GOVERNMENT ADMINISTRATION (GAFL)

GAFL 500 Half-Term Electives
This is a hybrid course, meaning that class will meet on-campus one Friday/Saturday each month and online each Monday evening. Fall 2018 on-campus meetings will be held on the following Fridays and Saturdays from 2-5:30pm: First session: September 7 & 8, October 12 & 13 Second session: November 9 & 10, December 7 & 8. Online classes will be held Mondays 8:15-9:15pm. The following sections will be offered the first half of the semester: GAFL500-028 Elements of Data Analytics; GAFL500-022 Project Management and the Public Sector. The following sections will be offered the second half of the semester: GAFL500-029 Communicating with Data; GAFL500-012 Organizational Leadership and Communication. Course descriptions for each section can be found here: https://www.fels.upenn.edu/academics/courses/all. Please direct any issues or inquiries to felsinstitute@sas.upenn.edu.

One-term course offered either term
Corequisites: Must be taken with corresponding GAFL 500 section in opposing session. E.g. GAFL 500 011 and 023. This completes the 1 CU. Activity: Hybrid Course
0.5 Course Units

GAFL 502 Public Communications
Successful leaders must be able to convey their integrity and their ideas, their vision and their values clearly and convincingly in public settings. By analyzing great political speeches and affording students the opportunity to prepare and deliver different types of speeches, this course teaches the fundamentals of persuasive public speaking while encouraging students to develop their own voice. This is a performance course. Students will gain skill and confidence in their own speaking skills through practice, peer feedback, and extensive professional coaching. Class lectures and discussions will focus on persuasive strategies and techniques for handling community meetings, Q and A sessions, and interactions with the media. In Summer 2018, Public Communications will meet online weekly on Mondays from 6:30-7:30. It will meet on campus from 2:00-5:30pm on the following Fridays & Saturdays: May 18-19, June 22-23, July 27-28. In Fall 2018 this course has two sections in TWO DIFFERENT FORMATS. In Fall 18,GAFL502-002 is a traditional format with on-campus meetings Tuesdays, 6-9pm. GAFL502-001 is a hybrid format. Details for the hybrid format are: Fall 2018 on-campus meetings will be held on the following Fridays and Saturdays from 2:00-5:30pm: September 7 & 8, October 12 & 13, November 9 & 10, December 7&8. Class will meet online on Mondays 8:15-9:15pm.

Course offered summer, fall and spring terms
Activity: Hybrid Course
1 Course Unit

Notes: This course has seats reserved for Fels’ students and gives priority to grad students. Post-bacc students, contact Cameron Miller (cammill@upenn.edu) Undergraduate students, contact Cameron 2 weeks before the start of the pertinent term to request a seat. Seats are not guaranteed to post-bacc or undergraduate students.

GAFL 506 The Problem of Jobs: The Philadelphia Story
Once the "workshop of the world" with a diverse manufacturing economy, the City of Philadelphia has lost a huge proportion of its historical economic base in the past 60 years. Today, Philadelphia struggles to find its competitive advantage. Yet, it has tremendous assets that can be leveraged. This course will explore the rise and fall of Philadelphia's manufacturing economy, efforts to forestall its decline in the 1960s and 70s, the racial and gender dynamics of its employment ecosystem, and contemporary strategies to create a sustainable local economy. We will focus on the emerging national recognition of place-based economic development strategies, including the revival of downtown residential living, tourism, and hospitality, and the role of institutions, such as universities and hospitals, in the revitalization of urban America. The course will combine readings in economic and social history and urban economics with case study analyses of local policies aimed at stimulating growth.

Taught by: Hornstein
Course not offered every year
Activity: Lecture
1 Course Unit

GAFL 511 Reinventing Nonprofits
Three nonprofit leaders walk into a bar. What’s the conversation? cross fields, focus, size, and target audiences, nonprofits often face similar challenges: public policy changes, evolving stakeholder expectations, new modalities to service requiring investment, rising competition, fickle funders and demographic shifts, all in a world where culture eats strategy for breakfast. Against this backdrop, nonprofits need to re-assess their mission, approach, position, organizational structure and revenue model. Why are some organizations able to pivot and reinvent themselves while others languish? Through readings to frame the issues, speakers offering firsthand accounts of successes and disappointments, projects with practitioners wrestling with real-time issues, and group discussions to tie it all together, this course is intended to provide students with an intellectual construct, ideas, and experience to be better prepared to enter and advance in the field, and be part of the conversation.

