The Washington, D.C., Semester program provides an intensive semester of confrontation with the political center of the nation and its complex components. The program offers opportunities for behind-the-scenes work in national government agencies and related organizations, combined with an academic environment and the chance to explore, share and learn with a group of fellow students.

## Progressive Degrees in the School of Policy, Planning, and Development

The School of Policy, Planning, and Development offers students who have demonstrated exceptional academic success the opportunity to earn both bachelor's and master's degrees in a progressive degree program. This program allows students to earn both the Bachelor of Science and a master's degree in five years. Further details about progressive degrees can be found on page 86.

**Admission**

Admission is available after the completion of 64 units of course work toward the undergraduate degree. Students must apply for admission to the progressive degree program after completing 64 units of applicable course work to their undergraduate programs, but prior to the completion of 96 units of course

work (not including AP, IB or courses taken prior to high school graduation). The application for admission to the progressive degree plan must be accompanied by a course proposal plan and two letters of recommendation with one at least from a Policy, Planning, and Development faculty.

### Awarding of Degrees

The Bachelor of Science and master's degree may be awarded separately upon completion of all degree requirements, but the master's degree will not be awarded before the bachelor's degree. Students who elect not to complete the master's, must complete 128 units to earn the bachelor's degree, including

32 units of upper division PPD course work (including any graduate PPD classes).

### Time Limits

All requirements for the progressive degree must be completed within 12 semesters. If not completed within that time, students will no longer be eligible for the master's degree but may still earn the bachelor's.

### Transfer of Credits

Graduate courses will not be accepted for transfer credit. Undergraduate classes may be transferred in accordance with university guidelines.

## Minor Programs

### Minor in Children and Families in Urban America

What's happening to children and families in urban America? Students will examine changing demographics, economics, and cultures and the challenges of building communities that support families. They will assess innovative ways to improve access to and utilization of human services, including inter-professional practice, integrated services and community-based initiatives. Analysis of current social policies and policy reform initiatives will provide a framework for students who want to help improve student outcomes for children and families.

This minor includes courses from social work, planning, psychology, communication, education and other academic areas. It requires 22 units. See the USC School of Social Work section (page 910) for course requirements.

### Minor in Construction Planning and Management

This program covers the most current theories and practice of construction planning and management. The program provides a valuable adjunct credential to professional school students pursuing careers in business administration, public administration, environmental studies, and other areas; and a unique opportunity for professional focus to students in the USC Dornsife College of Letters, Arts and Sciences.

Construction activities are complex. In contemporary society, effective planning and management of these activities requires specialized knowledge of the technical, economic and political environment. This program couples the knowledge of how construction activities are organized with a broader understanding of the urban system in which construction projects are embedded. With the exception of statistics, all of the required courses are within the Department of Civil Engineering and the School of Policy, Planning, and Development.

Any USC undergraduate who has completed the equivalent of two full-time semesters in good standing is eligible to pursue the minor program. This minor program is rigorous enough to serve as an introductory credential for students subsequently electing to pursue advanced studies in development, urban planning, construction management or allied fields.

See the Department of Civil Engineering (page 614) for course requirements.

### Minor in Health Policy and Management

This 24-unit minor in health policy and management provides students with a background in the institutions, policy and management issues in the field of health care and the skills necessary to pursue a range of health-related management and/or policy opportunities in the for-profit, nonprofit and governmental sectors. This minor is appropriate for students interested in pursuing careers in the health care field, especially students majoring in pre-health services fields, business, gerontology or the social sciences.

REQUIRED COURSES		UNITS
PPD 325*	Fundamentals of Health Policy and Management	4
PPD 330	Introduction to Health Care Systems	4
PPD 415*	Health Policy	4
ELECTIVES		UNITS
Choose three courses from one of the two tracks:		
<i>Health Issues Track</i>		
ECON 472*	Economics of Medical Care	4
GERO 416	Health Issues in Aging	4
GERO 421	Managed Care for an Aging Society	4
HP 412	Health Promotion and Prevention Policy	4

HP 420	Gender and Minority Health Issues	4
HP 422	AIDS in Society	4
PPD 414	Community Health Policy and Planning	4
SOCI 475	Medical Sociology	4

### *Health Management Track*

ECON 472*	Economics of Medical Care	4
PPD 316	Human Resource Management for Public Organizations	4
PPD 318	Financial Accounting in Public and Nonprofit Organizations	4
PPD 320	Organizational Behavior in Public Administration	4
PPD 407*	Financial Management of Public and Nonprofit Organizations	4
PPD 413	Administration of Health Care Organizations	4

\*Prerequisite required

### Minor in International Policy and Management

The minor in international policy and management brings together courses from the School of International Relations, dealing with the new global challenges, specific regions of the world, and international organizations and policies, and the School of Policy, Planning, and Development, dealing with core management skills and public policy processes. Students will examine the changes and challenges which are transforming the world, and the policy and management skills used to deal with them. To increase their understanding of the context and application of these concepts, students must complete a semester-long internship either in Washington, D.C. (through participation in the Washington, D.C. semester program) or in Los Angeles with an organization that has an international focus.

Students minoring in international policy and management take three courses in international relations, including the gateway course, IR 305 Managing New Global Challenges; three courses in public policy and management; and an approved internship through the School of International Relations (IR 491 Field Study). For additional course information, see International Relations (page 374).

**Minor in Law and Public Policy**

The minor in law and public policy draws upon four fields of study: public policy and management, law, economics and political science. It provides students with an understanding of the political and economic contexts in which laws are made as well as how legal institutions shape policy formulation. Students learn to analyze the consequences of policy and alternatives; the roles played by government, business and nonprofit organizations in public decision making; and the legal bases for various areas of public policy.

Students minoring in law and public policy take six required courses, including the gateway class, PPD 225 Public Policy and Management, and one elective. The latter enables the student to focus on a specific area of law.

REQUIRED COURSES	UNITS
ECON 203 Principles of Microeconomics	4
LAW 200x Law and Society	4
POSC 340 Constitutional Law	4
PPD 225 Public Policy and Management	4
PPD 303 Statistics for Policy, Planning, and Development	4
PPD 373* Public Policy and Planning Analysis	4
And one of the following:	
ECON 434 Economic Analysis of Law	4
FBE 403 Introduction to the Legal Environment of Business	4
POSC 345 International Law	4
POSC 347 Environmental Law	4
POSC 432 The Politics of Local Criminal Justice	4
POSC 440 Comparative Law and the Judicial Process	4
POSC 441 Cultural Diversity and the Law	4
POSC 444 Civil and Political Rights and Liberties	4
POSC 452 Critical Issues in Law and Public Policy	4
PPD 314* Public Policy and Law	4
PPD 315* Analytic Foundations for Public Policy	4

\*Prerequisite required

**Minor in Nonprofits, Philanthropy and Volunteerism**

This four-course minor enables students to learn about the nonprofit sector – its organizations, philanthropy and voluntary action. The three course core provides: (1) an overview of the nonprofit sector and philanthropy and its role in the United States, including its historical and theoretical foundations, its various components and its relation to public policy; (2) a focus on voluntary action and service as one means for social change and problem-solving; and (3) insights into the management of nonprofit organizations. Students select an elective that extends their understanding to the role of nongovernmental organizations in international affairs or to the role of public relations for nonprofits.

This minor is intended for students who plan (1) to work in a nonprofit or charitable organization, whether it is a large organization such as United Way, a small social service agency, an environmental advocacy group, a museum or a religious organization, (2) to participate with nonprofits as a volunteer throughout their lives or (3) pursue further graduate work in a service-related profession.

REQUIRED COURSES	UNITS
PPD 371 The Nonprofit Sector and the Public Interest	4
PPD 402 Management of Public and Nonprofit Organizations	4
PPD 478 Social Innovations	4
Electives (select one)	
BUCO 485 Business Communication Management for Nonprofits	4
JOUR 455* Public Relations for Non-Profit Organizations	4
IR 371 Global Civil Society: Non-Governmental Organizations in World Politics	4
PPD 318 Financial Accounting in Public and Nonprofit Organizations	4
PPD 320 Organizational Behavior in Public Administration	4
PPD 353 Introduction to Philanthropy and Grant Writing	4
PPD 372 Public Service in an Urban Setting	4
PPD 382 International Development	4
PPD 403 Management Analysis I	4

\*Prerequisite: JOUR 350

**Minor in Real Estate Development**

This minor provides students with an overview of the field of real estate development – its principles, market analysis, finance and history, as well as the opportunity to pursue more specialized interests and skills through a set of electives (including courses in architecture, civil engineering and business). It is a 23-24 unit minor, requiring four core courses and two electives. The minor is intended for any students with interests in careers in real estate development or other areas that might be related to real estate development, such as local government, non-profit housing and land use enterprises, urban economics, public-private partnerships or related entrepreneurial ventures.

REQUIRED COURSES	UNITS
FBE 400x Introduction to Real Estate Finance and Development	4
PPD 362 Real Estate Fundamentals for Planning and Development	4
PPD 417 History of Planning and Development	4
PPD 437* Advanced Finance and Investment for Planning and Development	4
Electives (select two):	
CE 460** Construction Engineering	3
FBE 427 Real Estate Law	4
PPD 410 Comparative Urban Development	4
PPD 420 Environmental Impact Assessment	4
PPD 425 Designing Livable Communities	4
PPD 435 Analyzing Real Estate Markets for Planning and Development	4
PPD 438 Local Economic Development	4
PPD 439 Housing and Community Development	4
PPD 461 Sustainability Planning	4
23-24	

\*Prerequisite: MATH 117 and PPD 362

\*\*7 units if CE 460 is selected

**Minor in Urban Policy and Planning**

The 28-unit minor in Urban Policy and Planning focuses on the application of public policy, urban planning and public management to the analysis and solution of urban problems. It draws upon the interdisciplinary faculty and programs of the School of Policy, Planning, and Development and includes foundational courses that introduce students to the nature of urban phenomena and the analysis and solution of urban problems. The minor also introduces students to the professional and academic fields of either urban planning and development or public policy and public management. Additionally, based on their specific interests, students have the opportunity to explore in greater depth three areas and approaches of urban problem-solving. This minor is appropriate for students interested in expanding their understanding of the fields of urban planning and public policy and management as potential professional careers as well as increasing their comprehension of the analysis and solution of urban problems.

**REQUIRED COURSES (20 UNITS)**

<i>Foundational Courses (12 units)</i>		UNITS
PPD 225	Public Policy and Management	4
PPD 245	The Urban Context for Policy and Planning	4
PPD 303	Statistics for Policy, Planning, and Development	4
<i>Organizations in the Urban Context (4 units)</i>		
PPD 314*	Public Policy and Law	4

**ELECTIVE COURSES (8 UNITS)**

Students select two courses from this list. They are encouraged through advisement to consider course clusters that reflect special interests.		UNITS
PPD 315*	Analytical Foundations for Public Policy	4
PPD 342	Crime and Public Policy	4
PPD 360	Urban Transportation Planning and Policy	4

PPD 362	Real Estate Fundamentals for Planning and Development	4
PPD 371	The Nonprofit Sector and the Public Interest	4
PPD 372	Public Service in an Urban Setting	4
PPD 425	Designing Livable Communities	4
PPD 439	Housing and Community Development	4
PPD 461	Sustainability Planning	4

\*Prerequisite required

## Aerospace Studies

Physical Education Building 112  
(213) 740-2670

**Administration**

Jason Ohta, *Lieutenant Colonel, USAF*

**Faculty**

*Professor:* Jason Ohta, M.P.A. (*Lieutenant Colonel, USAF*)

*Assistant Professors:* Jorge Avila, M.S. (*Captain, USAF*); Daniel Hampton, B.A. (*Captain, USAF*)

The Department of Aerospace Studies offers a two to four-year program of instruction leading directly to commissioning as an officer in the United States Air Force. To obtain a commission, qualified students must pass an aptitude and physical fitness test and a medical examination, complete the program of instruction and concurrently receive an undergraduate or graduate degree. Credits earned in aerospace studies courses count as electives in some degree programs. Those students who qualify for and are selected to enter Air Force pilot training will be given flight instruction. Qualified applicants may compete for Air Force scholarships.

Scholarships may pay for full tuition, books and associated fees. See page 46 for additional scholarship information.

**Program Requirements***Academic Year Program*

This program consists of up to eight semesters of aerospace studies courses (AEST 100ab through AEST 400ab) plus a four-to six-week summer field training course. Students enroll in the first four semesters of aerospace studies (AEST 100ab and AEST 200ab) in the same manner as in any other course of instruction at USC. Application to enroll in the last four semesters (AEST 300ab and AEST 400ab) must be made after completion of the summer field training course. The program can be tailored for students who join after the beginning of their freshman year.

*Summer Training Courses*

Field training is offered during the summer months at selected Air Force bases throughout the United States. Students participate in four to six weeks of intensive training, normally between their sophomore and junior years.

The major areas of study in the four-week field training course include junior officer leadership training, career orientation, survival training, weapons training, base functions and Air Force environment, and physical training.

The major areas of study included in the six-week field training course are the same as those conducted at four-week field training, plus the equivalent of the AEST 100ab and AEST 200ab courses.

Additional summer training courses at locations around the world are available to interested students to help them gain knowledge of the management challenges in leadership and human relations, provide a general orientation in Air Force specialties and motivate cadets toward an Air Force career. The training opportunities vary each year but may include parachute and glider training, cultural and language immersion programs, engineering research and apprentice experience, and orientation programs related to space and other Air Force specialties.



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## Military Science

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Physical Education Building 110  
(213) 740-4026

### Administration

Robert O. Kirkland, Ph.D. (*Lieutenant Colonel, U.S. Army*)

### Faculty

*Professor/Commander:* Robert O. Kirkland, Ph.D. (*Lieutenant Colonel, U.S. Army*)

*Assistant Professor:* Heath E. Papkov, B.A. (*Captain, U.S. Army*)

The Department of Military Science provides professional training for students leading to a commission, upon graduation, in the Active Army, Army Reserve or the Army National Guard. Through the Army Reserve Officers' Training Corps Program (AROTC), scholarship benefits include full tuition, fees and book stipends. Scholarships are also available for Guaranteed Reserve Forces Duty. Military Science instruction is focused on hands-on leadership development and the practical application of military skills needed to produce America's future leaders. Additionally, military science courses count as electives in many degree programs. MS 101 and MS 102 are open to students who are not enrolled in the program, but have an interest in leadership, management, military history or military training. Enrollment in the Army ROTC program is open to qualified full-time students.

### Scholarship Program

The majority of Army ROTC cadets attend USC on Army scholarships. All Army scholarships are merit-based and are not dependent on individual financial need.

Scholarships are available for both Active Duty and Guaranteed Reserve Forces Duty. Scholarships are awarded on a competitive basis to qualified applicants for two-, three- or four-year periods depending on the applicant's academic level and program of study. Scholarship cadets receive benefits that cover full tuition, fees and a book stipend, and are available to all majors.

### Enrolled Cadets

Contracted scholarship and non-scholarship cadets can receive a monthly stipend of up to \$300-\$500 per month subsistence allowance, based on academic class. Contracted scholarship cadets receive an annual \$1,200 book allowance. All enrolled scholarship and non-scholarship cadets receive uniforms and military science textbooks from the department.

### Four-Year Program

The four-year military science curriculum is designed to be part of the student's undergraduate degree program. During the freshman and sophomore years, students receive introductory instruction in the theory of warfare, military history, military leadership and basic military skills. Cadets participate during their junior and senior years in a professional development program with instruction in leadership, management, military justice and advanced military skills.

### Three-Year Program

The three-year program is available to qualified sophomore undergraduate students. Students may compress the first two years of the ROTC program by attending two ROTC classes per semester during their sophomore year. Scholarships are available, on a competitive basis, for students with three years remaining toward the completion of their undergraduate degree. Transfer students who meet the same criteria are also eligible for scholarships. Upon acceptance, students then follow the military science program described for the four-year program.

### Two-Year Program

The two-year program is available to qualified junior and senior undergraduate students and graduate students who have two years of academic work remaining. Veterans who have achieved junior academic status and meet enrollment criteria are also eligible for this program. Students may receive credit

for the first two years of the ROTC program by attending the ROTC Leaders Training Course or by previous junior ROTC participation. Transfer students who meet the same criteria are also eligible for scholarships. Upon acceptance, students then follow the military science program described for junior and senior cadets in the four-year program.

### Field Training

Several military training programs are available to qualified cadets. A five-week paid Leaders Training Course at Fort Knox, Kentucky, qualifies students for the two-year program. All cadets attend a 32-day paid ROTC Leadership Development and Assessment Course at Fort Lewis, Washington, after their junior year. This course provides practical application of advanced military and leadership skills required for commissioning.

### Adventure Training

Qualified candidates may also receive training in Airborne school, Air Assault school (rappelling from helicopters), Cadet Troop Leadership Training (training in Army units around the world), Northern Warfare school (Arctic survival) and Mountain Warfare school.

## Naval Science

Physical Education Building 101  
(213) 740-2663

### Administration

Alvah E. Ingersoll III, M.A., M.S. (*Colonel, U.S. Marine Corps*), Commanding Officer

### Faculty

*Professor:* Alvah E. Ingersoll III, M.A., M.S. (*Colonel, U.S. Marine Corps*)

*Associate Professor:* Rommel M. Esteves, M.S.Eng. (*Commander, U.S. Navy*)

*Assistant Professors:* Scott Carr, B.S. (*Lieutenant, U.S. Navy*); M. Craig Palmer, B.S., M.S. (*Major, U.S. Marine Corps*); Tiana Tafua, B.A. (*Lieutenant, U.S. Navy*); Matthew Thatcher, B.S. (*Lieutenant, U.S. Navy*)

The Department of Naval Science provides professional training for students leading to a reserve commission, upon graduation, in the United States Navy or the United States Marine Corps. Through the Naval Reserve Officers Training Corps Program (NROTC), scholarship students receive full tuition, fees, book stipend and \$250-\$400 per month subsistence allowance. The university also provides an additional automatic scholarship of \$4,000 per year for each NROTC scholarship recipient. Non-scholarship students may apply to participate as members of the midshipman battalion with limited financial assistance, earning a reserve commission upon completion of the baccalaureate degree. Because of the rapid development of highly technical ship systems, aviation and other military equipment, science and engineering majors are highly desirable; however, Navy scholarships are currently available to students pursuing any major offered by the university, as long as they complete basic technical requirements. In addition to university requirements, midshipmen must complete 22 units of naval science courses, a physical fitness test and three summer cruises, each about four to eight weeks long. The department also conducts a sail training program for all midshipmen.

All naval science courses, from ship systems and management to naval operations and amphibious warfare, are open to students who are not in the program but have an interest in the Navy and related fields, such as engineering, navigation and naval operations, history and management.

### Program Requirements

#### *Scholarship Program*

The majority of naval science students attend the university on Navy scholarships. Scholarships are awarded primarily on a four-year basis to high school seniors selected in nationwide competition. A two-year upper division scholarship program is also available with a similar selection process to students who have not yet begun their junior year in college. Applications for both types of scholarships are due by December 1 and March 1, respectively, each year. In addition to tuition and fees, books and uniforms, students receive subsistence allowance of \$250-\$400 per month. Navy Option midshipmen starting their freshman year of college in the fall of 2010 or later will be required upon graduation to serve a minimum of five years of active military service. Additional requirements may be required for specific job assignments.

#### *College Program*

College program non-scholarship students are selected by the professor of naval science at the beginning of each academic year from among applicants of the freshman and sophomore classes. These students receive uniforms, naval science textbooks, and if selected for advanced standing, subsistence pay of \$150 per month in their junior and senior years. Upon graduation, a non-scholarship student receives a reserve commission in the U.S. Navy or U.S. Marine Corps, and serves on active duty for a minimum of three years. College Program students may be recommended for scholarship benefits based on superior academic performance and participation in NROTC.

#### *Marine Corps Option*

Highly motivated NROTC students may request designation as Marine Corps option students, and may also pursue any USC academic degree. Marine Corps option students are required to take NSC 135, NSC 137, NSC 343, NSC 392, NSC 453 and NSC 454. In addition, their final summer cruise involves intensive Marine training. Marine Corps option students also participate, on a limited basis, in field training exercises during the academic year. Marine Corps Option midshipmen will be required upon graduation to serve at least four years on active duty.

#### *Requirements for Commissioning*

Students must meet USC degree requirements in their chosen fields and complete the prescribed naval science courses. In addition, scholarship students must include in their programs MATH 125 Calculus I and MATH 126 Calculus II and PHYS 151L Fundamentals of Physics I: Mechanics and Thermodynamics and PHYS 152L Fundamentals of Physics II: Electricity and Magnetism; two courses of English, one course in American history/national security policy and one course in world cultural regional studies. College program students may take a year of both college-level algebra and physical science in lieu of the calculus and physics requirements.

## Graduate Degrees

### Admission

Applicants for admission to the Master of Health Administration; Executive Master of Health Administration; Executive Master of Leadership; Master of Planning; Master of Planning and Development Studies; Master of Public Administration; Master of Public Policy; Master of Public Policy and Management; Master of Real Estate Development; Doctor of Policy, Planning, and Development; Doctor of Philosophy in Public Policy and Management; and Doctor of Philosophy in Urban Planning and Development must have a bachelor's degree or its equivalent from an accredited educational institution. In recognition of the increasing diversity of capabilities required as the theories and practices of policy, planning, and development evolve, students from a variety of undergraduate and graduate backgrounds are encouraged to apply.

Applicants for admission will be expected to have completed a broad range of undergraduate courses in addition to their academic major or professional concentration. Generally, this will be reflected in completion of courses from the following fields: English; economics (basic theory); political science, history or sociology; physical or natural science; art or philosophy. In addition, mathematics (algebra, calculus, probability theory) and a course in statistics are strongly recommended.

### Application for Admission

Admission to graduate programs in the School of Policy, Planning, and Development is highly selective and competitive. Preference is given to those with a record of high educational achievement and personal qualities favoring success in the fields of planning or development. Applicants must have achieved superior grades during undergraduate and any graduate education. A grade point average of at least 3.0 (A = 4.0) is normally expected as well as satisfactory scores on the Graduate Record Examinations (GRE). The GRE and GMAT are neither accepted nor required for the D.P.P.D. or executive M.H.A. programs. Students applying for admission to the Master of Planning, Master of Planning and Development Studies or the Master of Real Estate Development program may also

submit either the Graduate Management Administration Test (GMAT) or the Law School Admission Test (LSAT). In exceptional cases, an applicant who has not met these scholarship requirements may be admitted with conditions of admission.

For specific information on admission requirements and application procedures, contact the School of Policy, Planning, and Development, Office of Recruitment and Admissions, at (213) 740-0550. Certificate in Transportation Systems applicants should apply to the Viterbi School of Engineering. For additional information, contact the school at (213) 740-0587.

### Transfer Credit

The Degree Progress Department determines whether work done elsewhere is available for consideration for credit toward the USC degree. That office requires official transcripts of all course work done before entering USC. A Graduate Transfer Credit Statement of these official transcripts, done after a student has been admitted to regular status at USC, will indicate which units are available for transfer. These courses do not apply toward the degree unless, and until, the student's major department approves and submits transfer credit to the Degree Progress Department in the Office of Academic Records and Registrar.

Application of any available transfer credits toward a graduate degree will be determined by the director of the particular degree program, based on the semester units available for transfer as shown on the Transfer Credit Statement.

These general guidelines are followed by the admissions evaluator and by faculty members: (1) the work must be completed at an accredited graduate school; (2) the grade must be B or better; (3) the work must be a fair and reasonable equivalent to current USC course work at the graduate level which fits into the logical program for the degree;

(4) the units are not more than seven years old at the time of admission to their master's program (or 10 years old for a doctoral program); (5) the units must reflect current knowledge in the field; and (6) the work must be completed prior to admission to the USC program.

USC does not give transfer credit for life experience, credit by examination, noncredit extension courses or thesis course supervision.

Please consult with your degree director before enrolling in courses outside of USC. In many of SPPD's master's degree programs, only courses taken outside of USC prior to admission may be applied to your degree.

### Waiver of Course Content

The school recognizes that some applicants may have covered the material contained in core courses or courses required for a particular specialization. Under these circumstances, one particular course requirement may be waived, allowing the student to complete a more advanced course in the same area. Students who have a background in a particular area of study may be allowed to substitute other courses. In these situations students do not receive unit credit but are permitted to take course work which does not repeat earlier academic experiences.

Waiver of content is usually given only in the case of previous academic study of the subject, not in the case of experiential background in the area.

Students who believe they are eligible for content waiver decisions must petition the faculty of the school, providing evidence of the previous work through transcripts, syllabi and other pertinent material. Contact the school's Student Affairs Office for information.

## Master of Health Administration

The issues surrounding the delivery and financing of health services have an enormous impact on individuals and the communities in which we live. The health care industry now accounts for more than 15 percent of the U.S. economy. Fast-moving developments in technology, economics, ethics, finance, policy, management and globalization are driving changes in the health sector. Effective health leadership requires an understanding of governance systems and the complex interplay between the public, private and nonprofit sectors as well as the dual imperatives of both the clinical and business facets of health care delivery. As the health care system changes, career opportunities abound. The field has a tremendous need for leaders, managers and analysts – in hospitals, health plans, physician practices, health-related enterprises, community health organizations, social advocacy groups, and regulatory and legislative agencies.

The School of Policy, Planning, and Development's multidisciplinary nature, with degree programs in public policy, public administration, urban planning, and international policy, adds breadth that distinguishes USC's M.H.A. degree, providing students with an understanding of the larger social context in which the health sector is embedded and how it intersects and interacts with other social policy issues.

The SPPD programs in health management and policy offer two degree options – the Master of Health Administration and the Executive Master of Health Administration. These degrees position the student to acquire the knowledge, skills and applied experience to shape health policy and lead health organizations. Requirements for the Executive M.H.A. differ from those of the traditional M.H.A. and are found on page 865.

The Master of Health Administration builds a solid foundation emphasizing managerial, analytical and public policy skills for those entering the health field, while the Executive Master of Health Administration deepens professional skills and permits those already working in the health field to advance to higher levels of leadership.

The M.H.A. curriculum incorporates five major areas of competence: management/operations/leadership; health policy analysis; health finance; health information technology; and, health care quality. Each student will be exposed to these core areas and will specialize in two of them. The program prepares students for management positions in hospitals; managed care systems; physician groups; ambulatory care systems, government

agencies concerned with health care policy, planning, quality assurance and regulation; and private firms involved in health care consulting, finance, performance assessment and evaluation.

### Requirements for Admission

#### General

Applicants must have a bachelor's degree from an accredited college or university. Applicants may take courses on limited standing pending formal admission to the master's degree program.

Applicants with bachelor's degrees must have a minimum grade point average of 3.0 in their undergraduate course work and a score of at least 500 on the verbal and at least 500 on the quantitative sections of the GRE. Deviations from these minimums will be allowed when justified by exceptional work experience, letters of recommendation or improvement in academic performance during the third and fourth years of undergraduate study.

### Prerequisites

#### Statistics

A basic competence in descriptive and inferential statistics is also required for the M.H.A. program. The statistics prerequisite must be satisfied within the first 12 units or before enrolling in PPD 557 Modeling and Operations Research. This prerequisite may be met in one of two ways: (1) entering students must have passed an undergraduate inferential statistics class, with a grade of "B" or better, at an approved university within three years of matriculation, or (2) completing PPD 502x Statistical Foundations for Public Management and Policy with a grade of "B" or better (this course credit may not count toward the M.H.A. degree).

#### Limited Status Students (Preadmission)

Students taking courses who have not been admitted to the school are designated limited status students. These students may be waiting for part of their application package materials to arrive; or they may be investigating whether an M.H.A. may be right for them.

To be considered for limited status reenrollment, interested students need to complete the School of Policy, Planning, and Development Limited Student Application for Enrollment form and submit official or unofficial copies of their transcripts from their bachelor's degree granting institution.

Students with a 3.0 grade point average (A = 4.0) may enroll in up to 8 units of graduate courses in the School of Policy, Planning, and Development.

School of Policy, Planning, and Development Limited Student Application for Enrollment forms may be obtained from the Admissions Office, School of Policy, Planning, and Development, University of Southern California, RGL 111, Los Angeles, CA 90089-0626, telephone (213) 740-6842. Limited students may only enroll during the in-person registration period (the week before classes begin).

Limited status students may apply only 8 units of appropriate graduate work toward the M.H.A. after admission. Units beyond these first 8 must be petitioned for through the school. Students on limited status are encouraged to complete the application and admission process before completing those first 8 units.

### Certificate Program

Information regarding the Certificate Program in Health Management and Policy Programs can be found on page 876.

### Curriculum

Curriculum for the M.H.A. includes 48 units (40 required units and 8 elective units). In addition, a supervised field placement (residency) in a health service organization is required. The M.H.A. degree is designed to be completed in two years of full-time study, but can be extended for those who work while going to school. Evening classes and classes that meet in an intensive, workshop format of two to four sequential days of training are designed to accommodate working professionals.

REQUIRED CORE (40 UNITS)		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 509	Problems and Issues in the Health Field	4
PPD 510a	Financial Management of Health Services	4
PPD 511	Health Information Systems	2
PPD 513	Legal Issues in Health Care Delivery	2
PPD 514	Economic Concepts Applied to Health	4
PPD 515	Strategic Management of Health Organizations	4
PPD 516	Financial Accounting for Health Care Organizations	4

PPD 517	Concepts and Practices in Managing Health Care Organizations	2	<i>Electives</i> In addition to the 40 required units, students are required to take 8 units of electives. Elective courses will be taken in two of the five specialization areas: management/operations/leadership; health policy analysis; health finance; health information technology; and health care quality. The two specializations will be selected by the student with the advice and written consent of the M.H.A. program director and faculty advisor.
PPD 518	Quality of Care Concepts	2	
PPD 545	Human Behavior in Public Organizations	4	
PPD 557	Modeling and Operations Research	4	

**Residency**

The M.H.A. student is required to complete a 1,000 hour residency at a health care organization, generally during the second year of study. This residency may be reduced, but must include at least 500 hours, depending on the health care experience of the student. The residency is designed to provide the student with practical administrative experience that complements program course work.

## Executive Master of Health Administration

The Executive M.H.A. Program offers clinical and management professionals an opportunity to advance their careers in health care and to more effectively improve health services within their communities. Mid- to senior-level professionals who have the ambition and potential to serve as industry leaders in the highly dynamic and competitive health care environment are encouraged to consider the Executive M.H.A. degree. The Executive M.H.A. is geared to those who have demonstrated capabilities, yet who will benefit from expanded skills and competencies that will enable them to lead.

Participants sharpen their business acumen by gaining exposure to and in-depth knowledge of the latest theories and the best in contemporary health management practice. A practical, problem-solving approach ensures that skills can immediately be applied on the job.

**Requirements for Admission**

Applicants for the Executive Master of Health Administration apply directly to the program. A minimum of five years of experience with progressively greater levels of responsibility in health care or a related field is required for entry into the Executive M.H.A. program. Applicants must have earned a bachelor's degree from an accredited college or university. A minimum grade point average of 3.0 in undergraduate course work is required. Allowances may be made when justified by exceptional work experience and letters of recommendation.

**Prerequisites**

*Accounting*

A basic competence in accounting is required for the Executive M.H.A. program. The accounting prerequisite must be satisfied before enrolling in HMGT 565 Managing the Organization's Financial Health or PPD 510a Financial Management of Health Services. This prerequisite may be met in one of three ways: (1) completing the non-credit E.M.H.A. accounting workshop with a passing score;

(2) demonstrating prior work experience or completing prior course work in accounting and finance; or (3) passing the accounting equivalency test given by the school. This test may only be taken once.

**Curriculum**

The Executive M.H.A. offers a customized, learner-centered educational experience that deviates from the typical cohort model of many executive degree programs in that nearly a third of the units are chosen from a wide range of electives. The 34 units of study include 24-26 required units offered in a conveniently structured executive intensive format. The participants then choose 8-10 units of electives from among the school's courses in health management and policy or from other graduate programs. Students who select PPD 513 instead of HMGT 550 will need to take 10 units of elective courses. This flexibility enables participants to develop competencies, skills or expertise in areas of particular interest. The Executive M.H.A. degree program does not require a supervised field placement (residency) in a health care organization.

REQUIRED COURSES (24-26 UNITS)		UNITS
HMGT 520	Leading People and Health Care Organizations	4
HMGT 540	Health Economics, Financing and Reimbursement	2
HMGT 565	Managing the Organization's Financial Health, or	
PPD 510a	Financial Management of Health Services	4
HMGT 575	Managing and Improving Health	4
PPD 511	Health Information Systems	2
HMGT 550	Law, Regulation, and Ethics, or	
PPD 513*	Legal Issues in Health Care Delivery	2

HMGT 570	Strategic Management, or	
PPD 515	Strategic Management of Health Organizations	4
PPD 600	Management of Managed Care Organizations	2

\*Students selecting PPD 513 instead of HMGT 550 will be required to take 10 units of electives.

*Electives:* In addition to the 24-26 core units, students are required to take 8-10 units of electives. Elective courses may be taken in areas of concentration defined by students in consultation with their academic advisors. Areas of concentration may include: hospital and health system administration; healthcare leadership, strategy and business development; and health policy. Students may elect a more generalized perspective and take their elective courses from the array of elective offerings available.

Participants in the executive program gain practical skills. Emphasis is given to executive decision-making; development of sound planning, analytical and leadership capabilities; and strong interpersonal communication. More specifically, Executive M.H.A. graduates will achieve advanced competency in disciplines which include health, law, economics and finance, marketing and business development, operations, strategic analysis and management, organizational design, quality and information management, and teamwork, as well as broad-based skills in leadership and management.

Core faculty are drawn from the School of Policy, Planning, and Development and include senior, experienced faculty, along with nationally-renowned academic specialists and health care experts. The opportunity to interact with health care's leading thinkers, policymakers and practitioners is an essential component of the Executive M.H.A. program.

The Executive M.H.A. office is located in Ralph and Goldy Lewis Hall, Room 307, School of Policy, Planning, and Development, (213) 740-2984, or email: emha@usc.edu.

## Master of Science in Health Systems Management Engineering

This program is jointly sponsored by the Epstein Industrial and Systems Engineering Department and the School of Policy, Planning, and Development, and administered by the Epstein Industrial and Systems Engineering Department. This degree is designed for students with sufficiently quantitative bachelor's degrees in engineering, the sciences or applied social science who are interested in operations management and health care applications, and whose career objectives lead to increasing technical management

responsibilities in large health care organizations, particularly hospitals. Students with less quantitative social science or other non-technical backgrounds interested in health administration objectives may also want to consider the Master of Health Administration program in the School of Policy, Planning, and Development. For degree requirements, see Industrial and Systems Engineering, page 655.

## Executive Master of Leadership

The Executive Master of Leadership Program offers professionals from a variety of fields including public administration, public policy, planning, law enforcement, transportation and other public, nonprofit and business organizations, with at least five years of professional experience, the opportunity to build leadership skills at five levels: individual, team, organizational, community and institutional. The program design offers participants insight into the mechanisms that facilitate effective personal and organizational networks, as well as collaborative problem-solving strategies and practices.

The program follows a cohort model for the four required core courses. The degree curriculum has three distinguishing features: a design to connect ethics with leading through core values; an interdisciplinary and multi-disciplinary problem-solving approach; and transformational leadership that connects the public, private and nonprofit sectors.

### Requirements for Admission

Applicants for the Executive Master of Leadership apply directly to the program. A minimum of five years of experience with progressively greater levels of responsibility is required for entry into the program.

Candidates for admission must have earned a bachelor's degree from an accredited college or university with a minimum 3.0 grade point average. Exceptions to the minimum GPA requirement may be made when justified by exceptional work experience and letters of recommendation.

Applicants must submit a standard USC graduate application and fee along with official transcripts from all undergraduate and graduate institutions attended. Letters of recommendation, a current resume, an essay and an interview will also be required.

### Degree Requirements

Students are required to complete 28 units of graduate work – 16 units of required core courses and 12 units of electives.

REQUIRED CORE COURSES (16 UNITS)		UNITS
PPD 640	Leadership Foundations: Competencies and Core Values	4
PPD 641	Leading Individuals, Groups and Teams	4
PPD 642	Strategic Leadership of Organizations	4
PPD 643	Leading Transformations Across Sectors: Integrative Seminar	4

### Electives

In addition to these 16 required units, students are required to take 12 units of electives.

Elective courses will be selected in consultation with the faculty advisor based on the student's individual learning/development plan. Students will choose these electives in order to concentrate in a particular area of study. The following are examples of concentrations that are available: public management, nonprofit policy and management, urban planning, transportation, public policy and political management. The School of Policy, Planning, and Development offers a wide range of electives to students each semester.

## Master of Planning

The planning of cities is as old as urban civilization. The contemporary planning profession has expanded to include a broad range of applications that draws upon emphases of foresight, common good and interconnections of elements in human settlements. Planners are engaged in evaluating and guiding community and urban development at geographic scales, ranging from the local American

neighborhood to the global village utilizing the public, private and nonprofit sectors.

Planners play an increasingly important role in managing the pressing problems and competing demands of change and growth in shaping a better future. The Master of Planning (M.Pl.) curriculum reflects this forward-looking and constantly evolving role.

The M.Pl. curriculum provides a core of knowledge underlying the key forms and applications of planning. This core sets the foundation for a wide choice of specific careers in the field and extends the relevance and value of graduate education over an extended period of time. A goal of the M.Pl. curriculum is to prepare planners to practice anywhere in the world.

The Planning Accreditation Board of the American Planning Association and the Association of Collegiate Schools of Planning accredit the M.Pl. program.

All persons pursuing the M.Pl. will complete core courses which present basic theories, techniques and methods.

Concentrations are available in five broad areas: economic development; preservation and design of the built environment; social and community planning; sustainable land use planning; and transportation and infrastructure planning. After students register, the faculty will suggest specializations that allow students to focus their concentrations even further or span planning more broadly.

A concentration in any of these areas qualifies graduates for a wide range of private, public and nonprofit sector careers with government agencies, consulting firms, corporations, utilities, international technical assistance programs, nonprofit and special interest organizations and joint public-private ventures.

**Curriculum Requirements**

The program of study for this professional graduate degree requires completion of 48 units, including 16 units of core curriculum, 8 units of planning studios, 4 units of methodology related to the student’s concentration, a required concentration gateway course and 16 units of electives, including two additional courses related to a student’s concentration. A comprehensive examination and an approved non-credit internship are also required. The degree may be pursued on either a full-time or part-time basis.

*Statistics Prerequisite*

A basic competence in descriptive and inferential statistics is required. This prerequisite may be fulfilled by successfully completing PPD 525, having completed a previous course (within five years) with a grade of B or higher (A= 4.0) or by successfully passing the SPPD statistics competence examination.

*Core Curriculum*

THE CORE CURRICULUM COMPRISES EIGHT

LECTURE-SEMINAR COURSES:		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2

PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2
		16

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

*Planning Studios*

Planning studios are an integral part of the curriculum of the School of Policy, Planning, and Development, providing the essential educational link between academic education and preparation for professional practice. The planning studios require that students learn to work together as a team by applying their respective capabilities and knowledge to a real-world common problem and to produce a professional project. Students must complete 8 units of domestic or international planning studios under PPD 531L (4) to satisfy this requirement. A maximum of 12 units may be taken.

Local agencies, communities and firms often sponsor planning studios to obtain research and analysis. Community groups seek assistance as a means of informing themselves more thoroughly on community problems and issues or for obtaining planning analysis otherwise unavailable to them. The products of planning studios are usually in the form of policy recommendations, a suggested plan or alternative plans, databases, background information, base maps, or any one of many specific contributions.

M.Pl. planning studios can either be situated in the United States or around the world. Past courses have examined the tragedy around Katrina in New Orleans, developed economic development plans for local Southern California cities, and studied changing public spaces in Germany.

SPPD International Laboratories (PPD 613ab) can be taken as an elective in the M.Pl. program. The program strongly encourages students to enroll in one laboratory during their course of study. In recent years, SPPD lab courses have been offered in China, Brazil and England.

*Concentrations (16 units)*

Students must declare their concentration during the fall semester prior to taking the comprehensive examination in the spring semester. Students are required to complete the gateway course and methodology course related to their concentration as part of their preparation for their comprehensive examination. The student’s concentration must contain a 4-unit methodology course, a 4-unit gateway course and 8 other units. At least 12 of these units must be selected from SPPD

curriculum. Courses outside SPPD should be selected by the student with the approval of an academic advisor and must be directly concerned with the subject matter of the concentration.

After students register, the faculty will provide them with a series of specializations they may take in association with the concentrations. These specializations are not required; they are provided as guidance for students interested in these subject areas. The specializations vary. Some suggest ways that students can more deeply study a single area within planning, while others provide a broad overview of planning and policy issues. The specializations draw upon courses within the M.Pl. program, SPPD sister programs and courses from other USC units.

*Economic Development* is the basis for prosperous community development. Job creation and the development of service or employment sites are the core of economic development. At a higher geographical scale, development of regional economies provides a focus for planning in an international context. Suggested courses for students selecting this concentration include PPD 622, PPD 624, PPD 625, PPD 626, RED 509 and RED 542.

*Preservation and Design of the Built Environment*

addresses the architecture of the city, viewed not as a series of individual buildings, but as a set of visual and functional connections between buildings on a street front or in a district. In contemporary settings, planning and construction do not begin with a blank slate. Rather, new structures are inserted into an existing built environment, which must be respected for its historical heritage and its contributions to the new. Students in this concentration are encouraged to draw from courses related to landscape architecture and historic preservation in the School of Architecture. Suggested courses for students selecting this concentration include PPD 530, PPD 615, PPD 618, PPD 619, PPD 623, PPD 631 and PPD 692.

*Social and Community Planning* gives specific attention to the changing needs of neighborhood residents and to the ways in which different planning policies, programs and activities contribute to resident well-being. Community planning is a process of organizational change that links residents and services to produce communities that are safe, healthy and socially connected. Achieving these goals demands that residents actively advocate for their communities. Suggested courses for students selecting this concentration include PLUS 611, PPD 606, PPD 617, PPD 618, PPD 619, PPD 620, PPD 621, PPD 686 and PPD 690.

*Sustainable Land Use Planning* centers on community land use planning set in the context of regional growth or decline. The planning process involves forecasting transportation means, population growth and housing needs, together with providing comprehensive planning to accommodate that growth in a way that preserves and enhances local quality of life. Envisioning better futures, livability, environmental protection accessibility, mobility and affordable housing production are all part of smart growth strategies for sustainable regional growth. Suggested courses for students selecting this concentration include PLUS 611, PPD 615, PPD 618, PPD 620, PPD 621, PPD 627, PPD 631, PPD 692 and PPD 694.

*Transportation and Infrastructure Planning* is the combination of vital functions that determine the efficiency and productivity of a city. Issues of access and mobility of urban residents must be addressed. Circulation of workers from home to workplace, and of residents to shopping and services, are fundamental determinants of land use and urban form. Students in this concentration acquire mastery of the basics of transportation analysis, with emphasis on analysis of different policies that serve transportation and infrastructure needs within urban areas. Suggested courses for students selecting this concentration include PPD 557, PPD 588, PPD 589, PPD 621, PPD 630, PPD 631, PPD 635 and PPD 692.

#### *Concentration Gateway Courses*

Students are required to complete their gateway course prior to participating in the comprehensive examination. The following courses are required for their concentration:

*Economic Development:* PPD 639 Introduction to Community and Economic Development

#### *Preservation and Design of the Built*

*Environment:* PPD 644 Shaping the Built Environment

*Social and Community Planning:* PPD 628 Urban Planning and Social Policy

*Sustainable Land Use Planning:* PPD 619 Smart Growth and Urban Sprawl: Policy Debates and Planning Solutions

*Transportation and Infrastructure Planning:* PPD 633 Urban Transportation Planning and Management

#### *Concentration Methodology Courses*

Students are required to complete one methodology course related to their concentration. Students in many concentrations are encouraged to complete a second methodology course among their electives. The following courses are required for their concentration:

*Economic Development:* PPD 612 Research and Analytical Techniques

#### *Preservation and Design of the Built*

*Environment:* PPD 627 Design Skills for Urban Planners

*Social and Community Planning:* PPD 616 Participatory Methods in Planning and Policy

*Sustainable Land Use Planning:* PPD 617 Urban Demography and Growth

*Transportation and Infrastructure Planning:* PPD 634 Institutional and Policy Issues in Transportation

#### *Comprehensive Examination*

Successful completion of a comprehensive examination is required of each student seeking the Master of Planning degree (except for students pursuing the dual degree with either economics or gerontology). Students pursuing the dual degree with real estate development can choose the M.Pl. or M.R.E.D. examination. The comprehensive examination integrates accumulated lessons of the core courses and planning studios. Students are also expected to utilize material covered in their concentration and electives.

The comprehensive examination is given only in the spring semester of each year. Students usually take the examination in the last semester of their second year. Students must declare their concentration during the fall semester prior to completing the comprehensive examination in the spring semester. They must have completed the gateway course in the declared concentration prior to taking the comprehensive examination.

The M.Pl. Program degree committee administers the comprehensive examination. Examinations are graded on a pass/fail basis. Students who fail the examination may take it a second time the next year. The examination may only be repeated once.

#### *Planning Electives*

Students are encouraged to select electives related to their course of study. An SPPD international laboratory course is especially encouraged.

#### *Internship*

Students working toward the Master of Planning degree must complete an internship of at least 10 weeks duration and 400 hours in an organization engaged in planning or a closely related activity. Students must submit a report to the director of career services describing and evaluating the internship experience. Arrangements must also be made for an evaluative report of the internship by the student's supervisor submitted directly to the academic advisor. The internship is not for unit credit.

Students often fulfill their internship while working part-time in a planning-related job during their course of study in the program or in the summer between the two academic years. If a student has had equivalent career experience prior to admission to the program, the M.Pl. director may waive the internship requirement on the recommendation of the student's academic advisor.

The SPPD Office of Career Services actively works with school alumni and area planning organizations to assist students in obtaining appropriate internships. Numerous internship opportunities are available in the greater Los Angeles area. The student is responsible for securing the internship and fulfilling the requirement.

#### *Directed Research*

With the advice of the faculty, a student may elect to enroll in directed research as an elective. Working directly with a faculty member, the student pursues an interest or problem appropriate to the student's program of study.

The faculty member supervising the student must approve the final product of directed research. The final product may be a written report, article, graphic formulation, physical model, mathematical-statistical analysis, computer output or film — depending on the most appropriate expression of the research undertaken.

#### **General Requirements**

##### *Residence and Course Load*

The Master of Planning normally requires two academic years of full-time study. Courses are also scheduled to allow completion on a part-time basis.

At least 36 units of graduate-level study must be done in residence at USC. The residency requirement may not be interrupted without prior permission from the School of Policy, Planning, and Development. Students accepted into the program with academic deficiencies will require a correspondingly longer time to complete their course work. Students seeking the degree on a part-time basis must take at least one course each semester.



Students must be enrolled at USC for the fall and spring semesters each year until all degree requirements have been met. Students who find it necessary to be excused from a semester of registration must request a leave of absence from the Student Affairs Office by the last day to drop/add courses of the semester in question; such leaves may be granted for up to one year. For additional information refer to USC policies governing continuous enrollment, readmission, and leaves of absence in the Academic Policies section of this catalogue.

#### *Time Limits*

All requirements for the Master of Planning must be completed within five calendar years from the beginning of the semester in which the student was admitted to the program. University regulations prohibit the acceptance of credits for courses taken toward the Master of Planning degree more than seven years after the date they were successfully completed.

#### *Grade Point Average Requirement*

While enrolled in the program a student must maintain a grade point average of at least a 3.0 for all courses taken toward the degree.

#### *Probation and Disqualification*

Any student with a cumulative grade point average below 3.0 for all courses taken in the program will be placed on academic probation. A student whose semester grade point average is below 3.0, but whose cumulative grade point average is 3.0 or higher, will be placed on academic warning.

A student may be disqualified to continue toward a graduate degree if the student has been on academic probation for two consecutive semesters. Whether or not on academic probation or warning, a student may be disqualified at any time from continuing in the program if the dean of the school, after consultation with the faculty, determines that the student is deficient in academic achievement or in another qualification required for the attainment of the Master of Planning degree.

#### *Course Exemptions and Transfer of Credits*

Graduate work by transfer may be accepted from approved graduate schools as determined by the USC Articulation Office upon recommendation of the dean of the school.

Not more than 12 units of graduate work, with grades of B or better may be transferred for credit to the Master of Planning degree.

The following courses, or their equivalents, cannot normally be transferred for unit credit from other institutions: PPD 500, PPD 501a, PPD 524, PPD 525, PPD 526, PPD 527, PPD 529, PPD 531L, PPD 533, PPD 590, PPD 594ab. Undergraduate work will not be credited for advanced or graduate standing. Students may petition to receive subject credit for these courses; but unit requirements must be met through the completion of additional electives.

Some applicants for admission to the school have been engaged in work in planning, development or closely related activities. Although this experience may have been beneficial to the students involved and may satisfy the internship requirement, it may not be considered equivalent to academic education.

## Master of Planning and Development Studies

The Master of Planning and Development Studies degree is designed for mid-career professionals in planning, development or related disciplines who desire to update and/or redirect their professional skills and careers. The program is very flexible, allowing students to pursue areas of expertise that they find valuable in their present or future careers. Entering students must have a minimum of five years of planning, development or related professional work experience.

#### **Curriculum Requirements**

The Master of Planning and Development Studies program requires completion of 28 units. Basic degree requirements consist of two core courses; 16 units in a concentration area approved by an advisor; and an integrative seminar course during which the student completes a written and oral comprehensive examination.

REQUIRED COURSES		UNITS
PPD 611	Policy Issues in Planning and Development	4
PPD 612	Research and Analytical Techniques	4
PPD 638	Integrative Seminar (normally in the last semester in conjunction with the comprehensive examination)	4

#### *Concentration Area(s)*

Students elect a concentration area from one of three already defined or, with prior approval by an advisor, design a concentration from School of Policy, Planning, and Development courses and USC graduate courses. A minimum of eight units must be School of Policy, Planning, and Development courses. The three defined concentration areas are:

#### *Community Economic Development Select*

16 units from the following courses: PPD 618 (4), PPD 623 (4), PPD 624 (4), PPD 625 (4), PPD 626 (4), PPD 629 (4), PPD 631 (2); RED 509 (4), RED 542 (3), RED 546 (3)

#### *Environmental Policy and Planning Select*

16 units from the following courses: PLUS 600 (4), PLUS 633 (4), PPD 531L (4), PPD 617 (4), PPD 619 (4), PPD 620 (4), PPD 621 (4), PPD 622 (4), PPD 631 (2), PPD 634 (4), PPD 712 (4)

#### *International Planning and Development Select*

16 units from the following courses: PLUS 631 (4), PLUS 632 (4), PLUS 633 (4), PLUS 635 (4), PLUS 640 (4); PPD 626 (4); RED 583 (2), RED 585 (4)

#### *Integrative Seminar and Comprehensive Examination*

Successful completion of a comprehensive examination is required of all students seeking the Master of Planning and Development Studies degree. The integrative seminar course (PPD 638) and comprehensive exam should be taken during the semester of intended graduation. During the seminar class, students identify a practice-oriented problem covering the core courses and concentration area, which ideally is sponsored by a planning and/or development office or firm. The student will: (1) prepare a professional-quality document; (2) present the solution to a faculty committee with invited sponsor guests; and (3) have an oral defense. Students who fail the examination may take it again within one year, but it may only be repeated once.

#### **General Requirements**

##### *Residence and Course Load*

The Master of Planning and Development Studies may be completed in one academic year of 12 units in the fall and spring semesters and the four-unit integrative seminar/comprehensive examination the following summer semester.

At least 18 units of graduate study must be done in residence at the University Park campus, the USC State Capital Center or at an approved off-campus study center.

**Time Limit**

Students in the program must complete all requirements for the Master of Planning and Development Studies within five calendar years from the beginning of the semester in which the student was admitted to the program.

**Grade Point Average Requirement**

While enrolled in the program, a student must maintain a grade point average of at least 3.0 (A = 4.0) for all courses taken toward the degree.

**Probation and Disqualification**

Any student with a cumulative grade point average below 3.0 for all courses taken in the program will be placed on academic probation. A student whose semester grade point average is below 3.0, but whose cumulative grade point average is 3.0 or higher, will be placed on warning.

A student may be disqualified to continue toward a graduate degree if the student has been on academic probation for two consecutive semesters. Whether or not on academic probation or warning, a student may be disqualified at any time from continuing in the program if the dean of the school, after consultation with the faculty, determines the student is deficient in any degree requirement.

**Course Exemption and Transfer of Credits**

Credit for graduate work may be transferred from approved graduate schools as determined by the USC Degree Progress Department in the Office of Academic Records and Register on recommendation of the dean of the school. Not more than four units of graduate work, with grades of B or better, can be transferred for credit toward the Master of Planning and Development Studies degree.

The following courses, or their equivalents, may not normally be transferred for unit credit from other institutions: PPD 611, PPD 612 and PPD 638. Undergraduate work may not be transferred into the degree program for unit credit.

Some applicants for admission to the school will have been engaged in work in planning, development or closely related activities. Although this experience should be beneficial to the students involved, it may not be considered equivalent to academic education.

## Master of Public Administration

**Admission**

The Master of Public Administration programs are under the jurisdiction of the School of Policy, Planning, and Development. All admissions decisions are made by the school, following guidelines set by the university. See the Admission section of this catalogue.

All questions about the programs and all materials required for admission should be submitted to: M.P.A. Programs, Admissions Office, RGL 111, University Park, University of Southern California, Los Angeles, CA 90089-0626.

Admission to each of these programs is determined by the faculty and admissions committees connected with those areas. Application packages should be sent directly to the program office.

**Applications**

The admission decision is made using criteria which include verification that the applicant has completed a bachelor's degree from an accredited college, has maintained a B average in undergraduate course work and has earned an acceptable score on the verbal and quantitative portions of the Graduate Record Examinations (GRE) or the Graduate Management Admissions Test (GMAT). Other elements of the applicant's educational and experiential background are also evaluated. International students whose native language is not English must also submit a Test of English as a Foreign Language (TOEFL) score.

Each candidate should submit the following to the school: (1) official transcripts of all previous college and university work, showing an awarded degree where appropriate; (2) copies of GRE or GMAT scores; (3) an essay answering questions on the admission questionnaire provided by the school; (4) an up-to-date resume which includes academic and professional accomplishments; (5) three or more letters of evaluation from previous instructors and from professional associates who can attest to the applicant's potential; (6) completed USC Graduate Admission Application, along with the nonrefundable processing fee; and (7) completed School of Policy, Planning, and Development Supplemental Graduate Application.

International applicants may be asked to supply additional information. See the Graduate Admission section of this catalogue.

**Deadlines**

Applications for admission are evaluated monthly. Those students who are also applying for financial aid, or who must meet other deadlines for admission, should submit application materials early enough to allow the admissions decision to be made in advance of those other deadlines.

The admissions process generally takes about four to six weeks after all necessary materials have been submitted.

**Pre-Service/In-Service Designation**

Most M.P.A. students are classified as pre-service or in-service students at the time of admission. Pre-service students are those who enter the program with less than two years of professional work experience. In addition to course work, pre-service students complete an internship. Students pursuing the Intergovernmental Management specialization or one of the dual degree programs are not classified as pre-service or in-service. Appeals for reclassification of this designation must be submitted during the first semester of enrollment.