Course offered summer, fall and spring terms
Activity: Lecture
1 Course Unit

GAFL 514 Public Finance and Public Policy
This course deals with how governments tax and spend. Students become familiar with the theoretical, empirical, and practical tools and methods used to create and analyze government budgets as well as the flow of public resources. The course examines public revenues and expenditures within the context of fiscal federalism, in addition to budgeting and resource management and the social, economic, and political forces that shape the fiscal environment within which governments (particularly state and local governments) operate. Significant attention is paid to tax policy analysis and the fiscal crises confronting many large cities and states. Additional special topics covered include health care & social security, public education finance, public finance and the environment, bond markets & municipal finance, and public pensions.

Course usually offered in fall term
Activity: Lecture
1 Course Unit

GOVERNMENT ADMINISTRATION (GAFL)
GAFL 515 Public Finance Leadership in the New Fiscal Reality
Several factors are intersecting upon U.S. local governments including: muted economic growth, demographics, technological change, ineffective monetary & fiscal policy, and political shenanigans. These are having a profound impact on local government financial health. Many local governments are struggling to structurally balance their budgets, even now several years into one of the longest U.S. post-WWII economic recoveries. Expenditure demand, especially because of rising employee pension and OPEB benefits, is rising faster than expected. Revenues are not rising as quickly as they have historically. This New Fiscal Reality is redefining the concept of municipal distress. Further, the options local governments have to respond to distress may be changing. It might be necessary for local governments to move away from typical solutions like distressed municipality programs and other state level aid. If the current financial trajectory continues, some local governments will not be able to deliver the same service-level they have in the past. New solutions are required. This class will 1) define the New Fiscal Reality; 2) review essential public finance concepts and relationships; 3) study past and recent examples of financial distress and prescribed solutions; 4) survey the current local government financial landscape; and 5) identify solutions public finance leaders can institute for the future. Several local government finance, political and policy experts will speak during the semester. A heavy amount of student engagement is expected to be completed in the form of research, group work, writing, and the critiquing of other students’ work.
Taught by: Kozlik
Course usually offered in spring term
Activity: Lecture
1 Course Unit

GAFL 517 Quantitative Tools for Consulting
The purpose of the course is to study the theory and application of certain, key quantitative methods utilized in financial and fiscal decision-making in state and local governments: defining and measuring efficiency and equity; statistical analysis, multivariate analysis, linear and multipole regression; inter-temporal decision-making; and cost-benefit analysis. Primary emphasis will be on understanding the context and quantitative basics of these methods to prepare students for effective careers in state and local governments. Each student should have a basic understanding of market economics, the roles of government in our market economy, accounting/budgeting basics, and the Philadelphia metro area economy and government.
Activity: Seminar
1 Course Unit

GAFL 520 Marketing & Fundraising for Non-Profit Organizations
Fundraising and marketing are complementary tools for building revenue streams and fulfilling the program objectives of nearly every nonprofit organization. This course develops students’ ability to market a nonprofit to mission recipients and prospective donors and to solicit funds from individuals and organizations. Through lectures, readings, discussions, and assignments, students are actively engaged in learning how to help an organization achieve its mission and objectives. This includes but is not limited to the assessing an organization’s marketing and fundraising capabilities; identifying, segmenting, and creating relationships with target markets and donors; building infrastructure to properly seek and steward gifts; using technology to fulfill marketing and fundraising objectives; and focusing on fundraising and marketing methods such as social media, direct response, events, major gifts, planned giving, and others.
Taught by: Hugg
Course usually offered in fall term
Activity: Hybrid Course
1 Course Unit
Notes: This is a “hybrid” course, with synchronous, online meetings and once-monthly on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional $150 online course fee.

GAFL 521 Advanced Public Management
A wait list will be kept for this course. To be added to the wait list, please email Josh Power at joshuarp@upenn.edu. This is a “hybrid” course, with synchronous, online meetings and once-monthly on-campus meetings. Synchronous online meetings will be held on Mondays 6:30-7:30pm. On-campus meetings for Spring 2018 will be held on the following Friday afternoons (2-5:30pm) and Saturday mornings (9:30am-1pm): January 12-13, February 9-10, March 16-17, April 20-21. This course is designed to provide students with a scientific foundation of management and leadership theory to inform their actions as current and aspiring public leaders. We will draw from diverse disciplines within applied social science, including management science, positive psychology, organizational psychology, system thinking, and change management. Students will learn these theoretical frameworks and management strategies by applying these theoretical frameworks to their specific professional interests.
Taught by: Lim
Course usually offered in spring term
Activity: Hybrid Course
1 Course Unit

GAFL 526 Municipal Bonds
The course provides a comprehensive overview of the $3.7 trillion municipal bond market, with a focus on public finance investment banking; capital project financing for state and local governments including water, sewer, mass transit and road projects, and non-profit financing for educational and health care institutions; the legal and regulatory framework governing the municipal bonds market; rating agency analysis; quantitative modeling; and investor perspectives.
Taught by: Steven Genyk
Course usually offered in fall term
Activity: Lecture
1 Course Unit
GAFL 527 Community Development and Qualitative Methods
Urban planning and community development involve attempting to understand (and then propose methods for solving) complex problems arising from our shared experience of living together in communities. These wicked problems (Rittel & Weber, 1973) often arise from multiple co-occurring influences; economic, socio-cultural, political, geographic/geological, psychological, etc. The fluid and multi-dimensional nature of these problems, therefore, calls for a fluid and multi-dimensional approach to understanding them. Nonetheless, for the better part of the last half a century the majority of efforts to approach such dilemmas has relied largely on quantitative research methods. While quantitative approaches to understanding community dynamics certainly have a demonstrated value, an over-reliance on such methods can come at the expense of the more nuanced understanding available through qualitative research approaches. Quantitative methods are useful in exploring questions such as where, when, who and how many. They are less effective, however, in answering questions of why and how. For answers to these sorts of questions we must turn to qualitative research methods.
Taught by: Terence Milstead
Activity: Seminar
1 Course Unit

GAFL 528 Critical Issues in Public Finance
The Course, Critical Issues in Public Finance will consider contemporary issues affecting the fiscal state of local governments. Covered will be issues that have distressed municipalities; the policies/initiatives that seek to rectify such including privatization/public private partnerships; reformation of municipal pensions; sustainable education funding alternatives; and tax policies aimed at promoting economic growth. Students will be assigned to a team, which will identify and provide a solution for an issue or issues plaguing a fictional government. Each team will prepare a written report and make a presentation all of which will constitute the final project. Assignments will serve as the building blocks for the final written work product and presentation developed by each team. The class is divided into four modules. The first module will take a historical look at events behind fiscal distress in municipalities and then explore current day drivers that are causing the same today. Modules two, three and four will examine some of the tools that have been used successfully or otherwise to remediate the drivers of fiscal distress. In each module case studies will be used to further analyze the particular fiscal challenge of a municipality. Written assignments will be based on case studies. This course meets online on Mondays 7:45-8:45pm. the course meets in person from 9:30am-1pm on the following Fridays and Saturdays: May 18-19, June 22-23, July 27-28.
Taught by: Olanipekun-Lewis
Course usually offered summer term only
Activity: Hybrid Course
1 Course Unit
Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional $150 online course fee.

GAFL 529 Nonprofit Financial Management
The course is designed to provide the student with an understanding of the primary financial management issues and decisions that confront senior management in nonprofits and government. Students will examine financial analysis techniques from both a practical and strategic perspective as they examine operating and capital decisions. The objective of the course is to allow the student to understand how managers integrate the various discrete financial decisions within a broader framework that allows them to analyze, develop and execute a coherent overall financial strategy.
Taught by: Rosenzweig, Janet
Course usually offered in spring term
Activity: Lecture
1 Course Unit