**Prerequisites****Social Science**

Any undergraduate major is acceptable as preprofessional background, provided the applicant has had at least 12 semester units (16 quarter units) of undergraduate course work in cultural anthropology, economics, ethnic studies, social and human geography, political science, sociology or related social science area courses; no more than two of these courses may be in the same field.

Deficiencies in the social science prerequisite may be met while in residence by taking appropriate courses in other departments, but such course work may not be counted toward the course requirements for the master's degree.

*Statistics*

A basic competence in descriptive and inferential statistics is also required for the M.P.A. programs. This prerequisite may be met in one of two ways:

1. Entering students must have passed an undergraduate inferential statistics class, with a grade of “B” or better, at an approved university within three years of matriculation.
2. If students do not satisfy this prerequisite, they will be required to take PPD 502x Statistical Foundation for Public Management and Policy, a two-unit graduate level inferential statistics course. They must complete the course with a grade of “B” or better. The units associated with this class may not be used toward the M.P.A. degree.

All prerequisites must be fulfilled within the first 12 units of graduate course work. The statistics prerequisite must also be met before enrolling in PPD 541, PPD 542, PPD 557, PPD 638 or PPD 666.

**International Students**

Students applying for graduate programs should send applications and appropriate documents to the M.P.A. Programs Admissions Office, which processes all such applications.

*Admission*

A student is accepted for admission only for the semester indicated on the letter of admission. If the student desires to enter at another time, or if the student cannot arrive on campus in time for the semester in which he or she was admitted, the student must contact the M.P.A. Programs Admissions Office in writing. That office will contact the Office of International Admissions.

Students who do not enroll for the semester indicated on the letter of admission cannot be guaranteed admission to a later session. They will need to work with the M.P.A. Programs Admissions Office to determine procedures to follow.

*Registration Requirements*

International students on student visas must be registered as full-time students as arranged by the Office of International Services. Doctoral students must carry a load of at least 6 units to be considered full-time students. A full-time graduate load is eight units. Such students are not eligible to be considered students without formal registration and may be in violation of immigration laws when not properly registered.

International students who have questions about registration requirements should contact the Office of Recruitment and Student Affairs.

**Admission Status**

M.P.A. applicants may be permitted to take courses before the admission process is completed or they may be admitted before certain conditions have been met; each student must, however, attain regular status (standing) admission to the school prior to or upon completion of 8 graduate units.

**Limited Status Students (Preadmission)**

Students taking courses who have not been admitted to the school are designated limited status students. These students may be taking courses to meet prerequisites; they may be waiting for part of their application package materials to arrive; or they may be investigating whether an M.P.A. is the best choice for them.

To be considered for limited status enrollment, interested students need to complete the School of Policy, Planning, and Development Limited Student Application for Enrollment form and submit official or unofficial copies of their transcripts from their bachelor’s degree granting institution. Students with a 3.0 grade point average (A = 4.0) may enroll in up to 8 units of graduate courses in the School of Policy, Planning, and Development.

School of Policy, Planning, and Development Limited Student Application for Enrollment forms may be obtained from the Admissions Office, School of Policy, Planning, and Development, University of Southern California, RGL 111, Los Angeles, CA 90089-0626; (213) 740-6842. Limited students may only enroll during the in-person registration period (the week before classes begin).

Limited status students may apply only 8 units of appropriate graduate work toward the M.P.A. after admission. Units beyond these first 8 must be petitioned for through the school. Students on limited status are encouraged to complete the application and admission processes before completing those first 8 units.

**Ph.D. Candidates**

Ph.D. students who pass the qualifying examinations and complete the M.P.A. course requirements or their equivalent during their course work at USC may, with the recommendation of the coordinator of the M.P.A. program, apply for and receive the M.P.A. degree.

**M.P.A. Curriculum**

The M.P.A. course requirements are designed to address current and future professional competencies for accomplishment; to establish a sequence of basic required courses; and to maximize student choice and depth in specialized studies. The curriculum requires 40 units for completion (41 for pre-service students). Pre-service students, that is, those who have less than 25 months’ employment experience in a professional level position, are also required to take an internship that includes a one-unit seminar.

CORE COURSES		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 540	Public Administration and Society	4
PPD 546	Professional Practice of Public Administration	4

Three of the required core courses (PPD 500, PPD 501ab and PPD 540) provide the foundation to the field and the fourth (PPD 546) serves as a capstone course. PPD 540 must be taken in the first semester or within the first 12 units and PPD 546 must be taken in the final semester or last 12 units of the student’s program.

**Management Competencies**

M.P.A. students are expected to develop managerial competencies in three areas by taking at least one course in each of the following areas:

MANAGEMENT COMPETENCIES		UNITS
<i>Analytic Methods</i>		
PPD 542*	Policy and Program Evaluation, or	
PPD 557*	Modeling and Operations Research, or	
PPD 666*	Administrative Research and Analysis	4
<i>Organizational Behavior</i>		
PPD 545	Human Behavior in Public Organizations	4

(With the approval of the M.P.A. or center director, the student may choose a human resource management elective to fulfill this requirement.)

<i>Finance</i>		
PPD 541*	Public Financial Management and Budgeting	4

(With the approval of the M.P.A. or center director, the student may choose a financial management elective to fulfill this requirement.)

\*The statistics requirement must be met before enrolling in PPD 541, PPD 542, PPD 557 or PPD 666.

### Area Cluster Electives

Students may elect to devote their elective courses (14 units) to gain depth in a designated area cluster. These areas include the following: community and economic development, environmental management and land-use policy, financial management, health administration, human resources management, information technology management, intergovernmental management, international policy and management, local government, nonprofit management, planning, public policy, real estate development, transportation, and urban form and design.

Students may elect to follow a more generalist perspective and take their elective courses from the array of elective offerings.

### Thesis Option

Thesis option, PPD 594ab Master's Thesis (4 units), may be taken as part of the elective category. Information regarding the thesis

contract is available from the M.P.A. director. All theses and dissertations submitted in fulfillment of requirements for graduate degrees must conform to university regulations with regard to form and method of preparation.

### Internships

Pre-service students – that is, those with fewer than 25 months' employment in a professional level position – are required to complete at least 300 hours of an internship and an internship seminar (PPD 543). MPA students may enroll in the internship seminar during their first semester. Students complete internships in conjunction with the internship seminar.

### Specialization in Intergovernmental Management

In addition to the substantive area cluster, M.P.A. students may choose the specialization in intergovernmental management.

Students enroll in courses and serve in internships in at least two levels of governance. A student may take courses toward this specialization at either the Los Angeles or USC State Capital Center. Internships may be taken through either of these centers. Students electing this specialization meet with the intergovernmental management coordinator at either the Los Angeles or the USC State Capital Center to design their program.

To complete this specialization, students complete three courses from the following lists (with at least two drawn from the first list): (1) PPD 661, PPD 662, PPD 663, PPD 669, PPD 670; (2) PPD 688, PPD 689, PPD 690.

## Master of Public Policy

The Master of Public Policy (M.P.P.) program is designed to prepare students for careers as professional policy analysts. Through an interdisciplinary curriculum and real world experience, students gain an understanding of the policy process, and develop the capacity to formulate, analyze and implement public policy.

The M.P.P. degree is offered at the University Park campus only.

### Requirements for Admission

Candidates for admission must have maintained a minimum B (3.0) average during their undergraduate degree work and attain a score of at least 500 on the verbal and at least 500 on the quantitative sections of the GRE. Exceptions to these requirements are allowed if justified by outstanding work experience, letters of recommendation, or demonstrated improvement in academic performance during undergraduate studies.

Applicants must have a bachelor's degree from an accredited institution and have a basic competence in descriptive and inferential statistics. This prerequisite may be met in one of two ways: (1) entering students must have passed an undergraduate inferential statistics class, with a grade of "B" or better, at an approved university within three years of matriculation, and must pass the MPP lab associated with PPD 554 Foundations of Policy Analysis, or (2) take PPD 502x Statistical Foundations for Public

Management and Policy and complete with a grade of "B" or better. If students select to take PPD 502x, the units associated with this class may not be used toward the MPP degree.

### Degree Requirements

Students are required to complete 48 units of graduate work, with 28 units of core and 20 elective units divided between management, analytic and specialization areas.

REQUIRED CORE COURSES		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 554	Foundations of Public Policy Analysis	2
PPD 555	Public Policy Formulation and Implementation	4
PPD 557	Modeling and Operations Research	4
PPD 558	Multivariate Statistical Analysis	4
PPD 560	Methods for Policy Analysis	4
PPD 561ab*	Policy Analysis Practicum	1, 3

\*During a student's final semester of the program, the Policy Analysis Practicum is required as a component of the program's 48 units of course work. The practicum is an opportunity for students to apply their analytic skills to a current problem for an actual client. Admission to the practicum is granted on the approval of the M.P.P. director, and normally requires prior completion of most required courses.

### Electives

Students complete 4 units of management elective, 4 units of analytic elective and 12 units of specialization elective. These electives typically are selected to support specialization in a substantive policy area (e.g., environment or community economic development).

MANAGEMENT ELECTIVE (CHOOSE 4 UNITS)		UNITS
PPD 516	Financial Accounting for Health Care Organizations	4
PPD 541	Public Financial Management and Budgeting	4
PPD 545	Human Behavior in Public Organizations	4
PPD 654	Information Technology Management in the Public Sector	4
PPD 656	Political Management: Theory and Applied Techniques	4
PPD 661	Intergovernmental Management: Local Perspective	4
PPD 662	Intergovernmental Management: State Perspective	4
PPD 675	Nonprofit Management and Leadership	4
PPD 687	Strategic Management in the Nonprofit Sector	4
PPD 690	Alternative Dispute Resolution	4

ANALYTIC ELECTIVE (CHOOSE 4 UNITS)		UNITS
PPD 542	Policy and Program Evaluation	4
PPD 587	Risk Analysis	4
PPD 617	Urban Demography and Growth	4
PPD 647	Finance of the Public Sector	4

In addition, students take 12 units of additional electives selected by the students with the advice of the academic advisor or director of the M.P.P. program. These electives typically are taken in an area of policy specialization, such as: community economic development, education policy, environmental policy, health, infrastructure, international policy and development, media and communications, philanthropy and nonprofit, and transportation.

Students may not take more than 12 course units outside of the School of Policy, Planning, and Development without written consent of the director of the M.P.P. program.

## Master of Public Policy and Management

The International Public Policy and Management (IPPAM) Program offers a Master of Public Policy and Management (M.P.P.M.). The degree is designed for managers, planners and analysts involved in social sector programs who want to strengthen their management skills and further develop their policy analysis capabilities. For professionals working in the social sectors, IPPAM offers an opportunity to deepen their conceptual understanding of the forces driving change in their sectors and to develop an analytical approach for accessing and reshaping social policy. The program is well-suited for mid-career professionals working in the social sectors, such as physicians, nurses and pharmacists in the health professions; educators and administrators in the teaching professions; government regulators, managers and staff; community organizers, aid workers and others working in the NGO sector; and reporters and others in the news professions interested in covering social issues.

This program is specifically designed for international students and U.S. students who wish to work in international settings, including the Pacific Rim, Latin America and countries in other regions with evolving social systems.

Students are required to complete a minimum of 32 units. All students must fulfill core requirements (18 units) in fundamental policy analysis and management disciplines and an additional 14 units in an area of concentration chosen by the student. The core requirements include: PPD 501a Economics for Policy Planning and Development; PPD 542 Policy and Program Evaluation; PPD 569 Applied International Policy Analysis and Management Project; PPD 570 Applied Statistics for Planning, Policy and Management; and PPD 571 International Public Policy and Management Seminar.

Students select an area of concentration in which they complete a set of recommended elective courses. Each concentration allows students to pursue in depth one or more areas of particular relevance to their career goals. The concentration areas enable students in the interdisciplinary IPPAM program to establish a second "home" in one of the school's programs, such as health administration or urban planning. Students are required to consult with IPPAM faculty advisors to choose elective courses from a recommended list of courses relevant to the M.P.P.M. degree.

Through the integrated curriculum, participants gain practical skills which are developed within an appropriate conceptual context. Many of the courses and applied projects integrate examples and data from the student's home countries. Program graduates will have achieved advanced competency in disciplines that include public sector economics, applied methods for public policy analysis, evaluation and management.

Core faculty are drawn from the School of Policy, Planning, and Development and include senior, experienced faculty along with leading practitioners and experts in applied fields such as community development, international trade policy, health care policy, and so forth. In addition to the participation of distinguished visiting scholars as guest lecturers in class sessions, the program features an international seminar on public policy and management with guest lectures by policy makers. The opportunity to interact with leading scholars, policy makers, and practitioners from the United States and abroad is an essential component of the program.

The program begins in mid-June with intensive English language workshops and the course in applied statistics. The language workshop can be waived for students with 250+ computer-based TOEFL scores or 600+ paper-based TOEFL scores. In the fall semester, international students transition into the regular program consisting of required courses and electives in their chosen concentration area. Some international students may be required to enroll in additional English language workshops depending on how they score on required English exams. Most students can expect to complete the program in 13 months. The intensive nature of the program is designed for full-time students who take a leave from work while enrolled in the program. This approach minimizes the amount of time that professionals must be away from their full-time careers to pursue an advanced degree.

Applicants should have at least a bachelor's degree from an accredited university and three to seven years of significant professional experience. The IPPAM Program office is located in the School of Policy, Planning, and Development, Von KleinSmid Center, Room 253, phone (213) 740-0547, fax (213) 821-1331, email: [ippam@usc.edu](mailto:ippam@usc.edu).

## Master of Real Estate Development

The Master of Real Estate Development program is a carefully integrated program that brings together the three main elements of real estate development: design, finance and policy. It is a one-year full-time or two-year evening executive program of study designed to provide students with the knowledge and skills they require to compete successfully in the development industry. The curriculum encompasses eight areas of study with which developers must be conversant, including real estate law, economics, finance, market analysis, negotiation, planning, architecture and engineering. Courses are taught by full-time faculty members from the School of Policy, Planning, and Development. In addition, practicing developers, lawyers, planners and other professionals make regular contributions to the course of study, helping students link learning to practice.

### Curriculum Requirements

The program of graduate study for the professional degree requires successful completion of the core curriculum (36 units), elective courses (8 units) and a comprehensive examination. Students must complete a total of 44 units.

### Core Curriculum

The core comprises 13 lecture-seminar courses that combine lectures, projects, case analyses, and exercises which allow students to experience all facets of the developer's tasks and problems. The integrative project, RED 575L, provides problem solving exercises and the evaluation of actual development situations. Courses emphasize various design, regulatory and fiscal problems associated with urban development and the developer's role in improving development standards in the industry.

CORE COURSES		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
RED 509	Market Analysis for Real Estate	4
RED 542	Finance of Real Estate Development	3
RED 544	Real Estate Capital Markets	2
RED 546	Application of Real Estate Finance to Problems of Development	3

RED 547	Project Management and Construction	2
RED 551	The Approval Process	4
RED 562	Legal Issues in Real Estate Development	4
RED 573	Design History and Criticism	2
RED 574	Building Typologies	2
RED 575L	Community Design and Site Planning	4
RED 598	Real Estate Product Development	2

Eight units of elective course work are required for the Master of Real Estate Development. These courses may be taken in the Schools of Policy, Planning, and Development, Architecture, Business, Law and the Department of Civil Engineering. Admission to some classes requires advanced prerequisites and is subject to availability and approval of the instructor.

### Comprehensive Examination

Successful completion of a comprehensive written and oral examination is required of all students seeking the Master of Real Estate Development degree. The examination explicitly covers the core courses. It is normally administered late in the spring semester by a faculty committee appointed by the dean. Students who fail the examination once may take it again within one year. The examination may not be repeated more than once.

### General Requirements

#### Residence and Course Load

The Master of Real Estate Development may be completed on either a full-time or part-time basis. Both options begin in the summer session in June. The full-time program requires 11 months of study. The evening executive option is completed over a two-year period. Students are also expected to participate fully in all extracurricular activities associated with the Master of Real Estate Development program, including the weekly speaker series.

Students who wish a leave of absence for a semester or longer must request it from the dean in writing; such leaves may be granted for up to one year.

Students must have an approved laptop computer as required by instructors and must demonstrate calculator and spreadsheet skills.

### Time Limit

The time limit within which students in the program must complete the requirements for the Master of Real Estate Development is governed by the following regulations:

All requirements for the Master of Real Estate Development must be completed within five calendar years from the first course at USC applied toward the degree.

University regulations prohibit the acceptance of credits for courses taken toward a Master of Real Estate Development degree more than seven years after the date they were successfully completed.

### Grade Point Average Requirement

While enrolled in the program, a student must maintain a grade point average of at least 3.0 for all courses taken toward the degree.

### Probation and Disqualification

Any student with a cumulative grade point average of below 3.0 for all courses taken in the program will be placed on academic probation. A student may be disqualified to continue toward a graduate degree if the student has been on academic probation for two consecutive semesters. Whether or not on academic probation or warning, a student may be disqualified at any time from continuing in the program if the dean of the school, after consultation with the faculty, determines that the student is deficient in academic achievement or in another qualification required for the attainment of the Master of Real Estate Development degree.

### Course Exemptions and Transfer of Credits

Courses taken toward other degree programs, if determined by the dean to be equivalent to courses in the curriculum, may be accepted for subject credit only. All students are required to complete 44 units while enrolled in the Master of Real Estate Development program. The acceptance of previous course work for subject credit will enable the student to take additional elective courses.

## Graduate Professional Labs

USC's School of Policy, Planning, and Development offers professional consulting-like experience for graduate students in its core master's degree programs. Participants are presented with a challenging professional assignment and a well-defined client and terms of reference. Students typically work in teams to produce a professional report and related materials that are presented to the client at the close of the assignment. The terms of reference for the lab vary each year depending upon the client, the instructor and the setting, among other considerations.

In principle, these professional labs may be held anywhere, either in Los Angeles, elsewhere in the United States or abroad.

The SPPD professional laboratory teaches students to integrate scholarly knowledge with professional practice. Likewise, it helps participants make the transition from the classroom back to a "real world" setting. In the case of international labs, participants also gain a deeper and more direct understanding of how the culture of professional practice can vary from one setting to the next. Through the SPPD professional laboratory students build their credentials and experience while also extending their network of professional contacts.

These professional labs are intended primarily for graduate students in public administration, planning, real estate development, public policy and health administration.

A distinctive feature of the professional laboratory is that it is intended as an integrative professional experience across the school, so that students from any of these programs may participate fully.

Each summer SPPD offers one or more international labs/workshops. Recent international labs have been held in China, Brazil, Germany, Morocco, Italy and Vietnam. All students are encouraged to take at least one international lab course.

## Graduate Certificate Programs

### Certificate in Transportation Systems

The graduate Certificate in Transportation Systems is an interdisciplinary program administered by the Department of Civil Engineering. The certificate program allows students to specialize in transportation applications, while simultaneously receiving a degree in their home department. The certificate in transportation systems combines elements of transportation engineering with transportation policy, planning and project management. The program is especially appropriate for students intending to pursue careers as developers of transportation technologies or as implementors of technologies within government agencies.

Students electing the certificate program apply to the Department of Civil Engineering.

Course prerequisites for the program are:

- 1) one course in statistics or uncertainty, equivalent to CE 408, ISE 225 or PPD 404x;
- 2) one course in engineering economy, equivalent to ISE 460;
- 3) one course in microeconomics, equivalent to ECON 203; and
- 4) one course in a high level programming language, such as C or Fortran.

These prerequisites may be satisfied after enrollment in the certificate program by taking the indicated courses or their equivalent. Graduate students cannot receive credit for courses numbered below 400. Detailed admissions requirements are published by the Department of Civil Engineering.

### Requirements for Completion

The curriculum consists of five graduate courses for a total of 17 units.

REQUIRED COURSES		UNITS
CE 519	Transportation Engineering	3
CE 585	Traffic Engineering and Control	3
ISE 515	Engineering Project Management	3
PPD 633	Urban Transportation Planning and Management	4
PPD 634	Institutional and Policy Issues in Transportation	4

Qualified students holding a bachelor's degree also have the option of enrolling in the certificate program without receiving a separate graduate degree.

### Certificate in Nonprofit Management and Policy

This graduate certificate program provides students with a foundation in nonprofit management and policy. The certificate develops nonprofit management skills and provides students the knowledge needed to understand the increasing importance of nonprofits in society and their role in forming and influencing public policy.

Applicants for the Certificate in Nonprofit Management and Policy who are currently enrolled in a graduate program at USC and are in good standing with a 3.0 GPA only need to submit the appropriate paperwork for adding the certificate program, which may be obtained from the student services advisor.

Applicants for the Certificate in Nonprofit Management and Policy who have not matriculated at USC must make a formal application for admission to the certificate program, provide transcripts of all college work, a resume and one letter of recommendation.

The certificate in nonprofit management and policy consists of 16 units of graduate course work.

### Required courses (16 units)

CORE COURSES (12 UNITS)		UNITS
PPD 675	Nonprofit Management and Leadership	4
PPD 687	Strategic Management in the Nonprofit Sector	4
PPD 689	The Voluntary Nonprofit Sector and Public Policy	4

### Elective Course

Students select 4 elective units. The elective course(s) may be taken from within the School of Policy, Planning, and Development course offerings or other USC units. The elective selection must be approved by the faculty advisor for the certificate program.

Up to 10 units of the certificate may be applied to both the certificate and the core requirements or electives in the Master of Public Administration program. Up to 12 units may be applied toward both the certificate and the core or electives in the Master of Public Policy program.

The Master of Public Administration director will provide advisement.

### Certificate in Political Management

This graduate certificate program provides students with a foundation in political management. It is designed to provide expertise for students who wish to work in public policy advocacy, in political relations, with elected officials and with the public, non-profit or private sectors.

Applicants who are currently enrolled in a graduate program at USC and are in good standing with a 3.0 GPA only need to submit the appropriate paperwork for adding the certificate program which may be obtained from the student services advisor.

Applicants who have not matriculated at USC must make a formal application for admission to the certificate program, as well as provide transcripts of all college work, a resume and one letter of recommendation.

The Certificate in Political Management consists of 14-16 units of graduate course work depending on the courses selected.

CORE COURSE (4 UNITS)		UNITS
PPD 658	Advocacy in Public Administration	4
FOUNDATION COURSE		UNITS
Select one: 2 or 4 units		
PPD 500	Intersectoral Leadership	2
PPD 540	Public Administration and Society	4
PPD 554	Foundations of Public Policy Analysis	2
PPD 684	Leadership Development in the Public and Nonprofit Sectors	2
CHOOSE TWO OF THE FOLLOWING (8 UNITS)		UNITS
PPD 616	Participatory Methods in Planning and Policy	4
PPD 656	Political Management: Theory and Applied Techniques	4
PPD 657	Political Leadership in Public Organizations	4
PPD 693	Communicating Public Policy	4

Up to 10 units of the certificate may be applied toward both the certificate and to the core requirements or electives in the Master of Public Administration. Up to 12 units may be applied toward both the certificate and toward core or electives in the Master of Public Policy or Master of Planning.

The director of the graduate programs in public policy and management will provide advisement.

### Certificate Programs in Public Financial Management

Students enrolled in the Public Financial Management certificate program are required to take 52 graduate units of course work (53 for pre-service students). Fourteen of these units are M.P.A. core courses (PPD 500, PPD 501ab, PPD 540 and PPD 546); and 12 units of management competencies (PPD 541, PPD 542 or PPD 557 or PPD 666, and PPD 545). In addition, students must take 16 units of course work in finance and related subjects (PPD 516, PPD 554\* or PPD 555, PPD 647 and PPD 661 or PPD 662 or PPD 669). Ten units of approved electives will be selected from among: PPD 510b, PPD 542, PPD 652, PPD 660, PPD 661, PPD 662, PPD 669, PPD 679 and PPD 688. Pre-service students must also serve an internship and be enrolled in PPD 543.

Students may receive this certificate with a specialization in intergovernmental management provided they complete the three course sequence (PPD 661, PPD 662, PPD 669). Students may satisfy this requirement if they apply two of these courses toward the 10-unit elective requirement and apply the third course toward the 16-unit finance and related subjects requirement.

\*Students who select PPD 554 (rather than PPD 555) must select an additional 2-unit elective.

### Certificate Programs in Health Management and Policy Programs

The Health Management and Policy Programs of the School of Policy, Planning, and Development offers certificate programs in specialized areas of health care administration. The certificates are designed to provide practitioners with means for improving or updating their knowledge and experience in a challenging and professionally relevant course of study. Certificates are offered in Administration of Long Term Care Programs and Management of Ambulatory Care Systems. Applicants for the certificate programs must make formal application for admission to the certificate program, provide transcripts of all college work, supplemented by three letters of recommendation, including one from a former instructor, a resume and a personal statement describing their career goals and the relationship of the certificate to those ends.

It is expected that applicants to the certificate programs should have graduated from a recognized college with an approximate grade point average of B in the last 60 units of college work. Non-graduates may be admitted if the director believes that there is evidence to suggest that the applicant is capable of graduate level work.

Successful completion of the certificate will not be a deciding factor in the admission decision for the degrees offered by the Health Management and Policy Programs or the School of Policy, Planning, and Development.

The Ambulatory Care program requires 20 units of graduate credit including a 16-unit core and a four-unit specialized seminar in the area of the certificate concentration. Core courses (16 units) are: PPD 509; PPD 510a or PPD 516; PPD 545 or PPD 557; one elective. One specialized seminar as follows (four units): PPD 600, PPD 601 or GERO 550.

The Certificate in Administration of Long Term Care Programs requires 16 units of course work. The required courses are GERO 500; PPD 513; PPD 518; PPD 601; PPD 510a or PPDE 645. The program can be completed via distance learning.

Completing a certificate program does not constitute completion of or admission to the Master of Health Administration (M.H.A.) or Executive Master of Health Administration (E.M.H.A.) degree programs nor will it be a deciding factor in the admission decision to those programs. Students in the M.H.A. program, however, may qualify for award of these certificates if they complete the applicable course requirements.

### Certificate in Public Management

This program provides students with a solid foundation of training and skills in management. Individuals who need training in public administration but who are unable to enroll for the Master of Public Administration (M.P.A.) degree may find this certificate program of particular interest. Key to the program's success is the close integration of the academic curriculum and the application of skills and theory to managerial work assignments. Students may enroll at any time throughout the year.

The program consists of four courses: PPD 540, PPD 542, PPD 545, and one elective selected from any 500-level offering in the PPD curriculum.

### Certificate in Public Policy

This graduate certificate program provides students with a foundation in public policy analysis. It is designed to provide expertise in public policy to individuals who do not want to pursue the Master of Public Policy degree. Potential students include those who are pursuing another degree and want to complement that work with a specialization in public policy, as well as qualified students holding a bachelor's degree who have not matriculated at USC. The certificate develops policy analytic skills and their integration with a policy issue area of interest to the student.



Applicants for the Certificate in Public Policy who have not matriculated at USC must make a formal application for admission to the certificate program, provide transcripts of all college work, a resume and one letter of recommendation.

The program consists of 16 units of graduate course work.

*Required courses (16 units)*

CORE COURSES (8 UNITS)		UNITS
PPD 500	Intersectoral Leadership	2
PPD 554	Foundations of Public Policy Analysis	2
PPD 555	Public Policy Formulation and Implementation	4
Choose 4 units from:		
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 557	Modeling and Operations Research	4
PPD 558	Multivariate Statistical Analysis	4
PPD 560	Methods for Policy Analysis	4

Choose one course from a policy area. There are many policy issues courses from which to choose (e.g., health, nonprofit, transportation, environment, housing). 4

The Master of Public Policy director will provide advisement.

**Certificate in Homeland Security and Public Policy**

This graduate certificate program provides students with a foundation in homeland security and public policy. It is designed to provide expertise to individuals working in the field with an interest in refining their risk and security analysis skills as well as others with interest in the field. The certificate develops risk analysis skills and provides students with the knowledge needed to understand the issues surrounding the increasingly important issues of homeland security and public policy.