GAFL 530 Evidence Based Policies of Economic and Political Development
This class provides a "hands-on" introduction to the promises and limitations of using Randomized Control Trials (RCTs) to inform policy makers, practitioners, and academics of the conditions under which policies likely would have a positive effect on economic and political outcomes, in the context of international development. This course has three parts: the first is devoted to understanding the "nuts and bolts" of running field experiments / RCTs in developing countries. In part, we will be reading Glennester and Takavarasha's Running Randomized Evaluations: A Practical Guide. In addition, we will discuss core behavioral concepts from both behavioral economics and social psychology (prospect theory). The second part of the course will be devoted to demonstrating how schools have used RCTs to inform core policy debates (e.g. What are some effective ways to reduce corruption? How can we improve the performance of frontline service providers? How can politicians be more responsive to their constituents?) In the third part, students will be presenting their own research proposals, explicitly designed to address either a core policy question in the developing world or--for those interested--in the USA. Here students will have an opportunity to partner with the Social and Behavioral Sciences Team (https://sbst.gov), which is under the National Science and Technology Council.
Course usually offered in spring term
Activity: Seminar
1 Course Unit

GAFL 531 Data Science for Public Policy
Taught by: Nelson Lim
Course usually offered in fall term
Activity: Seminar
1 Course Unit
GAFL 532 Urban Government in Action
This class explores how city administrators and legislatures have addressed the critical issues facing urban America today, including fighting urban blight and transforming neighborhoods, public school funding, public financing of sports stadiums, reducing the tax burden, public health issues like smoking bans, legislative redistricting, crime and safety issues, campaign finance finance reform, economic development issues like tax increment financing, race relations, welfare reform, public transportation, and how to reverse job and population losses. The goal is to place in context the various ways that elected officials approach complex issues, towards a more realistic understanding of how to influence a proposal as it works its way through the process towards implementation.
Taught by: Kenney
Course usually offered in fall term
Activity: Lecture
1 Course Unit

GAFL 534 Infrastructure Investment and Economic Growth: Why, How, and When
Infrastructure is widely acknowledged to be critical for economic success, and infrastructure investments are promoted as leading to economic growth, either at the local or national level. Yet, investments in telecommunications, transportation, energy, or other infrastructure do not always yield the hoped public benefit. This course will help answer the question: Under what circumstances does infrastructure investment contribute to economic growth, and how do we know? Because government resources are limited, advocates often must be creative to find sufficient funding to get desirable projects completed. This course will also help answer the question: How do we pay for the infrastructure projects we want to build? The course will illustrate approaches to answering these questions using case studies of past and proposed investments.
Taught by: Angelides
Course usually offered in spring term
Activity: Lecture
1 Course Unit

GAFL 538 Human Rights, Access To Justice, and Public Policy
Law is central to effective and legitimate governance at all levels (local, national, regional, global). Law not only serves as a basis and frames governance and policy-making processes; it also offers tools and opportunities for public policy, as well as accountability mechanisms. Familiarity and understanding of legal frameworks, mechanisms and dynamics is thus essential for public and private actors involved in policy-making. This course combines theoretical insights as well as practical components. During the first portion of each class students will examine a wide spectrum of international legal frameworks and instruments which set standards for good governance on a variety of themes: eg. Children, women, refugees. This comparative perspective lays the context for US policies. During the second major portion of each class, students will explore how statutes, regulations and case law serve as tools for social change. Students will gain familiarity with relevant US legal frameworks at the Federal, State and Municipal level and at all three branches of government: legislative, executive and judicial. The third portion of every class will explore the role of the non-government sector in public policy. Students will learn about core competencies needed to non profits effective such as: Boards, management leadership, and program management.
Course offered summer, fall and spring terms
Activity: Lecture
1 Course Unit

GAFL 542 Downtown Development
Course usually offered in fall term
Activity: Lecture
1 Course Unit

GAFL 546 Social Enterprise Models and Social Impact Locally and Globally
If you believe in finding innovative ways to make a difference and solve social issues locally and globally, you will benefit from the Social Enterprise and Impact Locally and Globally Course (Social Enterprise). Social Enterprise is designed for those who have a practitioner’s interest in the development, leadership, and management of the evolving nonprofit sector and their intersection with the socially conscious private sector and government. The course takes the student through the process of developing a mock social enterprise including idea exploration, testing and plan execution and provides the student with essential strategies and tools to conduct in-depth analysis of a social enterprise leading to their application to a regional social enterprise. This course fulfills an elective for the MPA and the Certificate in Nonprofit Administration.
Taught by: Hansen-Turton, Tine; Torres, Nicholas
Course usually offered in spring term
Activity: Seminar
1 Course Unit

GAFL 548 Grant Writing
This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings. Synchronous online meetings will be held on Tuesdays 6:30-7:30pm On-campus meetings for Spring 2018 will be held on the following Fridays 2:5:30pm and Saturday mornings (9:30am-1pm): January 12-13, February 9-10, March 16-17, April 20-21. This course will provide students with the role of the foundation in philanthropy, what it does, how it does it, and what you need to know to be both an effective foundation manager and foundation grant seeker. From the foundation side, the course will include strategic planning, assessment of project results, and the responsibilities of the foundation grant program officer. From the grant seeker side, it will include identifying the appropriate foundations making the connection to the foundation, grant writing, and relationship management.
Taught by: Colleen Terrell
Activity: Hybrid Course
1 Course Unit

GAFL 549 Leading Nonprofits
Leading Nonprofit Organizations is designed for those interested in leading and managing a nonprofit organization. It takes a practitioners perspective on strategic realities of modern practice. Each section will seek to rapidly orient a new manager to the complexities, strategic issues, & politics. The course is taught through a combination of theory and practice using selected readings, lectures, guest presentations, group activities (Mock senior staff discussions) and field assignments (pairing with area nonprofit leader and attendance at one of the organizations board meetings.)
Course usually offered summer term only
Activity: Lecture
1 Course Unit
GAFL 550 Organizational Diagnosis
This course will help participants learn the skills involved in conducting a systemic, organizational diagnosis. Applying organizational diagnosis skills can help organizations make more effective, evidence-based decisions; increase an organization's ability to learn and to apply these learnings; increase organizational effectiveness; and, often, save organizations from flawed and detrimental actions. The course places an emphasis on systems thinking, psychodynamic organizational theory, and appreciative inquiry as ways into understanding organizational issues and problems. Frequently, when organizations find themselves in trouble, e.g., problems in the system about such things as lack of leadership, poor communication, diminished productivity, low morale, etc., there is a tendency to frame the problem(s) simplistically and/or locate blame on a few difficult individuals or groups. However, upon closer examination, problematic issues are often found to be symptomatic and/or symbolic of multiple issues within the organization. This course will help participants to understand how problems, which appear, at one level of the system, (e.g. at the personal or interpersonal level) often represent problems at other levels of the system (e.g. at the group and/or institutional level), or signify a range of inter-related issues. Emphasis will be placed on the diagnostic skills needed to examine government agencies, non-profits, and bureaucracies. It will provide participants with the theoretical constructs and application skills necessary for identifying and framing problem areas, collecting data, and organizing feedback to client systems. Real-time examples will inform our discussions as we consider the relationship between diagnosis, organizational reflection, and appropriate action.
Activity: Hybrid Course
1 Course Unit
Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. Weekends vary by term. There is a $150 online course fee.

GAFL 551 Government Relations
In a system of representative government, organizations and individuals with interests at stake often seek the support of a government relations professional. This course addresses government relations from the varying perspectives of the current or aspiring professional, the client, and the government official.
Course not offered every year
Activity: Lecture
1 Course Unit

GAFL 555 Using the Political Process to Effect Organizational Change
Course usually offered in spring term
Prerequisites: Course permits must be requested at https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1 Course Unit
Notes: For additional information, please see our website at: http://www.organizationaldynamics.upenn.edu

GAFL 561 Media Relations
This course is designed to help you better understand the role and practice of media relations and messaging in corporate, non-profit, and government organizations in this new media era. You will learn how to research media and reporters, develop messages, build strategic media plans, generate media coverage, serve as spokespersons, handle crisis situations, and use new media strategies. You will hear from public relations professionals on such topics as working with reporters, developing PR campaigns, and creating effective web outreach programs. Class discussions, reading assignments, research and writing projects, group projects, and case studies offer an engaging and interactive learning environment to expand and apply your knowledge of media relations and messaging. Summer 2017 On-Campus Meetings are 9:30am-1:00pm on Fridays—May 19, June 23, and July 21 and Saturdays—May 20, June 24, and July 22
Taught by: Frank Igwe
Course usually offered summer term only
Activity Hybrid Course
1 Course Unit
Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional $150 online course fee.