Applicants for the Certificate in Homeland Security and Public Policy who are currently enrolled in a graduate program at USC in good standing with a 3.0 GPA only need to submit the appropriate paperwork for adding the certificate program which may be obtained from the student services advisor.

Applicants for the Certificate in Homeland Security and Public Policy who have not matriculated at USC must make a formal application for admission to the certificate program, provide transcripts of all college work, a resume and one letter of recommendation.

The certificate in homeland security and public policy consists of 15-16 units of graduate course work depending on the course selected.

REQUIRED CORE COURSE	(4 UNITS)
PPD 683	Homeland Security and Public Policy 4
Choose three of the following (11-12 units):	
PPD 501ab	Economics for Policy, Planning, and Development 4
PPD 557	Modeling and Operations Research 4, or
ISE 530	Introduction to Operations Research 3, or
ISE 562	Value and Decision Theory 3
PPD 587	Risk Analysis 4

**Sustainable Cities Graduate Certificate**

The Sustainable Cities Graduate Certificate program is a multidisciplinary certificate program open to USC students pursuing graduate degrees in many disciplines including anthropology, architecture, biology, chemistry, communication, earth sciences, economics, education, engineering, geography, international relations, political science, public policy, sociology, urban planning and others.

Creating sustainable cities for the 21st century is a major challenge for society. The growth of cities, caused by natural population increase and massive rural-to-urban population flows, poses critical environmental problems that reach far beyond municipal boundaries and transcend national borders. Resolving such problems requires contributions from natural scientists, engineers, behavioral scientists and policy experts. To solve problems of national concern, such scientists must work productively with public administrators, political decision-makers and diverse interest groups.

This program seeks to equip graduate students with both the requisite knowledge of other fields and the political, interpersonal and communication skills necessary to succeed in research and practical contexts.

Applicants for the Certificate in Sustainable Cities who are currently enrolled in a graduate program at USC and are in good standing with a 3.0 GPA only need to submit the appropriate paperwork for adding the certificate program, which may be obtained from the student services advisor.

Applicants for the Certificate in Sustainable Cities who have not matriculated at USC must make a formal application for admission to the certificate program, provide transcripts of all college work, a resume and one letter of recommendation.

REQUIRED COURSES (14-15* UNITS)	UNITS
ARCH 519	Sustainability in the Environment: Infrastructure, Urban Landscapes, and Buildings 3
CE 564*	Methods for Assessment and Protection of Environmental Quality (3), or
ENE 502*	Environmental and Regulatory Compliance (3), or
PPD 587	Risk Analysis (4) 3-4
PPDE 632	Sustainable Cities 4

\*Students who select CE 564 or ENE 502 will complete 14 units for the certificate.

Four units from:

PPD 568	Environmental Governance and Sustainability	2
PPD 619	Smart Growth and Urban Sprawl: Policy Debates and Planning Solutions	4
PPD 621	Environmental Impacts	4
PPD 692	Transportation and the Environment	4
PPDE 660	Environmental Policy Design and Analysis	2

Each academic unit, department or program will determine the number of units completed that may be applied to the student's master's or doctoral degree.

**Certificate in Health Systems Operations**

This 17-unit graduate certificate is jointly sponsored by the Epstein Industrial and Systems Engineering Department and the School of Policy, Planning, and Development (Master of Health Administration program), and administered by the Epstein Industrial and Systems Engineering Department. See Industrial Systems and Engineering Department on page 657 for course requirements.

### Non-Credit Programs Offered by the Center for International Training and Development

#### *Management Effectiveness Program*

This is a four-week intensive training program in the art and science of management. The program is designed to enhance leadership effectiveness and the development of a management generalist perspective.

#### *International Executive Development Laboratory*

This five-week laboratory focuses on issues in executive leadership, strategic management, environmental analysis, international finance and economics, computer-based project planning, and implementation of planned change strategies.

## Dual Degree Programs

A dual degree program is an academic option which allows a student to enroll in two graduate programs simultaneously. Application must be made to both schools, and if accepted to both, the student pursues a specially designed program which combines selected courses from the two academic units. Students are required to seek advisement from both schools. The student will have the opportunity to acquire the knowledge and skills from two fields of study.

The dual degree program enables the student to integrate a closely related field with planning or development. The purpose of the dual program is to provide an enriched educational experience; accordingly, concurrent course work in the two fields is required.

Since the unit requirements of dual degrees depend upon the mutual transfer of units between the two academic units, no other transfer of credits will be allowed.

Students who decide, at any point, to earn only one of the two degrees must meet all the regular requirements for earning that degree alone.

Students in Master of Planning dual degree programs must fulfill the comprehensive examination and appropriate internship requirements except where noted otherwise.

#### **Master of Planning/Master of Architecture**

The Master of Planning/Master of Architecture dual degree program facilitates highly related cross-disciplinary studies in architecture (through the USC School of Architecture) and in planning at the master's level. This program offers students interested in developing a career in urban design an opportunity to make more substantial commitments in both disciplines and to achieve a more coherent and extensive knowledge in the design of built environments and public policy.

Candidates must already possess a degree in architecture. This dual degree program normally requires five semesters in residence.

#### *Requirements*

Requirements for completion of the dual degree program are 72 units, including 36 units in architecture and 36 units in planning. See the School of Architecture, page 132, for course requirements.

#### **Master of Planning/Master of Business Administration**

The Master of Planning/Master of Business Administration dual degree program enables the student to understand the conduct and requirements of business, accounting, corporate and strategic planning, real estate marketing, and finance. Further, students gain expertise in public policy, city planning and the interpretation of government regulations. Exposure to both fields becomes an educational as well as a professional asset for careers in either public service or private enterprise. This dual degree program normally requires five semesters in residence.

#### *Requirements*

A total of 84 units is required for the dual degree: 48 units of work in the Marshall School of Business and 36 units in the School of Policy, Planning, and Development. Required courses that must be taken in the Marshall School of Business include: all required courses in an M.B.A. program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree students must not count courses taken outside the Marshall School of Business toward the 48 units.

POLICY, PLANNING, AND DEVELOPMENT		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2
PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

*Concentration Methodology:* A 4-unit course selected from the concentration list shown in the M.Pl. program.

*Planning Studios:* PPD 531L (4, 4) to total 8 units.

*Electives:* 8 units of elective courses taken within the School of Policy, Planning, and Development.

Dual degree students, like all other M.Pl. students, must take a comprehensive examination and fulfill the internship requirement.

#### **Master of Planning/Master of Arts in Economics**

The School of Policy, Planning, and Development and the Department of Economics jointly offer a two-year program leading to the M.Pl. and M.A. degrees. Applicants must apply to the School of Policy, Planning, and Development and the USC Graduate School and meet the admission requirements of both.

**Requirements**

Requirements for completion of the dual degree program are 58 units, including 24 units in economics and 34 units in planning.

ECONOMICS		UNITS
ECON 500	Microeconomic Analysis and Policy	4
ECON 501	Macroeconomic Analysis and Policy	4
ECON 513	The Practice of Econometrics	4
ECON 594abz	Master's Thesis	4
Electives	Economics	8
POLICY, PLANNING, AND DEVELOPMENT		UNITS
PPD 500	Intersectoral Leadership	2
PPD 524	Planning Theory	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2
PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

*Planning Studios:* PPD 531L (4, 4) to total 8 units.

*Electives:* 14 units of elective courses taken within the School of Policy, Planning, and Development.

Dual degree students, like all other M.Pl. students, must take a comprehensive examination and fulfill the internship requirement.

*Thesis:* A thesis is required on a subject interrelating economics and urban planning and development. Students must register in a minimum of 4 units of ECON 594abz (2-2-0) and maintain continuous registration until completion of the thesis.

During the summer after the first year of graduate study, the student normally serves an internship in a planning organization. The student must complete a thesis acceptable to both faculties.

**Master of Planning/Master of Arts in International Relations**

The School of Policy, Planning, and Development and the School of International Relations jointly offer a three-year program leading to both M.A. and M.Pl. degrees. Applicants must apply to the School of Policy, Planning, and Development and the School of International Relations and meet the requirements for admission to both. Students interested in this program are required to take the Graduate Record Examinations (GRE).

Requirements for the dual degree program are 56 units, including 24 units in the School of International Relations and 32 units in the School of Policy, Planning, and Development.

INTERNATIONAL RELATIONS		UNITS
IR 517	International Policy Analysis	4
	one course that focuses on a specific region	4
	one functional course from the following:	4
IR 502	Conflict and Cooperation	
IR 509	Culture, Gender and Global Society	
IR 521	Introduction to Foreign Policy Analysis	
IR 541	Politics of the World Economy	
	three IR electives	12
POLICY, PLANNING, AND DEVELOPMENT		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2
PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

*Planning Studios:* PPD 531L (4, 4) to total 8 units

*Electives:* 8 units of elective courses in planning (including one methods class) taken within the School of Policy, Planning, and Development.

Dual degree students, like all other M.Pl. students, must take a comprehensive examination and fulfill the internship requirement. Students in the dual degree program must complete a substantive paper or alternative project. The requirements, standards and evaluation procedure for the substantive paper are identical to those listed for the M.A. in Political Science and International Relations except that one member of the examining committee must come from the School of Policy, Planning, and Development.

**Master of Planning/Master of Real Estate Development**

The Master of Planning/Master of Real Estate Development dual degree program enables students to expand their skills in planning, land development, market analysis, finance and economics. Exposure to both fields becomes an educational as well as a professional asset for careers in either real estate development or planning. This dual degree program normally requires five semesters, including one summer, in residence.

**Requirements**

A total of 74 units is required for the dual degree, all from within the School of Policy, Planning, and Development.

REQUIRED COURSES		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PLANNING CORE		UNITS
PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2
PPD 531L	Planning Studio	4
PPD 533	Planning History and Urban Form	2
REAL ESTATE CORE		UNITS
RED 509	Market Analysis for Real Estate	4
RED 542	Finance of Real Estate Development	3
RED 544	Real Estate Capital Markets	2
RED 546	Applications of Real Estate Finance to Problems of Development	3
RED 547	Project Management and Construction	2
RED 551	The Approval Process	4
RED 562	Legal Issues in Real Estate Development	4
RED 573	Design History and Criticism	2
RED 574	Building Typologies	2
RED 575L	Community Design and Site Planning	4
RED 598	Real Estate Product Development	2

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

*Electives:* 12 units of PPD courses and 12 additional units of elective courses taken within the School of Policy, Planning, and Development.

Students are also required to complete a comprehensive examination. Students have the option of selecting either the existing M.Pl. or existing M.R.E.D. examination.

The internship requirement is waived for students who enter the program with professional experience in either planning, real estate or a related field.

### Master of Planning/Master of Science in Gerontology

The M.S./M.Pl. dual degree is one of a few in the nation which combines the knowledge of the older population with the skills needed to plan services for older people. The M.Pl. prepares the graduate for the responsibilities involved in development of public and private institutions and programs. The M.S. indicates a special focus on the older person and the skills to analyze and design programs for this growing population. The M.S. is offered through the USC Davis School of Gerontology.

#### Requirements

Requirements for completion of the dual degree program are 66 units including 26 units in gerontology, 36 units in planning and a minimum of 4 units of thesis in either gerontology or planning, as follows:

GERONTOLOGY		UNITS
GERO 510	Physiology of Development and Aging	4
GERO 520	Life Span Developmental Psychology	4
GERO 530	Life Span Developmental Sociology	4
GERO 540	Social Policy and Aging	4
GERO 591	Field Practicum	6
	Gerontology elective	4
POLICY, PLANNING, AND DEVELOPMENT		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2
PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

*Concentration Methodology:* A 4-unit course selected from the concentration list shown in M.Pl. program.

*Planning Studios:* PPD 531L (4, 4) to total 8 units.

*Electives:* 8 units of elective courses taken within the School of Policy, Planning, and Development.

*Thesis:* A thesis is required on a subject interrelating gerontology and planning. Students must register in a minimum of 4 units of PPD 594abz (2,2,0) or GERO 594abz (2,2,0). Students must maintain continuous registration until completion of the thesis.

*Program Adaptation:* The USC Davis School of Gerontology waives GERO 589 Case Studies in Leadership and Change Management because students enrolled in this program will have a primary professional focus in planning.

### Master of Planning/Master of Landscape Architecture

The dual degree option in planning and landscape architecture (within the USC School of Architecture) trains professionals in policy and design, and to be competent with design problems at different scales, but with a distinctly urban focus. Candidates must already possess a professional degree in landscape architecture. The dual degree program normally requires five semesters in residence.

#### Requirements

Completion of the dual degree requires 66 units, including 32 units of courses in landscape architecture, 24 units of courses in urban planning and 10 units of thesis option I or II. See the School of Architecture, page 133, for course requirements.

### Master of Planning/Master of Public Administration

The Master of Planning/Master of Public Administration dual degree program is designed for the study of the relationships between planning and public administration. Administrative skills, budgeting and fiscal analysis, a knowledge of operations services of local governments, and formulation and conduct of planning operations within the context of municipal management are required. This dual degree program normally requires five semesters in residence.

#### Requirements

Requirements for completion of the dual degree program are 60 units, including 26 units in public administration, 20 units in planning and 14 units of electives (8 in planning), as follows:

*Prerequisites:* 12 undergraduate course credit units of social science, not more than 8 units in any one field, are required. Students must also satisfy the M.P.A. statistics prerequisite and other prerequisites. PPD 525 satisfies the

School of Policy, Planning, and Development prerequisite in descriptive and inferential statistics for students in the Master of Planning/Master of Public Administration dual degree program. Dual degree students completing PPD 525 with a grade of B or higher (A = 4.0) need not take PPD 502x Statistical Foundations for Public Management and Policy.

PUBLIC ADMINISTRATION		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 540	Public Administration and Society	4
PPD 541	Public Financial Management and Budgeting	4
PPD 542	Policy and Program Evaluation, or Modeling and Operations Research, or Administrative Research and Analysis	4
PPD 545	Human Behavior in Public Organizations	4
PPD 546	Professional Practice of Public Administration	4
URBAN AND REGIONAL PLANNING		UNITS
PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2
PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

*Planning Studios:* PPD 531L (4, 4) to total 8 units.

*Electives:* 14 units of elective courses taken within the School of Policy, Planning, and Development. Eight of these elective units must be taken in the planning program. Dual degree students who complete PPD 502x with a grade of C or higher need not take PPD 525. Instead, they should take 2 additional elective units for a total of 16.

Dual degree students, like all other M.Pl. students, must take a comprehensive examination and fulfill the internship requirement.

**Master of Planning/Master of Public Health**

The Master of Planning/ Master of Public Health (M.Pl./M.P.H.) dual degree is designed for individuals who envision a career that combines urban planning and public health disciplines. This dual degree combines the knowledge of urban planning with an understanding of health from a population perspective. It will provide training for planning, evaluating and guiding healthy community and urban development, and will enable graduates who seek to be agents of change within the profession to assume leadership roles in planning and in public health at the local, state and national levels.

A total of 79 units are required for the dual degree.

**POLICY, PLANNING, AND DEVELOPMENT**

CORE REQUIREMENTS		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 524	Planning Theory	2
PPD 527	The Social Context of Planning	2
PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2

**Concentration**

Students must select 16 units in a concentration from one of the five concentrations in the planning program. Students are required to complete the gateway course and methodology course related to their concentration as part of their preparation for their comprehensive examination. The student's concentration must contain a 4-unit methodology course, a 4-unit gateway course and 8 other units. See further details on the concentrations in the Master of Planning section of the catalogue.

**Planning Studios**

Students will complete a total of 8 units of domestic or international planning studios under PPD 531L (4) to satisfy this requirement.

Dual degree students, like all other M.Pl. students, must take a comprehensive examination and fulfill an internship requirement. Students will take 200 hours of planning internship placement in addition to 4 units of PM 593. See below for further internship details for this dual degree.

**PREVENTIVE MEDICINE – PUBLIC HEALTH**

CORE REQUIREMENTS		UNITS
PM 501	Foundations in Health Education and Promotion	4
PM 508	Health Service Delivery in the U.S.	4
PM 510L	Principles of Biostatistics	4
PM 512	Principles of Epidemiology	4
PM 529	Environmental Health: An Epidemiological Approach	4
PM 593*	Public Health Practicum	4 or 8

\*PM 593 is a variable unit course, 4 or 8 units. Students are required to take 4 units for this dual degree.

**HEALTH PROMOTION TRACK REQUIREMENTS**

HEALTH PROMOTION TRACK REQUIREMENTS		UNITS
PM 528	Program Design and Evaluation	4
PM 562	Intervention Approaches for Health Promotion and Disease Prevention	4
PM 563	Organizing and Mobilizing Communities for Global Health	4
	Health Promotion Track Electives	4
	Other Electives	3

All students admitted into the dual degree program must complete all requirements for each program.

Students in the dual degree may substitute two M.Pl. core courses with PM courses. PPD 525 may be substituted with PM 510 and PPD 526 may be substituted with PM 563.

Students enrolled in the dual degree are not required to take PPD 525 (as opposed to the stand alone M.Pl. degree students) because they develop the necessary proficiencies in statistics in PM 510L, which provides them the opportunity to learn biostatistics, health statistics and the application of statistics necessary for success in this dual degree and for their future career. Dual degree students are not required to take PPD 526 and may take PM 563 as this course covers global health and international issues and will provide students with the information needed for success in their career.

In addition, for PM 593, a variable unit course depending on experience (4 or 8 units), students complete an internship specific to meet the competencies of the health promotion track. Dual degree students would enroll in 4 units, completing a 200-hour placement.

The other 4 units would be waived because students will spend 200 hours during their planning internship, acquiring additional relevant practical experience. (Note: This is consistent with the established dual degree programs with medicine, pharmacy and clinical psychology).

The skeleton curriculum is described by these requirements. In fact, students will tend to take additional courses specific to their planning concentration and will enroll in additional units.

**Master of Planning/Master of Arts, Art and Curatorial Practices in the Public Sphere**

The Master of Planning/Master of Arts, Art and Curatorial Practices in the Public Sphere dual degree program offers an unusually rich opportunity for students interested in developing a new knowledge base to become successful professionals working in the arena of organizing art projects in urban public space, planning and community development. Los Angeles and the facilities at USC provide a unique learning laboratory to educate a more competitive professional with a better understanding of both the administration of public art and issues of urban planning.

Students must complete the following requirements in this program: 70 units, including 28 units in the Master of Arts, Art and Curatorial Practices in the Public Sphere program, 22 in policy, planning, and development, and 20 in a field of study with no more than 8 units taken from other USC programs.

**MASTER OF ARTS, ART AND CURATORIAL PRACTICES IN THE PUBLIC SPHERE (28 UNITS)**

MASTER OF ARTS, ART AND CURATORIAL PRACTICES IN THE PUBLIC SPHERE (28 UNITS)		UNITS
PAS 549	Methodologies of Art Writing	3
PAS 555abc	Curatorial Practicum	2-2-2
PAS 561	Curatorial/Organizational Models	2
PAS 571	Histories of Art in the Public Sphere	3
PAS 572	Contemporary Art in the Public Sphere	3
PAS 581	Critical Conversations	3
PAS 585	Theorizing the Public Realm	3
PAS 591	Field Internship Experience	1
PAS 594ab	Master's Thesis	2, 2

POLICY, PLANNING, AND DEVELOPMENT (22 UNITS)		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 529	Legal Environment of Planning	2
PPD 531L	Core Laboratory Workshop	4
PPD 533	Planning History and Urban Form	2
PPD 627*	Design Skills for Urban Planners	4

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

\*PPD 627 is the methodology course for the Preservation and Design of the Built Environment concentration. Students who choose to do a concentration other than Preservation and Design of the Built Environment need to take the respective methodology course.

Dual degree students, like all other M.Pl. students, must take a comprehensive examination and fulfill the internship requirement.

#### Field of Study (20 units)

Students may include no more than 8 units from outside the Roski School of Fine Arts and the School of Policy, Planning, and Development. The M.Pl. program requires students to declare their concentration during the fall semester prior to taking the comprehensive examination in the spring semester. Students are required to complete the gateway course and methodology course related to their concentration as part of their preparation for their comprehensive examination. The student's concentration must contain a 4-unit methodology course, a 4-unit gateway course and 8 other units directly concerned with the subject matter of the concentration.

#### Capstone Projects

Students must complete a master's thesis or final thesis project through the Roski School of Fine Arts and the M.Pl. comprehensive examination through the School of Policy, Planning, and Development.

#### Internship

All students must complete 400 hours of internship through the School of Policy, Planning, and Development. This internship may be partially or completely fulfilled through prior professional experience.

#### Master of Public Policy/Master of Planning

The Master of Public Policy/Master of Planning dual degree program gives students the opportunity to develop a depth of analytic and design skills with which to effectively address the problems of urban communities. The dual degree program normally requires six semesters in residence.

#### Requirements

Completion of the dual degree requires 72 units, including: PPD 500 and PPD 501a, 32 units in public policy, 22 units in planning, 6 units in electives and 8 units in planning studios/practicum.

#### Prerequisites

Applicants must have a basic competence in descriptive and inferential statistics. This prerequisite may be met in one of two ways: (1) entering students must have passed an undergraduate inferential statistics class, with a grade of "B" or better, at an approved university within three years of matriculation, and must pass the MPP lab associated with PPD 554 Foundations of Policy Analysis, or (2) take PPD 502x Statistical Foundations for Public Management and Policy and complete with a grade of "B" or better. If students select to take PPD 502x, the units associated with this class may not be used for graduate credit.

REQUIRED COURSES		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PUBLIC POLICY COURSES		UNITS
PPD 501b	Economics for Policy, Planning and Development	2
PPD 554	Foundations of Public Policy Analysis	2
PPD 555	Public Policy Formulation and Implementation	4
PPD 557	Modeling and Operations Research	4
PPD 558	Multivariate Statistical Analysis	4
PPD 560	Methods for Policy Analysis	4
	Public policy elective	4
	Analytic elective (PPD 542, PPD 587, PPD 617 or PPD 647)	4
	One management elective from the following list:	4
PPD 516	Financial Accounting for Health Care Organizations	
PPD 541	Public Financial Management and Budgeting	
PPD 545	Human Behavior in Public Organizations	

PPD 654	Information Technology Management in the Public Sector	
PPD 656	Political Management: Theory and Applied Techniques	
PPD 661	Intergovernmental Management: Local Perspective	
PPD 662	Intergovernmental Management: State Perspective	
PPD 675	Nonprofit Management and Leadership	
PPD 687	Strategic Management in the Nonprofit Sector	
PPD 690	Alternative Dispute Resolution	
		32

PLANNING		UNITS
PPD 524	Planning Theory	2
PPD 526	Comparative International Development	2
PPD 527	Social Context of Planning	2
PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2

Concentration electives in planning from SPPD (includes 4 units of methodology to be selected with advisor from the following list)

PPD 612	Research and Analytical Techniques	
PPD 616	Participatory Methods in Planning and Policy	
PPD 617	Urban Demography and Growth	
PPD 627	Design Skills for Urban Planners	
PPD 634	Institutional and Policy Issues in Transportation	
		22

#### Electives

Students are required to take 6 units of electives from the curriculum offered by the university. Non-SPPD courses may be selected by the students with the approval of an academic advisor.

#### Practicum/Planning Studios

After finishing the core courses of both programs, students are required to take 8 units in practicum/planning studios: 4 units from the public policy program (PPD 561ab) and 4 units from the planning program (PPD 531L).

#### Comprehensive Exam and Internship

Dual degree students, like all other M.Pl. students, must take a comprehensive examination and fulfill the internship requirement.

**Master of Planning/Master of Social Work**

The dual degree program between the USC School of Social Work and the School of Policy, Planning, and Development offers unique opportunities for students who want to devote their professional careers to social policy, social planning or social services delivery. Students with a dual degree will have broader employment options beyond those in traditional planning or social work.

The schedule of courses allows students to experience direct service in the first year so that course work planning is supplemented by a knowledge of consumers, service delivery, etc. Courses for both schools are taken simultaneously, intermingling social work and planning content. Two years of field practicums in social work provide in-depth exposure to social service issues from both planning and direct service perspectives, thus satisfying some of the planning laboratory/workshop requirements and eliminating the need for a separate planning internship requirement.

**Requirements**

Requirements for completion of the M.S.W./M.Pl. degree are 83 units including 51 units in social work and 32 units in planning. Students must select a community organization, planning and administration concentration in the second year of their social work program.

SOCIAL WORK		UNITS
SOWK 503	Human Behavior and the Social Environment I	3
SOWK 505	Human Behavior and the Social Environment II	3
SOWK 534	Policy and Practice in Social Service Organizations	3
SOWK 543	Social Work Practice with Individuals	4
SOWK 545	Social Work Practice with Families, Groups and Complex Cases	2
SOWK 562	Social Work Research	3
SOWK 586ab	Field Practicum	3-3
SOWK 587ab	Integrative Learning for Social Work Practice	2-2
SOWK 599	Special Topics (approved by concentration)	3
SOWK 611*	Leadership in the Social Work Profession and Organization: Theory and Practice	3
SOWK 629	Evaluation of Research: Community Organization, Planning and Administration	3
SOWK 648	Management for Community and Social Services	3
SOWK 686ab	Field Practicum II	4-4

and one of the following:

SOWK 603	Merging Policy, Planning, and Research for Change in Families and Children's Settings	3
SOWK 636	Social Policy: Health Care	3
SOWK 672	Improving Work Life Through Social Policy and Managing Organizational Development and Change	3

\*Students who have taken a leadership course in PPD are not required to take SOWK 611.

POLICY, PLANNING, AND DEVELOPMENT		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2
PPD 529	Legal Environment of Planning	2
PPD 533	Planning History and Urban Form	2
PPD 628	Urban Planning and Social Policy	4

Note: 2-unit courses may be offered in seven-and-a-half week blocks.

*Planning Studios:* PPD 531L (4) for 4 units.

*Electives:* 8 units of elective courses taken within the School of Policy, Planning, and Development.

Dual degree students, like all over M.Pl. students, must take a comprehensive examination and fulfill the internship requirement.

**Master of Public Policy/Juris Doctor**

The School of Policy, Planning, and Development and the USC Gould School of Law offer a dual degree that enables qualified students to earn both a Juris Doctor and a Master of Public Policy in approximately four years of study.

The dual degree allows students to acquire a blend of the analytic skills of public policy and an understanding of legal institutions and processes. This combination of knowledge is well suited for law students who want to affect the policy-making process and craft legislation to aid in the achievement of public policy goals. It is equally appropriate for prospective policy analysts who are interested in law and public policy.

Students must apply to, and be accepted by, both schools. They may be accepted to the dual degree at the time of their acceptance to the law school or at the beginning of their second year of law school. Dual degree students spend the first year of the program completing the required first year of law school. The remaining units of law school courses and the required 36 units of core M.P.P. courses are taken by students in the second through fourth years.

Students are required to complete 114 units of course work, 78 units in the law school and 36 units in the School of Policy, Planning, and Development. To earn the J.D., all students (including dual degree students) must complete 35 numerically graded law units at USC after the first year. The associate dean may make exceptions to this rule for students enrolled in law school honor programs. In addition, the MPP program has a statistics prerequisite. Please see the MPP degree in the SPPD section of the catalogue for the requirements.

The required M.P.P. courses are PPD 500, PPD 501ab, PPD 554, PPD 555, PPD 557, PPD 558, PPD 560, PPD 561ab; 4 units of a management elective (PPD 516, PPD 541, PPD 545, PPD 654, PPD 656, PPD 661, PPD 662, PPD 675, PPD 687 or PPD 690); and 4 units of an analytic elective (PPD 542, PPD 587, PPD 617 or PPD 647).

**Master of Real Estate Development/Juris Doctor**

The Juris Doctor/Master of Real Estate Development dual degree program provides the opportunity for in-depth study of legal issues and real estate development. The increasingly regulatory environment developers work within demands that professionals in the real estate industry have a strong understanding of the legal system. Lawyers who plan to specialize in real estate law will benefit from a thorough understanding of the development process, including financial, planning, marketing and design issues. Application must be made to both the USC Gould School of Law and the School of Policy, Planning, and Development. This program normally requires three years (including one summer) of full-time study in residence to complete.

Requirements for completion of the dual degree program are 112 units, including 78 units in law and 34 units in planning and development. To earn the J.D., all students (including dual degree students) must complete 35 numerically graded law units at USC after the first year. The associate dean may make exceptions to this rule for students enrolled in law school honors programs.

LAW SCHOOL		UNITS
LAW 502	Procedure I	4
LAW 503	Contracts	4
LAW 504	Criminal Law	3
LAW 505	Legal Profession	3
LAW 507	Property	4
LAW 508	Constitutional Law I	4
LAW 509	Torts I	4
LAW 512	Law, Language, and Ethics	3
LAW 515	Legal Research, Writing, and Advocacy I	2
LAW 516	Legal Research, Writing and Advocacy II	2
LAW electives including fulfillment of the upper division writing requirement and skills course		45

POLICY, PLANNING, AND DEVELOPMENT		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
RED 509	Market Analysis for Real Estate	4
RED 542	Finance of Real Estate Development	3
RED 544	Real Estate Capital Markets	2
RED 546	Applications of Real Estate Finance to Problems of Development	3
RED 547	Project Management and Construction	2
RED 551	The Approval Process	4
RED 573	Design History and Criticism	2
RED 574	Building Typologies	2
RED 575L	Community Design and Site Planning	4
RED 598	Real Estate Product Development	2
Elective from the School of Policy, Planning, and Development		2

Students are required to complete a comprehensive examination administered by faculty members from both the law school and the School of Policy, Planning, and Development.

Students must have an approved laptop computer as required by instructors and must demonstrate calculator and spreadsheet skills.

#### Master of Real Estate Development/ Master of Business Administration

The Master of Real Estate Development/Master of Business Administration dual degree program enables students to expand their skills in planning, land development, marketing, decision sciences, accounting, management, finance and economics. The program is targeted for students who have a clear career goal of becoming real estate developers but who lack formal training in business. The program normally requires two

years (including summers) of full-time study in residence to complete.

#### Requirements

A total of 82 units is required. Required courses include: all required courses in an M.B.A. program; FBE 565 Economics of Urban Land Use – Feasibility Studies (3 units); FBE 588 Advanced Real Estate Law (3 units); graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48; and Policy, Planning, and Development courses (34 units). Dual degree students may not count courses taken outside the Marshall School of Business toward the 48 units.

Students must have an approved laptop computer as required by instructors and must demonstrate calculator and spreadsheet skills.

POLICY, PLANNING, AND DEVELOPMENT		UNITS
PPD 500	Intersectoral Leadership	2
RED 509	Market Analysis for Real Estate	4
RED 542	Finance of Real Estate Development	3
RED 544	Real Estate Capital Markets	2
RED 546	Applications of Real Estate Finance to Problems of Development	3
RED 547	Project Management and Construction	2
RED 551	The Approval Process	4
RED 573	Design History and Criticism	2
RED 574	Building Typologies	2
RED 575L	Community Design and Site Planning	4
RED 598	Real Estate Product Development	2
Elective from School of Policy, Planning, and Development		4

*Comprehensive Examination:* Students are required to complete a comprehensive examination administered by faculty members from both the Marshall School of Business and the School of Policy, Planning, and Development.

#### Master of Public Administration/Master of Science in Gerontology

The Master of Public Administration/Master of Science in Gerontology (M.P.A./M.S.) dual degree offers students interested in management of agencies and institutions the opportunity to gain in-depth knowledge of the administrative and organizational processes and management skills necessary for the effective delivery of services to older persons.

In the M.P.A./M.S. dual degree, students spend their first year taking the required courses in the USC Davis School of Gerontology. The research course, GERO 593 Research Methods and the capstone course

GERO 555 Integrating Gerontology: A Multidisciplinary Approach, are taken in the USC Davis School of Gerontology. The student begins courses in the School of Policy, Planning, and Development during the second semester of the first year.

Two versions of this dual degree are available, one with a general orientation and one with an emphasis on health services administration. Students must apply to both schools and, if accepted to both, participate in a specially designed program combining course work from both schools.

Curriculum requirements for the general focus dual degree are detailed in the USC Davis School of Gerontology section of this catalogue. Students are encouraged to seek advisement as they plan their actual programs, since curriculum changes may occur.

GERONTOLOGY REQUIREMENTS		UNITS
GERO 510	Physiology of Development and Aging	4
GERO 520	Life Span Development Psychology	4
GERO 530	Life Span Development Sociology	4
GERO 540	Social Policy and Aging	4
GERO 550	Administration and System Management in Programs for Older Adults	4
GERO 555	Integrating Gerontology: A Multidisciplinary Approach	4
GERO 591	Field Practicum	8
GERO 593	Research Methods	4
Gerontology elective		4
		<hr/>
		40

PUBLIC ADMINISTRATION REQUIREMENTS		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 540	Public Administration and Society	4
PPD 541	Public Financial Management and Budgeting	4
PPD 542	Policy and Program Evaluation, or	
PPD 557	Modeling and Operations Research, or	
PPD 666	Administrative Research and Analysis	4
PPD 545	Human Behavior in Public Organizations	4
PPD 546	Professional Practice of Public Administration	4
Elective		2
		<hr/>
		28



*Program Adaptation*

For the M.S. in Gerontology, 12 units of electives are waived as well as GERO 589 Case Studies in Leadership and Change Management because students enrolled in this program have a primary professional focus in public administration. For the Master of Public Administration, 12 units of gerontology courses are used as the substantive specialization.

**Master of Health Administration/Master of Science in Gerontology**

Gerontology and health administration students can specialize in health care administration (profit and non-profit) through the dual degree with the USC Davis School of Gerontology and the USC School of Policy, Planning, and Development's Health Administration Program. Students in the dual degree program must be admitted by both academic units and complete 78 units of post-graduate academic work.

GERONTOLOGY REQUIREMENTS		UNITS
GERO 510	Physiology of Development and Aging	4
GERO 520	Life Span Developmental Psychology	4
GERO 530	Life Span Developmental Sociology	4
GERO 540	Social Policy and Aging	4
GERO 550	Administration and System Management in Programs for Older Adults	4
GERO 555	Integrating Gerontology: A Multidisciplinary Approach	4
GERO 591	Field Practicum	8
GERO 593	Research Methods	4
		36

**POLICY, PLANNING, AND DEVELOPMENT REQUIREMENTS**

POLICY, PLANNING, AND DEVELOPMENT REQUIREMENTS		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501a	Economics for Policy, Planning and Development	2
PPD 509	Problems and Issues in the Health Field	4
PPD 510a	Financial Management of Health Services	4
PPD 513	Legal Issues in Health Care Delivery	2
PPD 514	Economic Concepts Applied to Health	4
PPD 515	Strategic Management of Health Organizations	4
PPD 516	Financial Accounting for Health Care Organizations	4
PPD 517	Concepts and Practices in Managing Health Care Organizations	2

PPD 518	Quality of Care Concepts	2
PPD 545	Human Behavior in Public Organizations	4
PPD 557	Modeling and Operations Research	4
PPD 601	Management of Long-Term Care Organizations	4
		42

*Statistics:* The statistics requirement for dual degree students is the same as those that apply to the Master of Health Administration (see page 864).

*Program Adaptation:* The USC Davis School of Gerontology will waive GERO 589 Case Studies in Leadership and Change Management because students enrolled in this program will have a primary professional focus in health administration.

Students enrolled in the dual degree are not required to take PPD 511 (as opposed to the stand alone M.H.A. degree students) because they develop the necessary proficiencies related to their career goals in long term care administration through other courses such as GERO 550, GERO 591 and GERO 593. In addition, PPD 601 is required for the dual degree (and not the stand alone M.H.A. program) because most of these students will work in long-term care facilities and this course is critical for success in that market.

Any course substitutions are done by petition on an individual basis and should be part of a carefully developed course of study. The USC School of Policy, Planning, and Development should be consulted concerning this program of study.

**Master of Public Administration/Master of Arts, International Relations**

The School of Policy, Planning, and Development and the School of International Relations jointly offer a three-year program leading to both M.A. and M.P.A. degrees (students may extend the dual degree program to four years). Applicants must apply to the School of Policy, Planning, and Development and the School of International Relations and meet requirements for admission to both. Students interested in this program are required to take the Graduate Record Examinations (GRE).

*Requirements*

Students pursuing the dual degree must complete the degree requirements at the School of Policy, Planning, and Development and at least 24 units within the School of International Relations.

INTERNATIONAL RELATIONS		UNITS
IR 517	International Policy Analysis	4
one course that focuses on a specific region		4
one functional course from the following:		4
IR 502	Conflict and Cooperation	
IR 509	Culture, Gender and Global Society	
IR 521	Introduction to Foreign Policy	
IR 541	Politics of the World Economy	
three IR electives		12
		24

POLICY, PLANNING, AND DEVELOPMENT		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 540	Public Administration and Society	4
PPD 541	Public Financial Management and Budgeting	4
PPD 542	Policy and Program Evaluation, or	
PPD 557	Modeling and Operations Research, or	
PPD 666	Administrative Research and Analysis	4
PPD 545	Human Behavior in Public Organizations	4
PPD 546	Professional Practice of Public Administration	4
Elective		2
		28

*Electives:* 12 units of elective courses taken from the School of International Relations.

Like all other M.A. students, students in the dual degree program must complete a substantive paper or alternative project. The requirements, standards and evaluation procedure for the substantive paper are identical to those listed for all M.A., International Relations students except that one member of the examining committee must come from the School of Policy, Planning, and Development. Students must also meet the statistics prerequisite and internship requirement of the M.P.A.

**Master of Public Administration/Juris Doctor**

The dual degree program with the USC Gould School of Law and the School of Policy, Planning, and Development enables qualified students to earn a Juris Doctor/Master of Public Administration (J.D./M.P.A.) in approximately four years of study.

Some of the topics covered in the law school are also covered in the program of the School of Policy, Planning, and Development, so some credit toward the law degree may appropriately be given for specified graduate work taken in the School of Policy, Planning, and Development. Similarly, some credit toward the master's degree may appropriately be awarded for certain work completed in the law school. The goal of the program is to encourage law students to gain a recognized competence in administration, which has a direct relevance for the roles lawyers are asked to play in society.

Students must apply to, and be accepted by, both schools. They may be accepted to a dual degree program at the time of their acceptance to the law school or at the beginning of their second year of law school. The program requires the completion of the required first year of law school and the fulfillment of a statistics prerequisite, which can be met by passing an undergraduate inferential statistics class with a grade of B or better at an approved university within three years of matriculation or taking PPD 502x Statistical Foundations for Public Management and Policy and completing with a grade of "B" or better. To earn the J.D., all students (including dual degree students) must complete 35 numerically graded law units at USC after the first year. The associate dean may make exceptions to this rule for students enrolled in law school honors programs.

Credit toward the law degree may not be given for graduate work completed prior to the completion of the first year of law school. The School of Policy, Planning, and Development, on the other hand, may allow some credit toward the M.P.A. for approved work completed prior to the first year of law school.

Students are required to complete 97 units of course work.

#### *Curriculum Requirements*

*First Year* Required law school courses

*Second and Third Year* The remaining 39 units of law school courses, 32 additional units of public administration courses. These courses are from the M.P.A. core (PPD 500, PPD 501ab, PPD 540 and PPD 546) and management competencies (PPD 542 or PPD 557 or PPD 666, PPD 541, PPD 545) and 6 units of PPD electives.

#### **Master of Public Administration/Master of Social Work**

The Master of Public Administration/Master of Social Work (M.P.A./M.S.W.) dual degree offers students interested in careers as administrators of social agencies the opportunity to prepare for social work while developing the

administrative capabilities necessary in the public sector.

The M.P.A./M.S.W. will require two calendar years of full-time study. The first academic year is devoted to the standard social work first year curriculum. During the second year, the curriculum combines social work and public administration course work. The curriculum for both summers will be in public administration.

Students can enter this program only with the written consent of both schools. Students who apply initially to the USC School of Social Work must declare their intention to pursue the M.P.A./M.S.W. dual degree at the time of their application. If admission is approved, such students will be admitted to the dual degree program. Social work students selecting this program are required to select the Community Organization, Planning and Administration concentration in their second year program.

Students must complete 82 units (54 in social work and 28 in public administration).

SOCIAL WORK (54 UNITS)		UNITS
SOWK 503	Human Behavior and the Social Environment I	3
SOWK 505	Human Behavior and the Social Environment II	3
SOWK 534	Policy and Practice in Social Service Organizations	3
SOWK 535	Social Welfare	3
SOWK 543	Social Work Practice with Individuals	4
SOWK 545	Social Work Practice with Families, Groups and Complex Cases	2
SOWK 562	Social Work Research	3
SOWK 586ab	Field Practicum	3-3
SOWK 587ab	Integrative Learning for Social Work Practice	2-2
SOWK 599	Special Topics (approved by concentration)	3
SOWK 611*	Leadership in the Social Work Profession and Organizations: Theory and Practice	3
SOWK 629	Evaluation of Research: Community Organization, Planning and Administration	3
SOWK 639	Social Policy for Managers, Planners, and Community Organizers	3
SOWK 648	Management for Community and Social Services	3
SOWK 686ab	Field Practicum II	8

\*Students who have taken a leadership course in PPD are not required to take SOWK 611.

PUBLIC ADMINISTRATION (28 UNITS)		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 540	Public Administration and Society	4
PPD 541	Public Financial Management and Budgeting	4
PPD 546	Professional Practice of Public Administration	4
PPD electives**		10

\*\*Electives in public administration need to be approved by the graduate advisor in the School of Policy, Planning, and Development.

#### **Master of Public Administration/Master of Arts in Jewish Nonprofit Management**

The Master of Public Administration/Master of Arts in Jewish Nonprofit Management (M.P.A./M.A.) has been developed, in cooperation between the USC School of Policy, Planning, and Development and the HUC-JIR School of Jewish Nonprofit Management, to prepare those students who want to make a career in Jewish nonprofit management. Students receive a solid academic and experiential foundation in the American Jewish experience — its history, culture and structure — combined with the theory and practice of community organization and administration.

Students must complete 88 units of course work, 36 in public administration, and must serve two academic years in supervised fieldwork. There is an opportunity to spend either 12 months in Sacramento, California, or Washington, D.C. At these sites, students attend classes while serving internships in the offices of politicians, lobbyists or other advocates.

Students must meet admission requirements and be admitted by both the School of Policy, Planning, and Development and HUC-JIR's School of Jewish Nonprofit Management (formerly the HUC-JIR School of Jewish Communal Service).

#### *Curriculum Requirements*

The program begins in June of each year and continues for the next 24 months. Students are expected to work out individual course plans with advisors from each school.

In addition to applying to the School of Policy, Planning, and Development, those interested in the program should contact the Office of Admissions, Hebrew Union College — Jewish Institute of Religion, 3077 University Avenue, Los Angeles, CA 90007-3796, for comprehensive information about its requirements.

Public administration course work may be taken in Los Angeles or Sacramento. In Sacramento, a student will complete the PPD core and elective courses, will take independent study with an HUC professor, and will serve in an internship while enrolled in HUC fieldwork classes.

PUBLIC ADMINISTRATION REQUIREMENTS		UNITS
PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 540	Public Administration and Society	4
PPD 541	Public Financial Management and Budgeting	4
PPD 545	Human Behavior in Public Organizations	4
PPD 546	Professional Practice of Public Administration	4
PPD electives*		14
<b>AN ELECTIVE IS DEFINED AS ONE OF THE FOLLOWING COURSES:</b>		
PPD 516x	Financial Accounting for Health Care Organizations	4
PPD 668	Entrepreneurship and the Public Sector	4
PPD 675	Nonprofit Management and Leadership	4
PPD 689	The Voluntary Nonprofit Sector and Public Policy	4

\*Two of the above electives and an additional 6 units of elective classes offered within SPPD must be taken. Substitutions for the two electives may be requested by petition to the graduate advisor in the School of Policy, Planning, and Development.

#### *Fieldwork Requirement*

Throughout the program, students are expected to serve in supervised internships. Fieldwork is administered cooperatively by the faculties of HUC-JIR School of Jewish Nonprofit Management and the School of Policy, Planning, and Development.

#### *Program Adaptation*

Students enrolled in the dual degree are not required to take a research methods course (PPD 542, PPD 557 or PPD 666) in the M.P.A. program (as opposed to the stand alone M.P.A. degree students) because they develop the necessary proficiencies in research methods in the course offered in the HUC-JIR School of Jewish Nonprofit Management (CS 562 Jewish Social Research: Trends and Analysis). Students in the dual degree may elect an alternative four units within SPPD.

#### **Regulations Concerning a Second Master's Degree**

For rules governing a second master's degree, see page 88 of this catalogue. In accordance with these policies, transfer credits will be granted only on the basis of a written petition to the M.P.A. program coordinator and on the basis of credits recognized by USC in a Transfer Credit Statement.

#### **Teaching Opportunities**

Students may want to prepare for teaching as well as for public service. By careful planning in the upper division of the undergraduate degree and during the graduate years, requirements for a bachelor's degree, a master's degree and the university recommendation for a community college instructorship may be met without unnecessary duplication of effort and waste of time. Those interested in teaching should consult advisors in both the School of Policy, Planning, and Development and the USC Rossier School of Education before beginning upper division and graduate work.

#### **Public Administration Professional Sequence with the Viterbi School of Engineering**

Regulations governing the Master of Science in Civil Engineering permit some candidates for this degree to take 12 units outside the School of Engineering. Those who wish to do so may take 12 units in public administration. Two courses in this sequence must be selected from among PPD 500, PPD 501ab, PPD 540, PPD 541, PPD 545, PPD 546. One course in this sequence must be selected from among PPD 542, PPD 557, PPD 666. PPD 541 requires PPD 502x and statistics as prerequisites. PPD 546 should be taken last if elected.

## Joint Degree Program

### **Master of Long Term Care Administration**

This program is designed to prepare competent individuals to administer the long term care needs of America's elderly population. It is jointly offered by the Davis School of Gerontology, the Marshall School of Business, and the School of Policy, Planning, and Development. For information see the Davis School of Gerontology, page 693.

### **Master of Science in Health Systems Management Engineering**

For information, see Industrial and Systems Engineering, page 655.

## Doctoral Degrees

The School of Policy, Planning, and Development offers the Doctor of Philosophy in Public Policy and Management (Ph.D.), the Doctor of Philosophy in Urban Planning and Development (Ph.D.) and the Doctor of Policy, Planning, and Development (D.P.P.D.). The Ph.D. degrees are designed to prepare individuals for university level teaching and research. The D.P.P.D. degree is intended to develop a high level of conceptual and research competence for professional leadership in planning and development. The D.P.P.D. is administered by the School of Policy, Planning, and Development; the Ph.D. programs are administered by the Graduate School and the faculty of the School of Policy, Planning, and Development. Ph.D. students must consult the Graduate School section of this catalogue for regulations and requirements pertaining to its degrees. Students should also consult the Academic Policies section of this catalogue.

Completion of the requirements for all these degrees is assumed to take a minimum of three years of approved graduate study and research beyond the bachelor's degree. For the Ph.D. student, a minimum of 24 graduate units completed in residence on the University Park campus in Los Angeles is required. D.P.P.D. students are required to complete a minimum of 24 units at the University Park campus. Full-time study is represented by enrollment in 6 units during the semester. Usually the school and the student's guidance committee insist on a clear and mutually understood commitment of time and energy by the student to ensure significant involvement in the doctoral learning experience. For university policies regarding continuous enrollment, leave of absence and readmission, see page 88.

### Application and Admission

Admission to graduate standing for the Ph.D. or D.P.P.D. is recommended by the school's admissions committee acting under guidelines established by the Graduate School as outlined in the Graduate School section, page 98, and the Graduate Admission section, page 80. In addition to those guidelines, D.P.P.D. students are expected to have a minimum of five years of substantial relevant experience. Students intending to apply should direct questions about the program and all materials for the admission application to Doctoral Programs, Office of Student Affairs, RGL 111, School of Policy, Planning, and Development,

University of Southern California, University Park, Los Angeles, CA 90089-0626.

The deadline for applications for admission to the Ph.D. and D.P.P.D. programs is December 1. Applications for admission are made once each year for fall semester admission.

The admission decision for Ph.D. students is made using criteria which include verification that the applicant has a bachelor's degree from an accredited college or university, has maintained a high grade point average in the last 60 units of undergraduate work, and has earned a competitive score on the verbal and quantitative portions of the Graduate Record Examinations (GRE). Other elements of the applicant's educational and experiential background are also evaluated, including performance in other advanced degrees. D.P.P.D. applicants must also provide evidence of at least five years of practical administrative or other relevant experience. The GRE and GMAT scores are neither accepted nor required for the D.P.P.D. program.

Each applicant should submit the following: (1) one copy of official transcripts of all previous college and university work (be sure that these official transcripts show an awarded degree where appropriate); (2) copies of GRE scores; (3) a 1,000-word essay discussing the applicant's background and reasons for wanting to pursue a Ph.D. degree and identifying his or her personal, educational and professional goals; (4) an up-to-date resume, including academic and professional accomplishments; (5) three letters of recommendation, two from previous instructors, the other from an instructor or from a professional supervisor or colleague. The letters should indicate the applicant's academic and professional accomplishments and potential; (6) a completed USC Graduate Admission Application, along with the nonrefundable application fee; (7) a writing sample of approximately 1,000 words (in addition to the applicant essay); and (8) a completed School of Policy, Planning, and Development Supplemental Graduate Application. International applicants are asked to submit additional information. Applicants should carefully choose, and clearly state, the degree objective (Ph.D. or D.P.P.D.) for which they are applying, since different sets of admissions criteria exist for each of them.

### Transfer Credits

The application of any available transfer credits toward a graduate degree at USC will be determined by the faculty and the dean of the School of Policy, Planning, and Development, based on the semester units available for transfer as shown in the Transfer Credit Statement (determined by the USC Office of Academic Records and Registrar). Refer to Transfer of Course Work and Admission with Advanced Standing for the Doctor of Philosophy in Policy, Planning, and Development, page 890, for more information.

### Deferral of Enrollment

Admission to the university is granted for a specified semester, and it is expected that students will begin their programs during that semester. The school will normally allow students to defer their enrollment up to one year from the admission semester. Students who wish to defer enrollment should notify the school in writing no more than 30 days after the beginning of the semester of admission. Students who do not inform the school in a timely manner of their intent to defer enrollment may be required to reapply for admission.

Please note that more stringent regulations apply to international students. See the Admission section of this catalogue, page 80.

### Admission to Candidacy

Acceptance to graduate standing does not in itself imply that the student is admitted or will be admitted to candidacy for an advanced degree. Application for admission as a candidate for an advanced degree is a separate and subsequent step. See the Graduate School section of this catalogue, page 97.

### Admission of International Students

All international applicants for admission to doctoral programs should submit materials to Doctoral Programs, Recruitment and Admissions Office, RGL 111, School of Policy, Planning, and Development, University of Southern California, University Park, Los Angeles, CA 90089-0626. See the Admission of International Students section of this catalogue, page 81.

**Screening**

Ph.D. students are required to have a 3.3 overall G.P.A. in first-year courses to continue in the program. D.P.P.D. students are required to pass a screening procedure after 16 units of course work. The procedure is designed to ensure that only those students who have demonstrated intellectual and scholarly potential continue in the program.

There are differences between the screening process for Ph.D. and D.P.P.D. students. Students should consult the relevant faculty director of the doctoral program in which they are enrolled.

**Guidance Committee (for the Ph.D. programs)**

A guidance committee assists the student in outlining an academic program leading toward the degree. Students will form an initial guidance committee by the end of the first fall semester. The committee might not yet include the Graduate School representative from outside SPPD, but must include at least three tenure track SPPD faculty

members, one of whom is identified as the chair. This committee bears responsibility for counseling the doctoral student, for approving a course schedule and preliminary and qualifying examinations, and for recommending the student for admission to candidacy. After approval of the student's program and proposed time schedule, the program is submitted in writing to the relevant director. This should be accomplished by the beginning of the second year, following successful screening.

The complete guidance committee must be in place no later than the third semester. The chair should have recognized expertise in the qualifying area and should be a regular participant in the qualifying examination committee for that area. The majority of the members of the guidance committee (typically at least three out of five) should be experts in the area in which the student is qualifying and should be regular participants in the qualifying examination committee.

The remaining members should have a clear interest in this area with the exception of the outside member whose primary responsibility is to serve as the representative of the Graduate School, ensuring the university's commitment to the equitable treatment of all students and that the highest quality education standards are upheld.

Students will formalize their relationship with their committees through the development of a work plan which specifies all courses, degree progress, seminar attendance and what was learned from these sessions as well as a research plan that articulates major research questions being explored. At the end of the first year of study, the guidance committee chair reviews and approves the work plan. At the end of the second year, the full guidance committee reviews the work plan and the second year paper.

## Doctor of Philosophy in Public Policy and Management Doctor of Philosophy in Urban Planning and Development

SPPD offers two Ph.D. programs. Both the Doctor of Philosophy (Ph.D.) in Public Policy and Management and the Doctor of Philosophy (Ph.D.) in Urban Planning and Development degree programs are under the jurisdiction of the Graduate School. Students should also refer to the Graduate and Professional Education, page 79, and Graduate School, page 97, sections of this catalogue for general regulations. All courses applied toward the degrees must be courses accepted by the Graduate School.

The Ph.D. programs in SPPD both emphasize rigorous programs of advanced study and research, stressing qualitative or quantitative analysis and the theoretical foundations of their field of study. The programs are designed to provide students with the opportunity to develop their own specialization and expertise in either major field – public policy and management or urban planning and development – while also offering them a breadth of knowledge in an especially rich intellectual environment.

**Curriculum Requirements**

The Doctor of Philosophy in Public Policy and Management and the Doctor of Philosophy in Urban Planning and Development are administered by the doctoral committee of the school. The Ph.D. program in Public Policy and Management requires the completion of 60 units of course work, comprising the following elements: master's core in a substantive field (15-17 units), doctoral core (11 units), methodology (10-12 units), field/specialization courses (9-12 units), teaching seminar (2 units), research seminar (4 units) and dissertation (4 units minimum). The Ph.D. program in Urban Planning and Development requires the completion of 60 units of course work, comprising the following elements: master's core (14-16 units), doctoral core (8 units), methodology (10-12 units), field/specialization courses (16 units), teaching seminar (2 units), research seminar (4 units), and dissertation (4 units minimum).

**Ph.D., Public Policy and Management**

*Core Curriculum*

THEORETICAL CORE (11 UNITS)		UNITS
MOR 602	Organization Theory	3
PPD 712	Seminar in Public Policy	4
PUAD 675	Institutional Context of the Public Sector	4

METHODOLOGY (10-12 UNITS)		UNITS
PPD 558	Multivariate Statistical Analysis, or	
ECON 511	Econometric Methods	4
PPD 706	Paradigms of Research and the Design Inquiry	4
One additional methods course selected with guidance committee approval		2-4

*Field Courses (9-12 units)*

Students select three courses of field courses which can be used to develop disciplinary expertise related to specialization interest or additional methodological expertise. Fields are developed with guidance committee approval, can include any combination of SPPD and outside courses and are unique to each student.

*Research Seminar (4 units)*

Students will take PPD 710ab (2 units each, 4 total units), the SPPD research seminar course.

*Teaching Seminar (2 units)*

Students will take two semesters of the teaching seminar, PPD 700ab (1 unit each, 2 total units).

Students entering the doctoral program without a relevant master's degree in public administration or public policy or a related field will be required to complete prerequisites (15-17 units) relevant to their program.