GAFL 569 The Politics of Housing and Urban Development
This course offers an exploration of how legislative action, government policymaking, and citizen advocacy influence plans for the investment of public capital in distressed urban neighborhoods. Course topics this semester will include an evaluation of the results of City of Philadelphia development policies under the administration of former Mayor Michael A. Nutter, as well as consideration of plans being undertaken by the administration of Mayor James F. Kenney, who took office in January. The course will also include an assessment of a large-scale property acquisition and development strategy being implemented by the Philadelphia Housing Authority in North Philadelphia and a review of recent and current reinvestment proposals for Camden’s waterfront and downtown-area neighborhoods.
Taught by: Kromer
Course usually offered in fall term
Activity: Lecture
1 Course Unit

GAFL 599 Local Planning, Development, & Preservation in Pennsylvania
Activity: Independent Study
1 Course Unit

GAFL 612 Quantitative Methods for Policy Analysis
This course will help students learn how to make evidence-based decisions in a public sector context. The course will introduce important data analysis skills and help students evaluate the quality of studies undertaken to measure the impact of public policies and programs. The class will meet on campus on the following Fridays and Saturdays: September 7-8, October 12-13, November 9-10, December 7-8. Friday classes will meet 9:30am-1:00pm, and Saturday classes will meet 2:00-5:30pm. The class will meet online weekly on Mondays 6:30-7:30pm.
Taught by: Robertson-Kraft, Claire
Course usually offered in spring term
Activity Hybrid Course
1 Course Unit
Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. Weekends vary by term. Please read the course description for further information.
**GAFL 621 Public Economics**

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

Taught by: Sieg, Holger Wolfgang
Activity: Lecture
1 Course Unit

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**GAFL 623 Leading People**

This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional $150 online course fee. On-campus meetings for Spring 2018 will be on the following Friday afternoons (2:30-5:30pm) and Saturday mornings (9:30am-1pm): January 12-13, February 9-10, March 16-17, April 20-21. The class will meet online weekly Mondays 6:30-7:30pm. Leading People focuses on Strategic Human Resource Management (SHRM), the combination of human resource management (HRM) and the strategic direction of the organization, whether public or non-profit. This course will examine the theory and principles of SHRM as they relate to job analysis, recruitment and selection, compensation, benefits, training and career development, performance management, and labor-management relations. Learning to deal with the daily SHRM challenges makes leaders and managers more effective and more valuable to the organization.

Taught by: Jones
Course usually offered summer term only
Activity: Hybrid Course
1 Course Unit

Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings in Philadelphia, PA. Also, please note there is an additional $150 online course fee.

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**GAFL 631 Policy Making & Public Institutions**

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

Taught by: Meredith, Marc
Course usually offered in spring term
Activity: Lecture
1 Course Unit

Notes: This course is a core requirement for the full-time MPA program at the Fels Institute of Government. Permits will not be issued to non-Fels students.

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**GAFL 640 Program Evaluations and Data Analysis**

One of the trademarks of the 21st century public management is the usage of data and analysis in the decision-making process. A successful public leader will use empirical evidence to guide her decisions. She knows what types of data and analysis she should ask her analysts to collect and conduct, how to consume the results they generate, and how to transform the analytical results into effective communication with stakeholders. This class will help you become that 21st century public leader. At the end of this course, you will understand key principals of performance measures and program evaluation. In addition, you will be able to process, manage, and analyze quantitative data using R, a modern programming language optimized for statistical analysis. I picked R for many reasons: it is free, has many open-source visualization techniques and statistical models, and many statistical and quantitative method courses on campus use it as the language of choice. More importantly, knowing how to use R can be a unique and attractive skill for your employer.

Taught by: Lim, Nelson
Course usually offered in spring term
Activity: Lecture
1 Course Unit

Notes: This course is a requirement for MPA full-time students who started in Fall 2015 or later. It is an elective for MPA full-time students who started Fall 2014 or earlier.