For the Ph.D. in Public Policy and Management, possible courses include:

PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2
PPD 525	Statistics and Arguing from Data	2
PPD 540	Public Administration and Society	4
PPD 542	Policy and Program Evaluation	4
PPD 554	Foundations of Public Policy Analysis	2
PPD 555	Public Policy Formulation and Implementation	4

### Ph.D., Urban Planning and Development

#### Core Curriculum

THEORETICAL CORE (8 UNITS)		UNITS
PPD 713	Advanced Planning Theory	4
PPD 714	Advanced Urban Development	4
METHODOLOGY (10-12 UNITS)		UNITS
PPD 706	Paradigms of Research and the Design of Inquiry	4
Two additional methods courses selected with guidance committee approval		6-8

#### Specialized Field Courses (16 units)

Students take a minimum of four courses to develop their specialized area of study. Courses may be taken in SPPD or other USC units. Students, working with their guidance committees, have considerable flexibility in forming specializations.

#### Research Seminar (4 units)

Students will take PPD 710ab (2 units each, 4 total units), the SPPD research seminar course.

#### Teaching Seminar (2 units)

Students will take two semesters of the teaching seminar, PPD 700ab (1 unit each, 2 total units).

Students entering the doctoral program without a relevant master's degree in urban planning or a related field will be required to complete prerequisites (16-18 units) relevant to their program.

For the Ph.D. in Urban Planning and Development, possible courses include:

PPD 500	Intersectoral Leadership	2
PPD 501ab	Economics for Policy, Planning and Development	2-2

PPD 524	Planning Theory	2
PPD 525	Statistics and Arguing from Data	2
PPD 526	Comparative International Development	2
PPD 527	The Social Context of Planning	2
PPD 533	Planning History and Urban Form	2
PPD 634	Institutional and Policy Issues in Transportation	4

### Admission with Advanced Standing

Students entering the doctoral program with a master's degree from an accredited institution in public management/administration, public policy, planning, or urban development or related field may be admitted with advanced standing to either Ph.D. program. In the Public Policy and Management program, students must complete a minimum of 39-41 units of doctoral classes beyond that graduate degree, exclusive of 794ab doctoral dissertation units, for a minimum of 43-45 semester units. In the Urban Planning and Development program, students must complete a minimum of 40-42 units of doctoral classes beyond that graduate degree, exclusive of 794ab doctoral dissertation units, for a minimum of 44-46 semester units. Additional course work may be required if deemed necessary by the student's faculty following the screening examination.

A maximum of 6 units of transfer credit may be applied toward a doctoral degree with advanced standing. Only course work not used to complete the master's degree described above is available for transfer credit. No exceptions are allowed.

### Guidance Committee

Students will form an initial guidance committee by the end of the first fall semester, which officially oversees the development of the student's academic program through the qualifying examination. Five tenure or tenure track committee members are designated to provide guidance in the field developed by the student. A minimum of three members, including at least one tenured member, must be from among the faculty participating in this Doctor of Philosophy program, and at least one member must be from outside the School of Policy, Planning, and Development. Students should refer to the Graduate School section, page 102, regarding the guidance committee and the outside member. The complete Guidance Committee must be in place no later than the third semester.

### Screening Procedures

Students must have a 3.3 overall GPA in first-year courses to continue in the program.

### Work Plans

At the end of each spring semester, the student submits an academic work plan for the coming year to his or her guidance committee chair. The plan should include courses, degree progress, seminar attendance and what was learned from those, and a research plan that articulates the major research questions being explored. At the conclusion of year one, the Chair reviews and approves the work plan and at the end of year two, the chair reviews the work plan and the second year paper.

### Qualifying Examination

The guidance committee prepares a comprehensive written examination covering the fields of study. Following completion of the written portion, the entire committee conducts an oral examination of the student, focusing on material both complementary and supplementary to the written examination but relevant to the field and overall program selected by the student. Upon passing both portions of the qualifying examination, the student becomes a candidate for the Doctor of Philosophy degree. The qualifying exam will occur in the fall of year three.

### Proposal Defense

Students are expected to have a proposal defense within one year of passing the qualifying exam.

### Doctoral Dissertation

The dissertation is based on original research. The research is supervised by a dissertation committee of three or more regular USC faculty, at least one of whom must be from outside the School of Policy, Planning, and Development. A two-semester minimum registration in PPD 794 is required of all candidates. Students must maintain continuous registration until completion of the dissertation.

### Defense of the Dissertation

Oral defense of the dissertation before the dissertation committee is usually made on a preliminary draft.

### Format for Theses and Dissertations

All theses and dissertations submitted in fulfillment of requirements for graduate degrees must conform to university regulations with regard to format and method of preparation. Regulations for Format and Presentation of Theses and Dissertations is available from the Graduate School, Grace Ford Salvatori 315, or online at the Graduate School Website.

### General Requirements

Refer to the Graduate School, page 97, section in this catalogue for policies regarding time limits, leave of absence, scholarship standing and probation.

## Doctor of Policy, Planning, and Development

Planning and development are critical concerns of the nation and the world today. Whether redesigning the health care system, reproducing economic innovation in our central cities, or facilitating economic and social relationships across the globe, planners and developers are on center stage.

Leading the way into the next century will be a group of experienced practitioners who have updated and expanded their professional achievements by developing additional conceptual and research competency through the Doctor of Policy, Planning, and Development (D.P.P.D.).

The goals of the program are: to create a unique educational environment that will forge these professionals into a cadre for urban change; to develop urban professionals who can merge development and planning tools to design new integrative policy planning and implementation systems; to establish a set of new problem solving paradigms for examining and altering planning and development decision-making and to equip professionals with sophisticated analytical tools and a sharper cultural awareness so they can practice planning and development anywhere in the world.

### Admission

The program is intended for people with considerable professional experience and intellectual interests. Requirements for admission include: GPA of 3.0 (A = 4.0) for all post-high school academic work, and, for international students, submission of TOEFL scores; five letters of recommendation, including at least one academic and one professional; five or more years of professional experience; a resume and, if appropriate, a portfolio; and a study prospectus detailing a proposed field of study. Guidelines for preparing the prospectus are included in the application package. Additional requirements for international students are listed under Admission of International Students, page 81. The GRE and GMAT are neither accepted nor required for the D.P.P.D. program. Each application will be examined with the aim of admitting an applicant whose study prospectus suggests the ability and focus to produce an innovative approach to professional practice.

Applicants are expected to hold a master's degree in architecture, landscape architecture, public administration, real estate development, urban/city/regional planning, urban design or a closely related field. Applicants with master's degrees in other fields will be expected to complete foundation courses prior to entering the degree's core classes.

Upon admission to the program, each student will be assigned a faculty advisor who will oversee his or her program.

### Curriculum Requirements

The Doctor of Policy, Planning, and Development is administered by the School of Policy, Planning, and Development for full-time and part-time students. The D.P.P.D. requires completion of 60 units of course work comprising the following elements:

REQUIREMENTS	UNITS
Foundation courses	20
Core courses	8
Methods course	4
Field of study	20
Conspectus Preparation	4
Planning, design and development project	(minimum) 4

### Foundation Courses

Up to 20 units of foundation courses are required. These courses may be taken from the school's master's degree programs or, with prior approval, from other USC graduate degree programs. Students who hold a related master's degree may be admitted with advanced standing. Students are required to complete 36 units of course work and 4 units of PLUS 694 (project units).

REQUIRED COURSES	UNITS
<i>Core Courses</i>	
PLUS 603 Planning and Development Paradigms	4
PLUS 623 Politics of Planning and the Urban Environment	4
<i>Conspectus Preparation</i>	
PLUS 692 Conspectus Preparation	4

### Methods

A student's methods course should be approved by the student's Professional Advisory Committee. Possible courses include:

PLUS 612 Analysis of Quantitative Data for Planning and Development	4
PPD 627 Design Skills for Urban Planners	4
PPD 632 Planning Analysis and Evaluation	4
PPD 707 Survey Research Methods	4
PPD 708 Qualitative Methods	4

### Screening Process

As quickly as possible, the student will form a Professional Advisory Committee consisting of the student's advisor and two other school and/or USC faculty and up to five professionals whose activities are related to the student's. This committee shall oversee the student's program to its conclusion.

At the completion of no more than 16 units beyond the foundation courses and/or PLUS 603 and PLUS 623, students will complete a written examination which will consist of responding to a short list of specific planning and development problems using appropriate professional paradigms. The student will then meet with the Professional Advisory Committee to formally review the student's progress toward the degree.

### Field of Study

In consultation with their faculty advisor and Professional Advisory Committee, students will craft a field of study related to the professional arena of practice. The field may or may not reflect standard academic boundaries, such as transportation and land use planning. Students should take advantage of USC's resources in developing the field, especially taking into consideration the relationship of practice to theory and context. Twenty units of course work are required for the field of study, 8 of which may be taken outside the School of Policy, Planning, and Development.

### Conspectus Preparation

In PLUS 692 students complete a professional conspectus that defines their field of study, its structure and place within professional practice, and other related questions. The conspectus will be presented to the student's Professional Advisory Committee for acceptance. Only after it is accepted may the student proceed to the Planning, Design and Development Project.

### Planning, Design and Development Project

The capstone project of the D.P.P.D. is the student's completion of the Planning, Design and Development Project (PDDP). The PDDP is a study of an aspect, site, issue or other such element of professional practice. Each PDDP should be designed to present an innovative or original contribution to the practice of planning and development. The parameters of the PDDP are intentionally left wide, allowing the project to be produced as solely text, or text in conjunction with film, computer program, design or another multimedia format.

The PDDP is supervised by the student's Professional Advisory Committee. Students must maintain continuous registration in the PLUS 694 series until completion of the PDDP. Upon completion of an approved draft of the PDDP, students will present their findings in an open session, but the Professional Advisory Committee is the sole evaluator.

## Courses of Instruction

The terms indicated are *expected* but are not *guaranteed*. For the courses offered during any given term, consult the *Schedule of Classes*.

### HEALTH CARE MANAGEMENT (HMG T)

**HMG T 510 The Dynamics of Health Care Leadership (4)** A five-day residential provides an intensive, multi-faceted learning experience in leadership, communication, managed care, systems thinking, and the health care environment. Open to EMHA students only.

**HMG T 520 Leading People and Health Care Organizations (4, Fa)** An exploration of contemporary work force issues and skills development in organizational design, performance measurement, teamwork, conflict resolution, leadership, and change management. Open to EMHA students only.

**HMG T 525 Managed Care Operations (4)** Focuses on managerial, operational, and organizational aspects of managed care for integrated delivery systems, health plans, and medical groups. Open to EMHA students only.

**HMG T 540 Health Economics, Financing and Reimbursement (2, Fa)** Provides a framework for the economic analysis of health care issues and provides students with an opportunity to apply economic methods to a number of actual health care problems. Open to EMHA students only.

**HMG T 545 Systems Thinking and the Analysis of Data (4)** Quality improvement and statistical tools for health managers. Covers analyzing processes; collecting and analyzing operational data; drawing valid conclusions from data. Open to EMHA students only.

**HMG T 550 Law, Regulation, and Ethics (4)** An intensive introduction to business and health care law, ethics and regulation; gives executives practical knowledge regarding legal consideration in business transactions. Open to EMHA students only.

### General Requirements

This degree is administered by the School of Policy, Planning, and Development. At least 24 units must be fulfilled in residence at USC. The total length of the study must not exceed six academic years. Students are encouraged to actively participate in a non-credit School of Policy, Planning, and Development doctoral workshop. Policies regarding time limits, leave of absence,

**HMG T 560 Customer-Focused Health Care Organization (2)** Strategies for gaining and using customer-derived data in planning, marketing and managing health care organizations. Open to EMHA students only.

**HMG T 565 Managing the Organization's Financial Health (4, Fa)** Executives confront and solve problems requiring use of accounting, finance, and management control principles; provides core financial skills for non-finance professionals. Open to EMHA students only.

**HMG T 570 Strategic Management (4, Sm)** Provides skill development and application in the integrative discipline of strategic management including assessment, strategy formulation, implementation and control. Open to EMHA students only.

**HMG T 575 Managing and Improving Health (4, Sp)** Methods for monitoring and improving the health of populations. Topics include outcomes management, risk-adjustment, development and implementation of practice guidelines. Open to EMHA students only.

### URBAN AND REGIONAL PLANNING (PLUS)

**PLUS 600 Environmental Goods in Planning and Development (4, Irregular)** Production, distribution, and valuation of environmental goods with attention to amenity concepts, externalities, public goods, consumer behavior; as characterized in economics, political science, sociology, psychology.

**PLUS 601 Advanced Planning Theory I (4, Fa)** Value hierarchies, means-ends continuums, and the nature of social action; problems of prediction and choice under conditions of uncertainty; alternative planning strategies.

scholarship standing, academic warning, and other issues not directly addressed are consistent with those of the Graduate School. Please consult the Academic Policies (page 29), Graduate and Professional Education (page 79) and Graduate School (page 97) sections for additional information.

**PLUS 603 Planning and Development Paradigms (4, Sp)** Introduction to historic, prevalent, and alternative paradigms of professional planning and development practice; seminar format and case studies.

**PLUS 611 Sustainable Cities: Problems and Policies (3, Fa)** (Enroll in GEOG 601)

**PLUS 612 Analysis of Quantitative Data for Planning and Development (4, Fa)** Planning and development case study approach to identifying data needs, acquisition, evaluation, manipulation, analysis, and multimedia presentation. *Prerequisite:* PPD 525.

**PLUS 615 Behavioral Issues in Environmental Design (4, Irregular)** Planning and design of the physical environment for human activities, e.g., user preferences, privacy, territoriality, stress and adaptation, cognitive mapping, lifestyles.

**PLUS 623 Politics of Planning and the Urban Environment (4, Sp)** Historic roots of property rights and obligations related to public policy, focus on current issues and discourse.

**PLUS 626 Information Systems for Planning and Development (4, 2 years, Sp)** Structure, content, and applications of formal information systems in planning and policy making emphasizing social accounts and indicators, censuses, social reporting, and "futures" research.

**PLUS 631 Seminar in Physical Planning and Design in Developing Countries (4, Irregular)** Issues in comparative urbanism; planning and design in developing countries: slums and squatters, housing and infrastructure, new towns, land policy, conservation and redevelopment, city design.

**PLUS 632 National Urban Policy in Developing Countries (4, Irregular)** The problems of the primate city, the role of intermediate cities, and the implicit spatial impacts of macro and sectoral policies.



**PLUS 633 Seminar in Comparative Housing Policy and Urban Planning Programs (4, Irregular)** Comparative examination of urbanization experience in selected areas and cities throughout the world; housing policies, urban planning approaches, financial, administrative, legal, and other techniques.

**PLUS 635 Urban Finance (4, Irregular)** The theory of fiscal federalism and municipal finance, with examples from the USA and other countries, public/private partnerships in urban development, and government decentralization.

**PLUS 640 International Urban Development (4, Irregular)** Study of urbanization in developing countries; special attention to urban growth, migration, city size, land use, and urban management. Comparative case studies.

**PLUS 680 Advanced Urban and Regional Transportation Planning (4, 2 years, Fa)** Social and environmental impacts; incentive structures; alternate travel; investment guidelines; technological change.

**PLUS 692 Conspectus Preparation (4, FaSpSm)** Preparation of a case study of a specific planning and/or development project that defines the student's field of study.

**PLUS 694abcdz Planning, Design and Development Project (2-2-2-2-0, FaSp)** Credit on acceptance of planning, design and development project. Graded IP/CR/NC.

#### **POLICY, PLANNING, AND DEVELOPMENT (PPD)**

**PPD 100m Los Angeles, The Enduring Pueblo (4, FaSp)** Gateway to the minor in Planning and Development. Ethnic history of Los Angeles, emphasis placed on architecture, planning, and development. Multiplicity of cross-connections shaped by race, ethnicity, religion, gender, and sexual orientation. (Duplicates credit in former PLDV 100.)

**PPD 225 Public Policy and Management (4, FaSp)** Institutions, legal context, and processes of public policy and management. Contemporary theories of public policy formulation, implementation, and evaluation. Public managerial challenges and reforms.

**PPD 227 Urban Planning and Development (4, FaSp)** Gateway to B.S., Public Policy, Management and Planning and minor in Planning and Development. City building and development process; who plans, politics of planning and development; major topics include land use, fiscal policy, transportation, sustainability, and economic development.

**PPD 240 Citizenship and Public Ethics (4, Fa, Sp)** Review of legal and ethical traditions of citizenship with emphasis on the latter; consideration of implications for current practice of public policy-making and management. (Duplicates credit in former PPMT 240.)

**PPD 245 The Urban Context for Policy and Planning (4, Fa)** The urban context for planning and policy decisions. Socioeconomic, physical, and spatial structure of cities; and the underlying demographic, economic, and social processes that drive their ongoing transformation.

**PPD 250m Third World Cities (4, FaSp)** Gateway to the B.S., Planning and Development. The transition from traditional to modern cities in the developing world. Primacy and dualism; comparative urbanism as an expression of cultural variation; contrast in Western cities. (Duplicates credit in former PLDV 250.)

**PPD 301 PPD Practices: Internship Seminar (2, FaSpSm)** Policy, planning, and development skills for practice; internship seminar; leadership, group dynamics and presentation skills; application of management; organizational diversity; reflection on experiences. (Duplicates credit in the former PPD 401.)

**PPD 303 Statistics for Policy, Planning, and Development (4, FaSpSm)** Statistical applications applied to the real world; techniques including probability, sampling; hypothesis formation and testing; correlation, and linear regression. (Duplicates credit in the former PPD 404.)

**PPD 306 Visual Methods in Policy, Management, Planning and Development (4, FaSp)** Introduction to graphic design, photodocumentation, and geographic information systems as employed in planning, policy, and development. Visual explanations. Computer and by-hand applications. (Duplicates credit in former PLDV 410.)

**PPD 313 Finance of the Public Sector (4, FaSp)** Justifications for and effects of government policies; tax and spending sides of government budgets; public goods; externalities; social insurance; redistribution and welfare; tax policy. (Duplicates credit in former PPMT 313.) *Prerequisite:* ECON 203.

**PPD 314 Public Policy and Law (4, Fa)** Institutional foundations and analysis of public policy issues; policy formulation and implementation; application of theories; case analyses. *Prerequisite:* ECON 203, PPD 225, PPD 303.

**PPD 315 Analytic Foundations for Public Policy (4, Sp)** Qualitative methods of analysis; ethical and political implications of policy choices; issue diagnosis and policy design skills; critical reasoning and ethics; policy leadership. *Prerequisite:* PPD 314.

**PPD 316 Human Resource Management for Public Organizations (4, FaSp)** Human resource development and management; values and processes in civil service career systems; training practices; human relations in supervision; personnel theory. (Duplicates credit in former PPMT 316.)

**PPD 318 Financial Accounting in Public and Nonprofit Organizations (4, FaSp)** Basic accounting principles and concepts necessary for the preparation and understanding of financial statements; accounting for service organizations in the public/nonprofit sector; fund accounting. (Duplicates credit in former PPMT 351.)

**PPD 320 Organizational Behavior in Public Administration (4, FaSp)** Understanding human behavior in public organization: motivation, roles, communication; group behavior and decision-making in public context; managing conflict; leadership and change in public complex organizational systems. (Duplicates credit in former PPMT 485.)

**PPD 325 Fundamentals of Health Policy and Management (4, FaSp)** Institutions, policies, and processes affecting health care policy and management; historical and philosophical roots; management of health care delivery; access and quality issues; responsiveness to public needs. (Duplicates credit in the former PPD 230.) *Prerequisite:* ECON 203.

**PPD 330 Introduction to Health Care Systems (4, Sp)** Concepts and determinants of health and illness; health care delivery organizations and programs; the role of the administrator; issues in health care financing and access; quality evaluation; future trends. (Duplicates credit in former PPMT 330.)

**PPD 340 The American System of Justice (4, Irregular)** Introduction to the system of justice administration: components — police services, judiciary, corrections; interrelationships and issues; management strategies for change. (Duplicates credit in former PPMT 340.)

**PPD 342 Crime and Public Policy (4, Fa)** Public policy agenda-setting, alternatives formulation, and implementation for crime and criminal justice; analysis of specific issues including crime control, death penalty and gun control. (Duplicates credit in former PPMT 342.)

**PPD 343 Terrorism, Homeland Security, and Public Policy (4, Fa)** Overview of terrorism, government policies and practices, issues of civil liberties, challenges to public sector management.

**PPD 353 Introduction to Philanthropy and Grant-writing (4, Fa)** History, theories, philosophies, and practices of philanthropy; relationship between philanthropy and nonprofit world; grant-making procedures and relation to social innovation.

**PPD 357 Government and Business (4, FaSp)** Interrelated roles of business and public institutions; effects of public policies and laws on business sector; incorporates public and business perspectives. (Duplicates credit in former PPMT 357.) *Prerequisite:* ECON 203.

**PPD 358 Urban and Regional Economics (4, Fa)** Basic concepts of urban and regional economies; how planners intervene in the urban market; housing, transportation, public goods; land use politics; fiscal issues; cost-benefit analysis. (Duplicates credit in former PLDV 402.)

**PPD 360 Urban Transportation Planning and Policy (4, Sp)** Current transportation planning and policy critiques. Transportation planning; the relationship to urban structure; conventional and para-transit modes; analysis of local plans. (Duplicates credit in former PLDV 480.)

**PPD 362 Real Estate Fundamentals for Planning and Development (4, Fa)** Urban markets, government role and influences; capital markets and financing environment; mortgage instruments and analytic tools for decision-making. (Duplicates credit in former PLDV 406.)

**PPD 371 The Nonprofit Sector and the Public Interest (4, Fa)** Theories of the voluntary nonprofit sector in society and its relationship to government and business; public policies toward the sector. (Duplicates credit in former PPMT 371.)

**PPD 372m Public Service in an Urban Setting (4, Sp)** Voluntary service in an urban, multicultural context: diverse meanings and practices, history, motivations, relationship to charity and change, dilemmas, public policies; service learning project required. (Duplicates credit in former PPMT 372.)

**PPD 373 Public Policy and Planning Analysis (4, FaSp)** Applied analytic modeling and data manipulation; visual presentation; interpretation of data; needs assessment and market failure analysis; indexing; extrapolation and simple forecasting; simple risk analysis; benefit-cost analysis. (Duplicates credit in the former PPD 473.) *Prerequisite:* ECON 203, PPD 225, PPD 303.

**PPD 380ab International Perspectives on Urban Problem Solving (4-4, Irregular)** Research on comparative urban public policy and administration utilizing case study approach; field research includes study in various foreign cities. (Duplicates credit in former PPMT 412ab.)

**PPD 382 International Development (4, FaSp)** Definitions and measurements of development; impact of globalization; concept and practice of international and development administration and planning at local, national, and global governance levels. (Duplicates credit in former PLDV 405.)

**PPD 390 Special Problems (1-4)** Supervised, individual studies. No more than one registration permitted. Enrollment by petition only. (Duplicates credit in former PLDV 390 and PPMT 390.)

**PPD 402 Management of Public and Nonprofit Organizations (4, Fa)** Contemporary management theory; the nature of complex organizations; organizational and intergovernmental arrangements; roles and responsibilities of managers; managerial and organizational effectiveness; organizational structure and dynamics.

**PPD 403 Management Analysis I (4, Sp)** Introduction to organizational and systems analysis; historical perspective; systems theory; information systems, procedure analysis; management planning; introduction to models. (Duplicates credit in former PPMT 403.)

**PPD 407 Financial Management of Public and Nonprofit Organizations (4, Sp)** Time value of money, risk, government bonds and tax-exempt financing, cost of capital, budgeting, financial statement analysis, and working capital management.

**PPD 410 Comparative Urban Development (4, Sp)** Urbanization and urban development and growth through an international scope; globalizing cities.

**PPD 411abcd Sacramento Semester (4-4-4-4, Irregular)** Exploration of political, economic, and administrative climate of the state government; basic processes and functions considered through seminars, research projects, visitations, group discussions, and internships. (Duplicates credit in former PPMT 411abcd.)

**PPD 413 Administration of Health Care Organizations (4, Sp)** Theory and practice; role of governing bodies, medical staffs and quality review committees; current trends; community responsibility; regulatory and oversight agencies. (Duplicates credit in former PPMT 439.)

**PPD 414 Community Health Policy and Planning (4, Sp)** Historical perspectives on and the contemporary practice of community health planning; impact of culture, socio-economics, and environment; policy dimensions; urban planning's role in enhancing and sustaining health.

**PPD 415 Health Policy (4, Sp)** Health policy analysis and challenges; price of health; structure of major sectors in health care; role of insurance in policy debates; trade-offs with policy decisions. *Prerequisite:* PPD 325.

**PPD 417 History of Planning and Development (4, Sp)** Historical evolution of planning and development. How changing modes of planning and development have shaped the built landscape throughout the century. (Duplicates credit in former PLDV 485.)

**PPD 420 Environmental Impact Assessment (4, Sp)** Exploration of the role of the National Environmental Policy Act and the California Environmental Policy Act; study of environmental impact assessments including the regulatory aspects, stakeholder and participatory processes, and legal framework.

**PPD 425 Designing Livable Communities (4, Fa)** Theories and concepts of livable communities and good city form; case studies of historical and current best practices; field visits; collaborative design project. (Duplicates credit in former PLDV 407.)

**PPD 427L Geographic Information Systems and Planning Applications (4, Fa)** Basic GIS concepts, ArcView and other GIS software, planning applications and databases, basic cartography; students select, research and prepare a planning GIS analysis project.

**PPD 429 Urban Design Practicum (4, Irregular)** Application of design concepts and graphic skills to a local design problem sponsored by a local public or private client in a studio setting; site visits, community contact, presentations. (Duplicates credit in former PLDV 414.) *Prerequisite:* PPD 306, PPD 425.

**PPD 431 Undergraduate Policy, Planning, and Development Studio (4, FaSp)** Application of methods in the exploration of a specific project, policy, or organization from the multiple perspectives of the five tracks in the undergraduate program. Open only to seniors.

**PPD 435 Analyzing Real Estate Markets for Planning and Development (4)** Macro- and micro-analysis of urban property markets (residential, commercial, and industrial) with regard to their location and dynamics. (Duplicates credit in former PLDV 446.) *Recommended preparation:* PPD 362.

**PPD 437 Advanced Finance and Investment for Planning and Development (4, FaSpSm)**

Advanced real estate principles. The nature, operation, and role of U.S. mortgage markets. Mortgage financing of residential and income-producing property types. (Duplicates credit in former PLDV 456.) *Prerequisite:* PPD 362, MATH 117.

**PPD 438 Local Economic Development (4, Fa)**

Economic development in a capitalist system, historic review, sectoral review, funding, strategizing, partnerships, evaluation; class project. (Duplicates credit in former PLDV 447.)

**PPD 439 Housing and Community Development (4, Fa)**

Evolution of government housing and community development programs; present practices, e.g., housing elements, economic development, neighborhood rehabilitation; housing needs and market analysis; housing and health. (Duplicates credit in former PLDV 440.)

**PPD 440 Management of Justice Systems (4, Irregular)**

Social controls and delivery of justice administration services; comparative systems; organization theory and justice administration; system adaptation and change; system performance measurement: economy, efficiency, effectiveness. (Duplicates credit in former PPMT 440.)

**PPD 441 Judicial Administration (4, Irregular)**

Local, state, federal judicial systems; constitutional, legislative, judicial influences on administrative action. Administrative problems associated with judicial functions including district attorney, public defender, the courts. (Duplicates credit in former PPMT 441.)

**PPD 442 Administration of Police Services (4, Irregular)**

Police and society; the structure and organization of American policing, current managerial problems; police research and development; future planning; administration of police juvenile programs. (Duplicates credit in former PPMT 442.)

**PPD 452 Organization and Interface of Juvenile Justice Subsystems (2, FaSp)**

Effective interface among juvenile justice subsystems (police and social service agencies, schools, courts); legal/jurisdictional parameters, resource constraints; strategies for joint intervention and problem resolution. (Duplicates credit in former PPMT 452.)

**PPD 453 Program, Policy, and Legislative Trends in Juvenile Justice (2, Irregular)**

Examination of current research findings and legislation in juvenile justice; relations of new information to operating assumptions of agencies; impacts, trends; implications for management practice. (Duplicates credit in former PPMT 453.)

**PPD 454 Problems and Issues in the Delivery of Youth Services (2, Irregular)**

Strategies for coordinated mobilization of diverse juvenile justice agencies; resolution of conflicting agency objectives (e.g., enforcement vs. rehabilitation). Information and resource needs; organizational skills, techniques. (Duplicates credit in former PPMT 454.)

**PPD 461 Sustainability Planning (4, Sp)**

Planning as shaped by sustainability theories; sustainability indicators; topics include water resources, air quality, land use regulations, environmental design, carrying capacity, ecological footprint analysis. (Duplicates credit in former PLDV 461.)

**PPD 466 Urban Government and Management (4, Irregular)**

Preparation and discussion of cases dealing with selected policy areas including transportation, housing, poverty, and environmental quality. (Duplicates credit in former PPMT 427.)

**PPD 468 Cross-Cultural Negotiations: Communication and Strategy (4)**

(Enroll in COMM 468)

**PPD 476 Politics and Administration (4, Sp)**

Administrative relationships to the policy processes; influence of political and economic pressures on administrative policy determination; political behavior by administrators; case analysis. (Duplicates credit in former PPMT 486.)

**PPD 478 Social Innovations (4, Fa)**

Strategies and processes of social innovation and change; examination of social change in the market, government, and within the nonprofit sector; dynamics; civic action and activism.

**PPD 482 Comparative Public Administration (4, Sp)**

Methodology, theories, and models of comparison; functional processes of administration in developing and developed nations compared; role of bureaucracy in development and nation-building; ecology of administration. (Duplicates credit in former PPMT 482.)

**PPD 485m U.S. Immigration Policy (4, Fa)**

Examination of the historical and contemporary components of U.S. immigration policy with emphasis on policies addressing legal permanent immigrants, refugees, asylees, the undocumented.

**PPD 490x Directed Research (2-8, max 8, FaSpSm)**

Individual research and readings. Not available for graduate credit. (Duplicates credit in former PLDV 490x and PPMT 490x.)

**PPD 497ab Senior Thesis (a: 2, Fa; b: 2, Sp)**

Writing of the honors capstone project in an area of interest related to the track of study; research and writing skills. Open only to seniors.

**PPD 498 Senior Honors Seminar (4, Fa)**

Concepts, theories, and methods of analysis of a selected topic within the fields of public policy, management and planning. *Prerequisite:* 3.5 GPA in PPD courses; 3.0 GPA overall.

**PPD 499 Special Topics (2-4, max 8, FaSpSm)**

Selected topics in Policy, Management and Planning. (Duplicates credit in former PLDV 499 and PPMT 499.)

**PPD 500 Intersectoral Leadership (2)**

Roles of public, private, nonprofit, and civil society sectors in policy, planning, and development. Leadership skills in negotiation, conflict resolution, institutional design, problem solving.

**PPD 501ab Economics for Policy, Planning and Development (2-2) a:**

Microeconomic theory as applied to policy, planning, and development; concepts of efficiency; macroeconomic issues. *b:* Microeconomic analysis and modeling to incorporate Market failure and issues of uncertainty and information failure; organization models; policy instruments; policy and planning applications.

**PPD 502x Statistical Foundations for Public Management and Policy (2, FaSp)**

Statistical analysis concepts and reasoning; sampling and data sources; focus on basic statistical applications in public management and policy analysis. Not for graduate credit for MHA, MPA, MPP and affiliated degrees.

**PPD 507 Six-Sigma Quality Resources for Health Care (3, Fa)**

(Enroll in ISE 507)

**PPD 508 Health Care Operations Improvement (3, Sp)**

(Enroll in ISE 508)

**PPD 509 Problems and Issues in the Health Field (4, FaSp)**

Principles of epidemiology; disease trends, treatment efficacy, influences on utilization; health promotion, disease prevention and health protection; intergovernmental relationships; management of public health programs. (Duplicates credit in former PUAD 530.)

**PPD 510ab Financial Management of Health Services (4-2, FaSp) a:**

Accounting principles, financial reports, managerial finance, financial planning, capital investments, working capital analysis; elements of budgeting and reimbursement; performance standards; reporting; developing a management system. Open only to graduate students. *Prerequisite:* PPD 516; *recommended preparation:* PPD 502x or competence in statistics. *b:* Changing practices, emerging issues, strategies and innovations in financial planning, management, and regulation; federal and state policies and requirements.

**PPD 511 Health Information Systems**

**(2, FaSm)** Conceptual framework for data base development; relational data management; use of health statistics; health indicators; confidentiality, security, privacy. *Recommended preparation:* PPD 502x or competence in statistics and PPD 516 or competence in accounting.

**PPD 512 Health Administration Residency Seminar**

**(2, max 4, Sp)** Supervised study of health care administration, governance, professional staff relations, internal operations and controls, legal and regulatory requirements, management policy and strategy. (Duplicates credit in former PUAD 533.) *Prerequisite:* PPD 509, PPD 510a, PPD 545; minimum of 20 graduate level units.

**PPD 513 Legal Issues in Health Care Delivery**

**(2, FaSp)** Rights of consumers; health-related powers of governments; rights and responsibilities of health care providers; interrelationships of rights, powers, and responsibilities. Open only to graduate students. *Recommended preparation:* PPD 509 or substantial prior work experience in health care organizations.

**PPD 514 Economic Concepts Applied to Health**

**(4, FaSpSm)** Relationships between economic characteristics and health status; impact of economy on health services industry; demand and resources for health services; utilization, prices, costs, health insurance. (Duplicates credit in former PUAD 537.) *Prerequisite:* PPD 501a.

**PPD 515 Strategic Management of Health Organizations**

**(4, FaSpSm)** Application of principles of health administration in several practice settings. Decision-making; strategic management; organizational performance; communication; provider comparisons. *Prerequisite:* PPD 510a or HMG 565, PPD 545 or HMG 520; *recommended preparation:* PPD 509, PPD 511, PPD 513, PPD 514, PPD 557.

**PPD 516 Financial Accounting for Health Care Organizations**

**(4)** Accounting as a management tool; accounting systems; basic accounting concepts and procedures; budgets; financial statements. Open only to graduate students.

**PPD 517 Concepts and Practices in Managing Health Care Organizations**

**(2, FaSm)** Application of principles of health administration. Role of managers; managing people and programs; human resource management concepts and applications; working with professionals; governance; public relations.

**PPD 518 Quality of Care Concepts**

**(2, Sp)** Quality issues and complexities affecting health care; fundamentals of quality improvement programs; examination of quality issues and improvement programs in various health care venues; strategies.

**PPD 519 Methods and Applications of Health Services Research**

**(2, Fa)** Examination of policy and management issues for empirical research; indicators and measurement of outcomes; impact on policy and management decisions; methodology; analysis of quantitative and qualitative data. *Prerequisite:* PPD 514.

**PPD 520 Economic Approaches to Health Policy Analysis**

**(2, Sp)** Evaluation of current major health policy challenges and issues; economic analysis of behavioral responses to change in health care policy; new legislation; policy trade-offs. *Prerequisite:* PPD 514.

**PPD 521ab Information Technology Management Systems in Health Care**

**(2-2, Sm)** Principles and methods of systems analysis; assessment; strategic planning, design consideration; e-health and e-commerce system trends; health care information systems application areas; regulatory requirements. *Prerequisite:* PPD 511. *b:* Analytic methods used to develop data-driven solutions; specific problems in health care organizations; integrating data; communicating data; interpretation; exploration of new approaches for improvement.

**PPD 524 Planning Theory**

**(2, Fa)** Development of a critical perspective by becoming more aware of the intellectual roots of the planning profession, with a focus on practical outcomes of actions. (Duplicates credit in former PLUS 501.)

**PPD 525 Statistics and Arguing from Data**

**(2, FaSp)** Fundamentals of probability and statistics, planning analysis techniques, computing standards, and understanding of the rhetoric related to statistical analysis. (Duplicates credit in former PLUS 502.)

**PPD 526 Comparative International Development**

**(2, Fa)** Introduction to comparative international development with a focus on regional growth and urban development. (Duplicates credit in former PLUS 505.)

**PPD 527 The Social Context of Planning**

**(2, Sp)** Examination of the formation of the modern urban environment with its consumer culture, social classes, and racial and ethnic diversity. (Duplicates credit in former PLUS 506.)

**PPD 529 Legal Environment of Planning**

**(2, Sp)** Understanding of the legal system and its processes and laws applicable to land use and development and the legal nature of powers of public and private entities. (Duplicates credit in former PLUS 509.)

**PPD 530 Historical Analysis of Urban Form and Planning Practice**

**(2, Sp)** Awareness, analysis, understanding, and influencing the city building process locally and regionally; isolate and exercise tools and methods of visual literacy. (Duplicates credit in former PLUS 510.)

**PPD 531L Planning Studio**

**(4, 8, 12, max 12, FaSp)** Application of methods in planning, programming, research, and evaluation in a professional context; data collection and analysis; case studies; practical applications. (Duplicates credit in former PLUS 576L and PLUS 676L.)

**PPD 532L International Planning and Development Laboratory Workshop**

**(4-8, Sm)** Application of planning principles and methods to specific urban planning problems abroad; involves preparation in the spring semester and an overseas field visit and a collaborative practicum. (Duplicates credit in former PLUS 575L.)

**PPD 533 Planning History and Urban Form**

**(2)** History of urban planning with an emphasis on the evolution of how planning shaped the physical environment in response to political, economic, and social issues.

**PPD 540 Public Administration and Society**

**(4, FaSpSm)** Administrative concepts, institutions, legal systems, and practices; values; facilitation of responsibilities and rights; professional applications for personal, private sector, and public achievement. (Duplicates credit in former PUAD 500.)

**PPD 541 Public Financial Management and Budgeting**

**(4, Fa)** Financial management applied to public and nonprofit organizations; financial valuation, financial markets, budgeting, tax administration, debt financing, cost-benefit analysis and financial analysis. (Duplicates credit in former PUAD 514.) *Prerequisite:* PPD 502x.

**PPD 542 Policy and Program Evaluation**

**(4, Sp)** Methods and models for policy and program evaluation; methods of collecting and analyzing evaluation data; processes for linking evaluation to policy formulation and program management. (Duplicates credit in former PUAD 525 and former PUAD 529.) *Prerequisite:* PPD 502x.

**PPD 543 Internship Seminar (1, FaSp)**

Supervised study of management, analytical, or other professional activities in government; integration of theory, practice and relevant literature. (Duplicates credit in former PUAD 544.)

**PPD 545 Human Behavior in Public Organizations (4, FaSpSm)**

Behavior in organizations; focus on personal, interpersonal, and group level factors that influence such behavior. (Duplicates credit in former PUAD 585.)

**PPD 546 Professional Practice of Public Administration (4, FaSpSm)**

Practice of public management; use of management theories; strategic thinking and planning; understanding organizations; management skills and techniques; management in a public setting; ethics. (Duplicates credit in former PUAD 597.)  
*Prerequisite:* PPD 501*b*, PPD 540, PPD 545.

**PPD 552 Managing and Financing Public Engineering Works (3, FaSpSm)** (Enroll in CE 552)**PPD 554 Foundations of Public Policy Analysis (2, Fa)**

Introduction to public policy analysis; issue diagnosis and policy design; analytic reasoning and argumentation; the role of the public policy professional; ethical issues in policy analysis. Open only to M.P.P. students and Certificate in Public Policy students.

**PPD 555 Public Policy Formulation and Implementation (4, Sp)**

Political and organizational perspectives on policy making process; agenda setting, policy design, adoption, implementation, evaluation, modification or termination. Policy leadership skills: negotiation and strategic mapping. (Duplicates credit in former PUAD 528 and PPD 554 and PPD 559.)

**PPD 557 Modeling and Operations Research (4, FaSpSm)**

Management science methods that support decision making in policy, management, and planning settings. Includes linear programming, queuing theory, decision analysis, and forecasting. Open only to master's or doctoral students. *Prerequisite:* PPD 502*x* or PPD 525.

**PPD 558 Multivariate Statistical Analysis (4, FaSp)**

Applied multivariate statistics in support of policy, management, and planning problem solving. Includes regression analysis, logit models, and an introduction to time-series models and multi-equation estimation. Open only to master's and doctoral students. *Prerequisite:* PPD 502*x* or PPD 525.

**PPD 559 Policy Implementation and Evaluation (4, FaSp)**

Theoretical approaches, critical issues, and research methods in public policy implementation. Field-based research project. (Duplicates credit in former PUAD 570.)

**PPD 560 Methods for Policy Analysis (4, Sp)**

Examination of methods used in the analysis of policy methods, including cost benefit analysis, decision and risk analysis, and applied social science methods. (Duplicates credit in former PUAD 572.) *Prerequisite:* PPD 502*x* and PPD 554 and PPD 501*b*.

**PPD 561ab Policy Analysis Practicum (1, 3, FaSp)**

Application and integration of the knowledge and techniques of analytic, quantitative, managerial, political and ethical analyses to specific public policy problems. (Duplicates credit in former PUAD 589.)

**PPD 568 Environmental Governance and Sustainability (2, Fa)**

Introduction to leading issues of environmental governance and policy in looking toward a more sustainable future; normatively important concerns and the social, cultural, and political dimensions; thematic look from values to action.

**PPD 569 Applied International Policy Analysis and Management Project (4, Sp)**

Enables students to integrate theory, research and practice into an applied project of their own choosing. The output of this course is a professional report in a selected public policy or management area. (Duplicates credit in former PUAD 507.)

**PPD 570 Applied Statistics for Planning, Policy and Management (4, Sm)**

Use of statistical reasoning to answer questions related to public policy and management. Students will review and understand selected statistical techniques for analyzing data and for addressing public policy and management questions of interest using applied data analysis. (Duplicates credit in former PUAD 523.)

**PPD 571 International Public Policy and Management Seminar (4, Fa)**

An introduction to the concepts and methods of public policy analysis and management. Highlights some of the constraints of the policy process. Includes examples from the United States but also presents comparative views of the contours of public policy in both developed and developing nations. The course applies public policy and management frameworks to selected areas of social policy. (Duplicates credit in former PUAD 524.)

**PPD 572 Special Issues in International Public Policy (1-4, max 12, FaSpSm)**

Current international public policy on issues such as governmental reform, regulation, social welfare, poverty alleviation and international aid. Policy framework and in-depth analysis of specific topics of relevance to governmental agencies and international organizations.

**PPD 587 Risk Analysis (4)**

Concepts of risk analysis, risk in engineered systems, environmental risk, security risks; fault trees, event trees, risk simulations; risks and decision-making. *Recommended preparation:* MATH 108 or MATH 116.

**PPD 588 Introduction to Transportation Planning Law (3)** (Enroll in CE 579)**PPD 589 Port Engineering: Planning and Operations (3)** (Enroll in CE 589)**PPD 590 Directed Research (1-12, FaSpSm)**

Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

**PPD 594abz Master's Thesis (2-2-0, FaSp)**

Credit on acceptance of thesis. Graded IP/CR/NC.

**PPD 599 Special Topics (2-4, max 8, FaSpSm)**

Selected topics in public policy, management and planning.

**PPD 600 Management of Managed Care Organizations (2, FaSpSm)**

Managed care arrangements, interorganizational relations, management practices and controls, medical staff relations, strategic planning, marketing, utilization review, quality assurance, outcomes measures. *Prerequisite:* PPD 545 or HMG T 520; *recommended preparation:* PPD 516, PPD 510*a* or HMG T 565.

**PPD 601 Management of Long-Term Care Organizations (4, Fa)**

History, development, trends; major policy issues; organization of systems; principles and techniques of administration; management of institutional and community based programs. Open only to graduate students.

**PPD 602 Strategic and Operational Planning for Health Services (4, 2 years, Fa)**

Strategic, institutional, and program planning theory and methods; governmental and legal requirements, certificate of need processes, reimbursement controls; financing and marketing considerations, practices, and methods. (Duplicates credit in former PUAD 535.)

**PPD 603 Marketing of Health Services**

**(4, 5m)** Assessing community needs and organizational service capabilities; evaluating competition; qualitative and quantitative market research methods; market communications and advertising; developing marketing plans. *Recommended preparation:* PPD 502x or competence in statistics.

**PPD 604 Seminar in Hospital Administration**

**(4, 5m)** Hospital systems and functions; managerial processes, theory, and practice; governance structures; legal, regulatory, administrative, and professional requirements; medical and professional staff; multi-institutional arrangements; controls. Open only to graduate students. *Prerequisite:* PPD 545 or HMG T 520; *recommended preparation:* PPD 516.

**PPD 605 Frontline Issues in Health Services Administration and Policy**

**(2, max 6, FaSpSm)** Emphasis on current or emergent issues in the health care industry. Focus on impact of recent health legislation and/or health care system responsiveness.

**PPD 606 Urban Health Policy**

**(4, Fa)** Addresses current U.S. health policy issues and the critical processes that shape them, with an emphasis on urban populations; institutional, economic, social, ethical, and political factors.

**PPD 607 Introduction to Public Health Policy**

**(4, Sp)** Public health policy and analysis methods; evaluation of the public health system and safety net programs.

**PPD 608 Leadership Symposium in Health Management and Policy**

**(1, max 3, FaSpSm)** A forum for leading executives and policy-makers to address ways they or their organizations improve healthcare financing, delivery and management, in the U.S. and internationally.

**PPD 609 Physician Practice Management**

**(2, Sp)** Overview of medical practice management issues, structures, systems and strategies for effective clinical and financial performance of physician organizations. *Recommended preparation:* PPD 509.

**PPD 610 Managed Care Contracting**

**(2, Fa)** Provides practical and strategic decision-making skills in managed care contracting, including contract types, terms and conditions; financial assessment; proposal development and analysis; and negotiation. *Prerequisite:* PPD 600; *recommended preparation:* PPD 510a or HMG T 565, PPD 514.

**PPD 611 Policy Issues in Planning and Development**

**(4, Fa)** Overview of policy issues in planning and development professions in the U.S. and abroad. Special attention to collective decision making, role of institutions, and ethics. (Duplicates credit in former PLUS 503.)

**PPD 612 Research and Analytical Techniques**

**(4, Sp)** Professional practice-oriented analytic skill; fundamentals of data manipulation; spreadsheet applications and forecasting; and communication of results. (Duplicates credit in former PLUS 504.)

**PPD 613ab Policy, Planning, and Development International Laboratory**

**(a: 1, max 2, Sp; b: 3, max 6, Sm)** Research methods for intensive practical field research and evaluation; policy, management and planning practice in intercultural contexts; preparation for professional-level consulting abroad.

**PPD 614 Management in Planning Practice**

**(2 or 4, 2 years, Sp)** Administrative, management, political, and other problems faced by the practicing professional planner. (Duplicates credit in former PLUS 521.)

**PPD 615 Comparative Urbanization, Development, and Inequality**

**(4, Irregular)** Theories of inequality, dependency and dualism in relation to urbanization, growth, and poverty in developing countries; development and underdevelopment; core-periphery linkages. (Duplicates credit in former PLUS 534.)

**PPD 616 Participatory Methods in Planning and Policy**

**(4)** Approaches to community participation, introducing students to the theories behind participatory methods as well as to the skills to implement them.

**PPD 617 Urban Demography and Growth**

**(4, Fa)** Theory and policy regarding population change in urban areas; housing; cohort analysis; immigration; ethnicity; employment; education. Methods of graphic representation; census data manipulation, interpretation, forecasting. (Duplicates credit in former PLUS 539.)

**PPD 618 Housing Facilities and Community Development**

**(4, Irregular)** Structure of the building industry and technology. Housing markets and programs; environmental standards. Community development and redevelopment. Planning, program development, finance, and coordination of public facilities and services. (Duplicates credit in former PLUS 540.)

**PPD 619 Smart Growth and Urban Sprawl: Policy Debates and Planning Solutions**

**(4, Irregular)** Determinants and analytical models of land use; interaction of land uses with environmental quality and natural resources, land use policy instruments; regulation, taxation, public services. (Duplicates credit in former PLUS 562.)

**PPD 620 General Plans (4, Fa)** Assessment of a recently adopted general plan, analysis of the general plan process, and detailed review of each major element and issue. (Duplicates credit in former PLUS 563.)

**PPD 621 Environmental Impacts**

**(4, Sp)** Legal, political/institutional, and technical aspects of environmental impact reports for urban planning. (Duplicates credit in former PLUS 561.)

**PPD 622 Seminar in Urban Development**

**(4, Irregular)** Central city housing and renewal problems and policies. Site selection, organization; land valuation, acquisition, disposition; relocation and management; reuse; site planning and development; politics; financing. (Duplicates credit in former PLUS 541.)

**PPD 623 Community Development and Site Planning**

**(4, Sp)** Urban form and emerging community design practices; design project development; evaluation and assessment of site planning in cities and local communities.

**PPD 624 Local Economic Development: Theory and Finance**

**(4, Sp)** Socioeconomic change, economic development theory, assessment techniques, and economic indicators in the context of planning and development policies and programs. (Duplicates credit in former PLUS 547.)

**PPD 625 Planning and Economic Development Finance**

**(4, Fa)** Fundamentals for economic development professionals and policy makers including feasibility analysis and the financing of facilities, social services, and community-based enterprises. (Duplicates credit in former PLUS 546.)

**PPD 626 Public/Private and Mixed Enterprises Planning**

**(2, Sp; 4, Fa)** Case studies of planning and public/private and mixed enterprises; public production of private goods; privatization of public services; public/private partnerships; mixed enterprises.

**PPD 627 Design Skills for Urban Planners**

**(4, Fa)** Develop observation, description, analysis, and conceptualization skills related to urban spatial conditions; advance professional communication proficiencies. (Duplicates credit in former PLUS 573.)

**PPD 628 Urban Planning and Social Policy**

**(4, Irregular)** Urban planning and social work: theory, values, techniques of inquiry, and problem-solving methods appropriate to urban planning and social work. (Duplicates credit in former PLUS 552.)

**PPD 629 Planning in the Voluntary Non-profit Sector (4, Irregular)** Structure of voluntary nonprofit sector; role in social, economic, and spatial planning; corporate philanthropy; foundations; pass-through organizations; nonprofit planning requirements. (Duplicates credit in former PLUS 545.)

**PPD 630 Urban Economic Analysis (4, Sp)** Economic models of cities and city development and structure; housing and land markets; transportation systems; problems of congestion and pollution; evaluation of urban policies. (Duplicates credit in former PLUS 566.)

**PPD 631 Geographic Information Systems for Policy, Planning, and Development (2)** Introduction to GIS systems and usage in the public sector; spatial data; understanding software and the application of technology; analysis of data using GIS.

**PPD 632 Planning Analysis and Evaluation (4, Sp)** Methods of policy, program, and plan evaluation: economic principles and theoretical concepts introduced, followed by case studies. (Duplicates credit in former PLUS 574.)

**PPD 633 Urban Transportation Planning and Management (4, 2 years, Fa)** Background applications of established urban travel forecasting procedures; land use; trip-generation, trip-distribution, modal-choice, trip-assignment; evaluation; criticisms. (Duplicates credit in former PLUS 580.)

**PPD 634 Institutional and Policy Issues in Transportation (4, Sp)** Analysis of policies relating to transportation alternatives; institutional environment and background; federal, state, regional, and local agency responsibilities and interactions. (Duplicates credit in former PLUS 581.)

**PPD 635 Principles of Transportation Systems Analysis (4, Fa)** Planning, design, modeling, and operation of inter- and intra-urban transportation networks. Analysis of contemporary engineering-economic issues relevant to transport, especially questions pertaining to infrastructure. (Duplicates credit in former PLUS 582.)

**PPD 636 Infrastructure and Modern Society (2, Sp)** Survey of infrastructure issues that relates principles from multiple disciplines to the provision of vital services and encourages critical thinking within a systems context.

**PPD 637 Forecasting and Urban Planning: A Survey of Theory and Methods (4, Sp)** Overview of forecasting methods and applications in urban planning processes used to determine urban futures; includes theoretical and institutional factors as well as quantitative methods.

**PPD 638 Integrative Seminar (4, FaSpSm)** Individual research and preparation of an integrated comprehensive study coordinated with a sponsor such as a government agency or development firm. (Duplicates credit in former PLUS 591.) *Prerequisite:* PPD 611, PPD 612.

**PPD 639 Introduction to Community and Economic Development (4, FaSp)** Theories of community and economic development and a contextual understanding of the forces that change the development and community life of urban areas.

**PPD 640 Leadership Foundations: Competencies and Core Values (4, Sm)** An intensive introduction to leading through core values. Focuses on developing leadership skills at the personal level to build a foundation for leadership at all levels. Open only to Executive Master of Leadership students.

**PPD 641 Leading Individuals, Groups and Teams (4, Fa)** Leadership styles in various settings; team demographics, and dynamics; problem-solving; decision-making; diversity and critical thinking skills; effect of culture on small group communication; managing conflict. Open only to Executive Master of Leadership students. *Prerequisite:* PPD 640.

**PPD 642 Strategic Leadership of Organizations (4, Sp)** Strategic analysis; strategic planning; leadership; performance measurement and management; control systems; organizational structure and networks; organizational culture; organizational learning and change. Open only to Executive Master of Leadership students. *Prerequisite:* PPD 641.

**PPD 643 Leading Transformations Across Sectors: Integrative Seminar (4, Sm)** Application and practice of leadership skills working across the public, private and nonprofit sectors. Skills include negotiation, collaboration, communication, political management and ethical responsibilities. Open only to Executive Master of Leadership students. *Prerequisite:* PPD 642.

**PPD 644 Shaping the Built Environment (4)** Introduction to the theories and concepts and good city form. Explores the options for designing more livable and sustainable urban communities.

**PPD 645 Professional Development (1-4, max 8, Irregular)** Selected topics in the practical application of administrative concepts. Graded CR/NC. (Duplicates credit in former PUAD 502.)

**PPD 646 Fieldwork (1-4, max 8, Sp)** Supervised study of management activities in governmental agencies. Graded CR/NC. (Duplicates credit in former PUAD 503.)

**PPD 647 Finance of the Public Sector (4, Sp)** Sources of government revenue, intergovernmental financial relations, budgeting, public goods theory. Theoretical and applied skills in analysis of equity and efficiency issues. (Duplicates credit in former PUAD 513.) *Prerequisite:* PPD 501b.

**PPD 648 Concepts and Practices of Public Budgeting (4, Irregular)** Budget planning, budget formulation, tools for budget analysis and budget implementation. (Duplicates credit in former PUAD 515.)

**PPD 649 Concepts and Practices in Public Personnel Administration (4, FaSm)** Concepts of man and of work; workforce; government personnel systems, including merit concepts, classification, and compensation; collective bargaining; organizational justice; training and development. (Duplicates credit in former PUAD 516.)

**PPD 650 Organization Development in Public Administration (4, FaSp)** Overview of concepts and methodologies of organization development; diagnosing organizational needs; developing change strategies; selecting appropriate interventions. (Duplicates credit in former PUAD 517.)

**PPD 651 Seminar in the Administration of Local Government (4, Irregular)** Intensive consideration of the functions of the municipal executive and his environment. Research preparation and discussion of cases. (Duplicates credit in former PUAD 520.)

**PPD 652 Financial Administration in Local Government (4, Irregular)** Revenue sources, fees and charges, benefit assessments; financing economic development and redevelopment, issuing and managing debt, current asset management, and state-local relations. (Duplicates credit in former PUAD 521.)

**PPD 653 Training in the Public Sector (4, Fa)** Emergence of public service training; learning theories; program development process — assessing needs, design, delivery, and evaluation; role of media; individual, group, organization development; managing training. (Duplicates credit in former PUAD 522.)

**PPD 654 Information Technology Management in the Public Sector (4, FaSpSm)** Application of computer and information technology in government; e-government; information technology architecture; systems project management. (Duplicates credit in former PPD 518.)