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**GAFL 641 Program Evaluations & Data Analysis--Hybrid Format**

This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional $150 online course fee. On-campus meetings for Spring 2018 will be on the following Friday mornings (9:30am-1pm) and Saturday afternoons (2:30-5:30pm): January 12-13, February 9-10, March 16-17, April 20-21. The class will meet online weekly on Mondays 7:45-8:45pm. This course introduces program evaluation in the context of research methods. Students learn about design and the application of data collection skills to all phases of program/service delivery from needs assessment to analysis of findings to implementation of changes. Students learn to appreciate how these skills can be used as practical tools for identifying problems to developing and implementing programs. This applied course provides students with practical experiences to apply guidelines of evaluation and research methods in actual program evaluation projects in Philadelphia.

Taught by: Claire Robertson-Kraft
Course usually offered summer term only
Prerequisites: GAFL 612 Quantitative Methods for Policy Analysis with grade of B or higher. First-Year Exec MPA Students ONLY
Activity: Hybrid Course
1 Course Unit
GAFL 651 Public Financial Management
This course provides an introduction to the fundamentals of accounting and budgeting for government and nonprofit organizations. The course is designed for students with little or no background in financial reporting, budgeting, and financial management. "Accounting and budgeting must be recognized as separate systems that must interact in a complementary manner if managers are to exercise control of the financial resources of their organizations" (Garner, 1991).

Taught by: Levine, Carolyn
Course usually offered in spring term
Activity: Lecture
1 Course Unit
Notes: This course satisfies a core requirement in the Master of Public Administration and the Certificate of Public Finance.

GAFL 652 Financial Management of Public and Nonprofit Organizations
This course provides an introduction to financial management principles for public and nonprofit organizations. The primary objective of this course is to demystify financial information and improve students ability to effectively engage in financial discussions, regardless of their role in the organization. This course will be focused on the vocabulary and tools necessary to interpret, analyze, and properly communicate financial information in order to develop and execute an appropriate financial strategy. This course meets online on Mondays 6:30-7:30pm EST. the course meets in person from 2-5:30pm on the following Fridays and Saturdays: May 18-19, June 22-23, July 27-28.

Taught by: Dingley, Julie
Course usually offered in spring term
Activity: Hybrid Course
1 Course Unit
Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional $150 online course fee.

GAFL 710 Negotiations
To influence public policy you need analytical skills to discover optimal solutions to problems, and good negotiation skills to tailor implementable solutions that address the needs and priorities of multiple stakeholders. What resources you want to invest, whom you engage in discussions, and what you expect to receive in return are open to explicit and implicit negotiations. This course will provide a working understanding of key negotiations concepts, including: Strategic elements of negotiations - interests, goals, positions, rights, power, value creation, high stakes, disputes; Preparation for and the details of negotiation processes; Ethical encounters and conundrums; Leveraging your strengths/understanding your negotiating personality. You will learn cooperative and competitive strategies, have a solid grasp of the decision-making science of negotiation, and better understand cognitive processes and emotional dynamics that affect the ways people negotiate. This course will meet in-person from 9:30am-1:00pm on the following Fridays and Saturdays: September 7-8, October 12-13, November 9-10, December 7-8. The course will also meet online each week on Mondays 7-8pm.

One-term course offered either term
Activity: Hybrid Course
1 Course Unit
Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings at the Fels Institute of Government in Philadelphia, PA. Weekends vary by term. There is a $150 online course fee.

GAFL 719 Advanced Budgeting
The course will build on the fundamentals taught in the introductory budgeting unit to help build students' competence in budgetary analysis. Using detailed data from a major city as a course-long case study, and incorporating excel skill-building exercises, students will develop hands-on understanding of budgets by working through such factors as economic drivers of fiscal performance, revenue analysis and forecasting, including tax policy considerations; expenditure analysis and projection, with an emphasis on workforce costs; and capital budgeting and financing. Students will also be introduced to key fiscal policies, budget monitoring and performance measurement, and the development of effective budget communications for various audiences.

Taught by: Nadol and Westerman
Course usually offered in fall term
Activity: Seminar
1 Course Unit

GAFL 732 Public Management
This core MPA course is intended to help each student to learn more than he or she already knows about public management both as a profession and as a field of academic study and to enjoy the company of supportive peers, instructors, and special guests as he or she contemplates a post- MPA career in governance. This course satisfies a core requirement in the Master of Public Administration full-time program.