**PPD 655 Administrative Law (4, Sm)**

Administrative perspectives on legal principles of agency rule-making and adjudication; distinctions between the two; informal administrative actions; decision-making; judicial review; public control of administrative decisions. (Duplicates credit in former PUAD 543.)

**PPD 656 Political Management: Theory and Applied Techniques (4, Sm)**

Political management theories; strategy formation; research and data collection approaches; computer applications; electronic databases; issue management; problem-solving techniques; ethical considerations. (Duplicates credit in former PUAD 545.)

**PPD 657 Political Leadership in Public Organizations (4, Sp)**

Concepts and skills for public executives and senior managers; understanding the dynamics of governmental institutions and policy processes; organizational and personal assessment skills. (Duplicates credit in former PUAD 546.)

**PPD 658 Advocacy in Public Administration (4, Fa)**

Perspectives on advocacy in the policy process; practice of advocacy; accessing the policy process; simulation of the advocacy process; ethical considerations. (Duplicates credit in former PUAD 547.)

**PPD 659 National Security Administration and the Domestic and International Environment (4, Irregular)**

Interplay of domestic and international environments; resultant constraints upon national security program administration; administrative and organizational implications for future scenarios. (Duplicates credit in former PUAD 549.)

**PPD 660 Local Agency Debt and Cash Administration (4, Irregular)**

Overview of methods of debt and cash administration including official statement analysis; mechanics of different types of issues; and cash management principles. (Duplicates credit in former PUAD 550.)

**PPD 661 Intergovernmental Management: Local Perspective (4, Fa)**

Role of city, special district, and metropolitan governments in intergovernmental relations; intergovernmental impacts on local policy process and service delivery; management problems and alternatives. (Duplicates credit in former PUAD 552.)

**PPD 662 Intergovernmental Management: State Perspective (4, FaSp)**

Role of state government in intergovernmental relations, emphasis on California experience; financial aspects of intergovernmental system. (Duplicates credit in former PUAD 553.)

**PPD 663 Intergovernmental Management: Federal Perspective (4, Irregular)**

Role of national government in intergovernmental process; impact of federal legislative, executive, and judicial actions on state and local government; intergovernmental policy-making process. (Duplicates credit in former PUAD 554.)

**PPD 664 Contract Management (2, Sp)**

Contract management techniques in the public and private sectors; micro and macro management; compliance and negotiation; conflicts of interest and ethical issues.

**PPD 665 Contemporary Issues in Philanthropy (4)**

Motivations and strategies of philanthropists; philanthropic foundations and emerging institutions for philanthropy; issues of philanthropic stewardship, public policy and public accountability.

**PPD 666 Administrative Research and Analysis (4, Irregular)**

Theory and methods for study of administrative effectiveness: problem solving, performance measurement, administrative and organizational research, quality improvement, and change implementation. (Duplicates credit in former PUAD 506.) *Prerequisite:* PPD 502x.

**PPD 667 Public Ethics (4, Sp)**

Following an introduction to the study of ethics, relationships among administrative, political and policy ethics are examined, emphasizing the ethics of the administrative role. (Duplicates credit in former PUAD 560.)

**PPD 668 Entrepreneurship in the Public Sector (4, Irregular)**

Providing public services through the private and nonprofit sectors; public-private partnerships; political and organizational skills required for public entrepreneurship. (Duplicates credit in former PUAD 561.)

**PPD 669 Federal Management Systems (4, FaSp)**

Principal institutions and processes in federal government for overhead leadership and control; examines Office of Management and Budget, Office of Personnel Management, Merit Systems Protection Board, General Services Administration, and General Accounting Office. (Duplicates credit in former PUAD 564.)

**PPD 670 Management of Intergovernmental Programs (4, Sp)**

Analysis of relationships among governmental units in delivery of governmental programs; historical development of intergovernmental relations; present status and future implications. (Duplicates credit in former PUAD 566.)

**PPD 671 Decision-Making in Regulatory Agencies (4, Irregular)**

Risk assessment, management, and communication concepts and practices; comparisons of regulatory decision making in regulatory agencies; emerging benefit assessment, cost-effectiveness, and communication issues. (Duplicates credit in former PUAD 567.)

**PPD 672 Presidency, Congress, and the Bureaucracy (4, SpSm)**

Relationships in national government among political executive, legislative, and administrative units; reviews institutions, formal processes, and political dynamics. (Duplicates credit in former PUAD 568.)

**PPD 673 Strategic Planning in the Public Sector (4, Sp)**

Analysis/field application of action research models for strategic planning in public agencies; design of effective public systems; citizens/administrators' roles in strategic decision-making. (Duplicates credit in former PUAD 574.)

**PPD 674 Science, Technology, and Government (4, Irregular)**

Impact of science/technology on governmental policy, processes, institutions; critical policy areas in science/technology; machinery for formulating science policy; governmental impact on science/technology. (Duplicates credit in former PUAD 575.)

**PPD 675 Nonprofit Management and Leadership (4)**

Issues in nonprofit management and leadership including: the role of boards; strategic planning; marketing and fundraising; financial management; and volunteer and human resource management. (Duplicates credit in former PUAD 578.)

**PPD 676 Comparative Public Administration (4, Irregular)**

Methodologies, theories and models of comparison; administrative systems; role and functions of the public sector; administrative cultures. (Duplicates credit in former PUAD 579.)

**PPD 677 International Development Administration (4, Sp)**

Development of theories; role of international institutions in resource exchanges; foreign investment and trade policies; national planning and allocation systems; development and modernization strategies and implementation. (Duplicates credit in former PUAD 581.)

**PPD 678 Processes of Change in Developing Societies (4, Irregular)**

Nature of traditional and transitional societies; theories and practice of developmental change; role of bureaucracy in development; institution building; public enterprise; technology assessment and transfer. (Duplicates credit in former PUAD 582.)



**PPD 679 Financial Administration in Developing Countries (4, Sm)** Public sector finance; tax policy and administration; budgeting and auditing; debt management; public enterprise and development banks; planning; techniques; project assessment. (Duplicates credit in former PUAD 583.)

**PPD 680 Development of Effective Groups and Organizations (4, Fa)** Theories and techniques of assessing and improving interpersonal relationships and group dynamics in an organizational context; action research-based approaches to implementing organizational change. (Duplicates credit in former PUAD 586.)

**PPD 681 Public Organization and Management Theory (4, FaSp)** Nature and management of public organizations; examination of organizational characteristics, forms, and processes, including the relationship with the broader environment. (Duplicates credit in former PUAD 595.)

**PPD 682 Justice Administration: A Management Perspective (4, 2 years, Fa)** Justice administration as an interactive system: law, etiology of crime, police, the judiciary and corrections. Interface of offenders with community and political force fields. (Duplicates credit in former PUAD 540.)

**PPD 683 Homeland Security and Public Policy (4, FaSp)** Definition and history of terrorism, counterterrorism, domestic policy and public sector management; intelligence/information sharing and analysis; emergency preparedness planning, response and recovery.

**PPD 684 Leadership Development in the Public and Nonprofit Sectors (2, Fa)** An overview of leadership concepts, frameworks and skills; application of leadership in complex or inter-sectoral settings.

**PPD 685 Human Resources Management in Public and Non-Profit Sectors (2, Fa)** Merit principles, position classification, recruitment and selection, compensation, organizational development, labor relations; challenges and strategies for managing a diverse workforce.

**PPD 686 U.S. Immigration Policy (4, Sp)** Overall understanding of contemporary U.S. immigration policy.

**PPD 687 Strategic Management in the Nonprofit Sector (4, Sp)** Strategic management of nonprofit organizations, social entrepreneurship, and management practice. *Prerequisite:* PPD 675 and PPD 689.

**PPD 688 Business and Public Policy (4, Irregular)** The business-government relationship; effects of selected public policies (antitrust, economic, and social regulation, industrial policies, legal policy) on firm and industry behavior. (Duplicates credit in former PUAD 557.) *Prerequisite:* PPD 501b.

**PPD 689 The Voluntary Nonprofit Sector and Public Policy (4, Irregular)** Theories of the nonprofit sector; relationships with the public and for-profit sectors; sources of revenues; public policies toward the sector. (Duplicates credit in former PUAD 571.)

**PPD 690 Alternative Dispute Resolution (4, Fa)** Theory and methods of conflict analysis, negotiation, facilitation and mediation in the public sector. (Duplicates credit in former PUAD 519.)

**PPD 691 Methods for Assessment and Protection of Environmental Quality (3, Sp)** (Enroll in CE 564)

**PPD 692 Transportation and the Environment (4, Sp)** Analysis of the benefits and costs of urban transportation; concepts of social costs; benefits and externalities; environmental costs; social justice issues; policy and planning alternatives for sustainable transportation. (Duplicates credit in former PPD 584.) *Prerequisite:* PPD 501a.

**PPD 693 Communicating Public Policy (4)** Exploring the complex relationships that exist among policies, policymakers, and the media; analyzing the role of journalists and policy analysts in the public policy process.

**PPD 694 Coastal Policy and Planning (4, Sp)** Coastal management issues in the context of public and private users competing for land resources, the costs and benefits of seaports, compare coastal development models.

**PPD 695 Clinical Issues for Managers (1, Fa)** Introduces key information and concepts for managers of clinical services. Examines problems and issues facing health care managers and clinician relations.

**PPD 696 Health Care Venture Development (2, SpSm)** Focuses on developing the resourcefulness, know-how and decision support skills needed to identify, assess and develop new health ventures. Includes business planning, financing, strategy, entrepreneurship. *Recommended preparation:* PPD 510a or HMG 565.

**PPD 697 Cultural Proficiency in Health Management and Policy (2, Sp)** Provides an understanding of what social factors contribute to racial/ethnic, socioeconomic, and gender disparities in health and the culturally proficient provision of health care.

**PPD 698 Strategic Management and Change (4)** Theory and applied skills in management of social sector organizations with applications in international settings. Strategic management and planning; communication strategies, marketing and promotion; leadership skills; organizational development and change.

**PPD 700ab Teaching Seminar (1-1, FaSpSm)** Pedagogy: learning objectives, curriculum design, teaching methods, evaluation. Open only to doctoral students. Graded CR/NC.

**PPD 706 Paradigms of Research and the Design of Inquiry (4, FaSp)** Philosophy of social science; applied social research; research design; sampling and validity; overview of qualitative and quantitative methods. Open only to doctoral students.

**PPD 707 Survey Research Methods (4, Sp)** Collection and use of survey data: basic orientation, mechanics of using SAS, and interpretation of survey tabulations. Graduate standing. (Duplicates credit in former PLUS 608.) *Prerequisite:* PPD 525.

**PPD 708 Qualitative Methods (4, Sp)** Reflective and critical approach that questions data collection techniques, positions relative to those being studied, and explanatory methods. (Duplicates credit in former PLUS 609.) *Recommended preparation:* PPD 525 or PPD 612.

**PPD 709 Applications in the Advanced Quantitative Methods (4, Sp)** Statistical and econometric modeling in real estate finance, urban economics, public policy, and planning research. Building, estimating and adjusting models for real-world. *Prerequisite:* PPD 525.

**PPD 710ab Research Seminar (a: 2, Fa; b: 2, Sp)** Research fields and design; literature reviews; critical reading and critiquing; project development. Open only to doctoral students. Graded CR/NC. *Prerequisite:* PPD 706.

**PPD 711 Theoretical Foundation of Public Management (4, Fa)** Theories of the role, structure, and growth of the public sector; political economy of public bureaucracies; the voluntary nonprofit sector. *Prerequisite:* PPD 501b.

**PPD 712 Seminar in Public Policy (4, Fa)** Critical analysis of the policy field; theoretical foundations; integration of quantitative, organizational, and political considerations; policy research. (Duplicates credit in former PUAD 626.) *Prerequisite:* PPD 501b, PPD 554.

**PPD 713 Advanced Planning Theory (4, Fa)**

Positive and normative attitudes of public plans, policies, programs, organizational and institutional settings; policy analysis; modeling of social choices; evaluation; applied welfare analysis; performance assessment. (Duplicates credit in former PLUS 605.)

**PPD 714 Advanced Urban Development (4, Fa)**

Urbanization, urban economics, land use, the politics of growth, governance, regulation, and the state, immigration, and place promotion.

**PPD 790 Research (1-12, FaSpSm)**

Research leading to the doctorate. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC. (Duplicates credit in former PLUS 790 and PUAD 790.)

**PPD 794abcdz Doctoral Dissertation (2-2-2-2-0, FaSpSm)**

Credit on acceptance of dissertation. Graded IP/CR/NC. (Duplicates credit in former PLUS 794abcdz and PUAD 794abcdz.)

**PPD 795 Law of the Political Process (2-4, max 8)**

(Enroll in LAW 795)

**POLICY, PLANNING, AND DEVELOPMENT – EXPANDED (PPDE)****PPDE 630 Community Health Planning (4, Sp)**

The role of planning in sustaining community health; examines relationship between health and environment; historical development, conceptualization and practice of community health planning.

**PPDE 631 Public Space: Theory, Policy, and Design (4)**

Examination of contemporary issues and practices in the design, production, and uses of public space in a comparative perspective; implications for future design and public policy.

**PPDE 632 Sustainable Cities (4, FaSp)**

Exploration of environmental problems linked to urbanization, drawing on historical analysis, social theory, scientific research, and city planning/design practice. Alternative policy options for urban sustainability. (Duplicates credit in the former GEOG 601.)

**PPDE 645 Financial Management of Non-profit Organizations (4)**

Accounting and financial management principles and practices in nonprofit organizations: budgeting financial analysis, internal controls, financial policies, grant making and financial reporting.

**PPDE 660 Environmental Policy Design and Analysis (2, Sp)**

Analytical foundation for design of institutions and policies; environmental policy; welfare economics and market failure; policy evaluation; economic policy instruments; climate change policy issues; other policy issues. *Prerequisite:* PPD 501a; *recommended preparation:* PPD 501b.

**PUBLIC ADMINISTRATION (PUAD)**

*Frequency of course offerings varies from campus to campus. Check with individual campuses regarding availability.*

**PUAD 613 Seminar in Financial Policy (4, Irregular)**

Historical development and trends in public revenues and expenditures. Political, economic, and administrative significance of decisions in the field of financial management. *Prerequisite:* PPD 647.

**PUAD 617 Seminar on Behavioral Aspects of Training and Development (4, Irregular)**

Theoretical concepts governing the administration of socio-technical systems, organization development, action training and research, and other development and change processes utilized in public service.

**PUAD 675 Institutional Context of the Public Sector (4, Sp)**

Theories of the role, structure and growth of the public sector; public choice processes; political economy of public bureaucracies; the voluntary nonprofit sector. *Prerequisite:* PPD 501b.

**PUAD 685 Seminar on Organizational Behavior in Public Systems (4, FaSp)**

Organizing processes; decision-making; communication; leadership; behavioral models; political and social behavior in organizations. *Prerequisite:* PPD 545.

**PUAD 692 Multivariate Statistical Analysis (4, Fa)**

Multivariate analysis of qualitative and quantitative variables including multiple linear regression, multiple contingency table analysis, log-linear and logit models, and path analysis. *Prerequisite:* PPD 502x.

**PUAD 695 Seminar in Administrative Theory (4, FaSp)**

Assessment of current normative and descriptive theories of public administration; variety of conceptual systems; operationalism; levels of organizational analysis. *Prerequisite:* PPD 540.

**PUAD 697 Seminar in Public Management (4, Irregular)**

Public management research and theory; differences between private and public organizations; contextual influences on public management; contemporary empirical studies; bibliographic research. *Prerequisite:* admission to the D.P.A. program.

**PUAD 791ab Public Administration Research Seminar (1, 1, FaSp)**

Presentation and discussion of research histories and current research projects of members of the faculty and distinguished guest scholars. Open only to Ph.D. and D.P.A. students. Graded CR/NC.

**REAL ESTATE DEVELOPMENT (RED)****RED 500 Real Estate Development and the Economy (2, Sm)**

Linkages between national and regional economics and the performance of the real estate sector. Anticipating development trends. Public policy applications.

**RED 509 Market Analysis for Real Estate (4, Fa)**

Explores macro and micro aspects of residential, retail, office, and industrial markets and examines methodologies for analyzing such markets for real estate development/investment purposes. *Prerequisite:* RED 542.

**RED 541 Finance Fundamentals for Real Estate Development (2, Sm)**

Introduction to the general principles of finance with application to real estate development, including capital markets, financial institutions, valuation and risk management.

**RED 542 Finance of Real Estate Development (3, FaSm)**

Theory and methods of real estate finance and investment. Real estate investment analysis, real estate entities, taxation; introduction to securitization of real estate equities, debt. *Prerequisite:* RED 541.

**RED 544 Real Estate Capital Markets (2, Fa)**

Explore structure, instruments and institutions of real estate capital markets. Consider linkages between real estate and capital markets. Assess role of Real Estate Investment Trusts. *Prerequisite:* RED 542.

**RED 545 Advanced Real Estate and Financial Modeling (2, Sp)**

Quantitative problem solving using computerized modeling. Complex debt financing, including lender participation, subordination, joint venture structuring, systematic treatment of real estate portfolios. *Prerequisite:* RED 542.

**RED 546 Applications of Real Estate Finance to Problems of Development (3, Sp)**

Advanced topics in finance applied to cases and problems of real estate development; emphasis on structuring, finance and evaluation of various types of development projects. *Prerequisite:* RED 542.

**RED 547 Project Management and Construction (2, Sm)**

Managing the building phase of development. Architectural and engineering aspects of construction management for the real estate developer.

**RED 551 The Approval Process (4, FaSpSm)**

Approval process for real estate development including land use entitlement, site selection, zoning, environmental review, community and government relations, infrastructure financing, ethical issues, negotiation skills.

**RED 562 Legal Issues in Real Estate Development (4, FaSp)**

Ownership and transfer of real estate; formation and enforcement of contracts; business associations; environmental regulation; taxation of property transfers; acquiring, financing, leasing of commercial property. (Duplicates credit in former RED 662.)

**RED 563 Introduction to the Asset Management of Real Estate (2, Fa)**

Overview of institutional asset management: creating and implementing investment and portfolio strategies through the development, acquisition, underwriting, and operational stages of the investment, asset disposition.

**RED 564 Issues in Asset Management of Real Estate (2, Sp)**

Advanced issues in institutional asset management. How value is created during investment process with focus on tactical, operational, and strategic goals of asset and owner. *Prerequisite:* RED 563.

**RED 571 Introduction to Appraisal Principles, Procedures, and Standards (4, Fa)**

Valuation concepts. Theory and problem solving. Cost, sales comparison, and income approaches.

**RED 572 Advanced Appraisal Approaches and Applications (2, Sp)**

Highest and best use. Advanced income capitalization. Advanced cost and sales comparison approaches. Advanced applications. *Recommended preparation:* RED 571.

**RED 573 Design History and Criticism (2, Sm)**

The concepts, language and metaphors of design-related disciplines are examined in relation to design and construction values and choices in real estate development. (Duplicates credit in former RED 673.)

**RED 574 Building Typologies (2, Fa)**

The exploration of categories of building types, including retail, industrial, residential, office and institutional, using key examples or case studies from each. (Duplicates credit in former RED 674.)

**RED 575L Community Design and Site Planning (2-4, max 8, Sp)**

Physical implementation of development projects. Students will develop concept plan, preliminary design and marketing plan for selected domestic and/or international development sites. (Duplicates credit in former RED 675L.)

**RED 583 International Development Opportunities (2, Sp)**

A survey of various markets prominent in the global real estate community. Protocols for analyzing international development opportunities and cultural, political, and socioeconomic considerations.

**RED 585 Comparative International Development Workshop (2-4, Sm)**

Comparative study tour focused on understanding international real estate development practices and markets, site visits and meeting with principals.

**RED 590 Directed Research (1-12, FaSpSm)**

Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department.

**RED 598 Real Estate Product Development (2-4, max 12, FaSpSm)**

An evaluation of various real estate development types. Case studies and site visits.

**RED 599 Special Topics (2-4, max 8)**

Current issues, trends, and developments in real estate development.

## Military Courses of Instruction

**AEROSPACE STUDIES (AEST)****AEST 100ab Aerospace Studies I: Air Force Mission and Organization (1-1, FaSp)**

*a:* Introduction to U.S. Air Force and the military profession; USAF organization and functions; Strategic Air Command organization, command, control, and weapons systems; communication skills. *b:* Organization and function of NORAD; tactical air, military airlift, systems, logistics, air training and communications commands; Army, Navy, Marines; reserves; separate operating agencies.

**AEST 110ab Leadership Laboratory I (1-1, FaSp)**

Introduction to the military experience focusing on customs and courtesies, drill and ceremonies, and the environment of an Air Force officer. Graded CR/NC.

**AEST 200ab Aerospace Studies II: Air Force History (1-1, FaSp)**

*a:* Development of aerospace power in the U.S. through World War II; emphasis on the Army Air Corps; communication skills. *b:* Development of aerospace power since World War II; emphasis on international confrontations involving the United States; communication skills.

**AEST 210ab Leadership Laboratory II (1-1, FaSp)**

Introduction to the military experience focusing on customs and courtesies, drill and ceremonies, and the environment of an Air Force officer. Graded CR/NC.

**AEST 220ab Advanced Leadership Laboratory II (a: 1, Fa; b: 1, Sp)**

Additional exposure to the military experience for continuing AFROTC cadets, focusing on customs and courtesies, drill and ceremonies, and the environment of an Air Force officer. Graded CR/NC.

**AEST 300ab Aerospace Studies III: Air Force Management and Leadership (3-3, FaSp)**

Air Force management focusing on the new manager in the Air Force milieu. Emphasis on communication skills peculiar to the Air Force.

**AEST 310ab Leadership Laboratory III (1-1, FaSp)**

Practical introduction to Air Force leadership focusing on military communicative skills, group dynamics, and application of theories of leadership and management. Graded CR/NC.

**AEST 400ab Aerospace Studies IV: National Security Forces in Contemporary American Society (3-3, FaSp)**

Military professionalism and the context in which defense policy is formulated and implemented; national security policy, political/ social constraints, and military justice.

**AEST 410ab Leadership Laboratory IV (1-1, FaSp)**

Advanced Air Force leadership experience focusing on the practical development of the Air Force officer through command and staff positions within the Cadet Corps. Graded CR/NC.

**AEST 420ab Leadership Laboratory V (1-1, FaSp)**

Advanced leadership experiences for AFROTC continuing cadets. Graded CR/NC.

**MILITARY SCIENCE (MS)****MS 101 Foundations of Officership (1, Fa)**

Introduces students to issues and competencies that are central to a commissioned officer's responsibilities. Establish framework for understanding officership, leadership, and Army values followed and "life skills" such as physical fitness and time management. (Duplicates credit in former MS 100.)

**MS 102 Basic Leadership (1, Sp)** Establishes foundation of basic leadership fundamentals such as problem solving, communications, briefings and effective writing, goal setting, techniques for improving listening and speaking skills and an introduction to counseling. (Duplicates credit in former MS 110.)

**MS 201 Individual Leadership Studies (2, Sp)** Students identify successful leadership characteristics through observation of others and self through experimental learning exercises. Students record observed traits (good and bad) in a dimensional leadership journal and discuss observations in small group settings. (Duplicates credit in former MS 200.)

**MS 202 Leadership and Teamwork (2, Sp)** Study examines how to build successful teams, various methods for influencing action, effective communication in setting and achieving goals, the importance of timing the decision, creativity in the problem solving process, and obtaining team buy-in through immediate feedback. (Duplicates credit in former MS 210.)

**MS 301 Leadership and Problem Solving (3, Fa)** Students conduct self-assessment of leadership style, develop personal fitness regimen, and learn to plan and conduct individual/small unit tactical training while testing reasoning and problem-solving techniques. Students receive direct feedback on leadership abilities. (Duplicates credit in former MS 300.)

**MS 302 Leadership and Ethics (3, Sp)** Examines the role communications, values, and ethics play in effective leadership. Topics include ethical decision-making, consideration of others, spirituality in the military, and survey Army leadership doctrine. Emphasis on improving oral and written communication abilities. (Duplicates credit in former MS 310.)

**MS 401 Leadership and Management I**

**(3, Fa)** Develops student proficiency in planning and executing complex operations, functioning as a member of a staff, and mentoring subordinates. Students explore training management, methods of effective staff collaboration, and developmental counseling techniques. (Duplicates credit in former MS 400.)

**MS 402 Leadership and Management II**

**(3, Sp)** Study includes case study analysis of military law and practical exercises on establishing an ethical command climate. Students must complete a semester long Senior Leadership Project that requires them to plan, organize, collaborate, analyze, and demonstrate their leadership skills. (Duplicates credit in former MS 410.)

**NAUTICAL SCIENCE (NAUT)**

**NAUT 001abx Deepwater Cruising (2-2, FaSp)** An experiential approach to the sailing ship and seafaring, introducing offshore sailing theory and techniques, navigation, and basic oceanography as relevant to seamanship. Lecture and lab. Not available for degree credit. *a:* Crew level. *b:* Watch captain.

**NAUT 002abx Advanced Deepwater Cruising (2-2)** Responsibilities and operations commanding an offshore sailing vessel including sailing theory and advanced techniques, advanced navigation, ships engineering, and oceanography relevant to seamanship. Not available for degree credit. *a:* Senior skipper. *b:* Advanced senior skipper. (Duplicates credit in former NAUT 302ab.)  
*Prerequisite:* NAUT 001bx.

**NAVAL SCIENCE (NSC)**

**NSC 135 Introduction to Naval Science (2, Fa)** Introduction to the structure, principles, and practices, lines of command and control, and functions of the various components of the naval service. Lecture, 2 hours; laboratory, 2 hours.

**NSC 137 Seapower and Maritime Affairs (4, Sp)** Analysis of U.S. Navy development and campaigns; evolution of strategic, tactical, and maritime doctrines; interaction of naval affairs with national security and domestic policies. Lecture, 3 hours; laboratory, 2 hours. (Duplicates credit in former NSC 282.)

**NSC 251 Seamanship and Ship Operations (3, Fa)** Vector solutions of relative motion, tactical problems; tactical communications, instructions; fleet communications, organizations; rules of the Nautical Road; aviation and maritime meteorology; operation plans and orders. Lecture, 3 hours; laboratory, 1 hour. (Duplicates credit in former NSC 336.)

**NSC 283 Naval Ships Systems I (Engineering) (3, Sp)** Types, structure, and purpose of Naval ships, compartmentation, propulsion systems, auxiliary power systems, interior communications, ship control; ship design and stability. Lecture, 3 hours; laboratory, 2 hours. (Duplicates credit in former NSC 136.)

**NSC 335 Navigation (3, Fa)** Purposes, methods, and instruments of navigation; terrestrial and celestial navigation and nautical astronomy; time diagrams; lines of position by observation of celestial bodies. Lecture, 3 hours; laboratory, 2 hours.

**NSC 337 Naval Ships Systems II (Weapons) (3, Sp)** Systems approach to naval weapons; linear analysis of ballistics; weapons control systems configurations and dynamics. Field trips. Lecture, 3 hours; laboratory, 2 hours. (Duplicates credit in former NSC 250.)

**NSC 343 Evolution of Warfare (3, Fa)** Causes and practice of warfare from ancient times; impact of changes in strategy, tactics, and technology; modern revolutionary warfare, global conflict, and politico-military relationships. Lecture, 3 hours; laboratory, 2 hours.

**NSC 392 Amphibious Warfare (3, Sp)** Concepts of seaborne military operations; relationship of factors involved; characteristic operations of World War II; amphibious operation planning. Lecture, 3 hours; laboratory, 2 hours.

**NSC 453 Leadership and Management I (2, Fa)** Principles of human relationships; principles of decision-making and management at the junior officer level; theory and techniques of leadership. Lecture, 2 hours; laboratory, 2 hours.

**NSC 454 Leadership and Management II (2, Sp)** Introduction to primary duties of junior naval officers; counseling and interviewing techniques; review of basic administrative responsibilities at the division officer level. Lecture, 2 hours; laboratory, 2 hours.