Taught by: Dillulio/Mulhern
Two terms. student may enter either term.
Activity: Seminar
1 Course Unit
GAFL 733 Public Management (MPA Executive Section)
Overview—Public managers must have technical expertise in planning, staffing, and budgeting; however, technical skills alone are not sufficient to become an effective public manager. You must understand the socio-political context of your organization and your success will be dependent on your ability to analyze policy options and persuade stakeholders and supervisors, through effective communications, to pursue the policy options you recommend. Public managers in the 21st century must also understand the ever increasing diversity of their constituents and stakeholders. Economic globalization and international migration continue to increase the racial and ethnic diversity of our workforce. Diversity begets complexity and tension. Effective public managers must learn to lead inclusive organizations that leverage diversity and defuse tensions among heterogeneous constituents and stakeholders.
Learning objectives: The goal for this class is to expand your knowledge about public management, both as a profession and as a field of study. At the end of this course, you will understand key competencies of an effective public manager, demonstrate your understanding through class discussions, weekly reading notes, a group case study analysis and presentation, and a policy memo that analyzes management dilemmas and proposes responses. To accomplish this goal, we will go beyond passive learning from classroom lectures. We will have a few guest speakers whose expertise will complement readings. We expect you to be prepared and to participate in classroom discussions, engage practicing public administrators and accomplished researchers in seminars/workshops, and learn to draft policy briefs and policy memos completing scenario-based assignments.
Taught by: Jones, Darrell D.
Course usually offered in spring term
Activity: Hybrid Course
1 Course Unit
Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings in Philadelphia, PA. On-campus meetings vary by term. Please read the description for dates and times. Also, please note there is an additional $150 online course fee.

GAFL 735 The Performance Imperative
The course will explore the critical role of performance measurement in improving management, particularly for public sector entities. This will include the examination of fundamental principles of performance measurement, the identification and application of different performance measurement techniques and strategies, and the evaluation of best practices within the field. Topics to be covered will include the evolution and adaptation of "Stat-ing" (e.g., CompStat, CitiStat, StateStat), the relationship between performance measurement and financial management, and how performance measurement can be used to inform different analytic techniques. On-campus meetings for Spring 2018 will be on the following Friday mornings (9:30am-1pm) and saturday afternoons (2:30-4:30pm): January 12-13, February 9-10, March 16-17, April 20-21. The class will meet online weekly on Mondays 7:45 to 8:45pm.
Taught by: Gallagher & Blauer
One-term course offered either term
Activity: Hybrid Course
1 Course Unit
Notes: This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings in Philadelphia, PA. On-campus meetings vary by term. Please read the course description for further information.

GAFL 797 Capstone Fieldwork
Activity: Masters Thesis
0 Course Units

GAFL 799 MPA Capstone
Successful completion of a Capstone project is one of the academic requirements for the Master of Public Administration (MPA) at the University of Pennsylvania’s Fels Institute of Government. The capstone project represents a way for graduate students to apply their multidisciplinary learning from the program to a specific public administration challenge(s) or issue(s). To successfully complete a capstone project, a student must receive a passing grade for her capstone paper and the associated briefing. The student’s capstone project resembles a policy memo that an administrative staff writes to decision makers and stakeholders. The paper integrates and deepens the student’s learning from the program. More importantly, the capstone paper provides a way for a student to bring her/his learning and knowledge from the program back into her/his chosen career. The research focus should be one that is of great interest to the students as well as one a potential organization will benefit from.
Taught by: Nelson Lim—MPA Full-Time Format; Claire Robertson-Kraft—MPA Exec Format
One-term course offered either term
Activity: Independent Study
0 Course Units
Notes: In Summer ONLY, This is a "hybrid" course, with synchronous, online meetings and once-monthly, on-campus meetings in Philadelphia, PA. Also, please note there is an additional $150 online course fee. This course meets online on Mondays 6:30-7:30pm. the course meets in person from 2:00-5:30pm on the following Fridays and Saturdays: May 18-19, June 22-23, July 27-28.

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