

**FROM GRADUATE CATALOG 2013-2015**

# **COLLEGE OF PUBLIC SERVICE AND URBAN AFFAIRS**

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## **DEPARTMENT OF PUBLIC ADMINISTRATION**

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### **GOALS**

The goals of the College of Public Service and Urban Affairs are to support the University's mission by engaging in educational, research, and service programs focusing upon applied public, non-profit, health and urban management and policy. The College offers the Master of Public Administration (MPA) degree, the Master of Professional Studies degree (MPS), the Ph.D. degree in public administration, the Certificate in Non-Profit Management and the Certificate in Health Administration and Planning as well as undergraduate programs in Urban Studies and Nonprofit Management.

Program offerings are designed to serve individuals presently employed by government, non-profit and health agencies as well as individuals seeking to begin careers in the public service.

Note: Enrollment in Public Administration courses is limited to students admitted to the Master's, Certificate or Ph.D. programs. Non-Degree, conditional or non-major students must have approval of the department head to enroll.

**MAJOR: PUBLIC ADMINISTRATION**  
**DEGREE: MASTER OF PUBLIC**  
**ADMINISTRATION (M.P.A.)**

The MPA program prepares students for administrative positions in local, state, or national government and in non-profit agencies. The MPA is accredited by the National Association of Schools of Public Affairs and Administration. It requires 36 semester hours of course work plus an internship of 6 semester hours.

A modern public administrator must understand administrative processes, all factors that affect them, and their implications for the vital issues which affect our society. Administrators must be able to analyze government and policy related problems and recommend appropriate courses of action to elected officials and other public policy makers. In order to accomplish the public mission, it is essential that public administrators have specific skills and knowledge in areas such as financial administration, personnel management, evaluation, research design, statistics, computer utilization, and the management and leadership of large organizations. Our graduates are professionals qualified by their specialized knowledge, skills and abilities to assume key leadership and managerial positions in the public sector.

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## **Admission Process**

Applicants for admission must provide the following items: (1) Application for Admission to the Graduate School; (2) application fee; (3) Graduate Record Examination scores (verbal and quantitative scores); (4) one transcript from all colleges and universities previously attended; (5) three letters of recommendation on agency letterhead from individuals that are familiar with the potential student's academic or professional work experience; and (6) a Statement of Purpose explaining why the applicant seeks admission to the MPA program.

## **Admission Requirements**

Applicants for admission must provide the following items to the Graduate School: (1)

Application for Admission to the Graduate School; (2) application fee; (3) official documentation of the general Graduate Record Examination submitted directly to the Graduate School with a score averaging 20th percentile or above across the verbal and quantitative; (4) one transcript from all colleges and universities previously attended, showing a cumulative 2.5 GPA or higher for the undergraduate degree; (5) three letters of recommendation on letterhead or the Graduate School recommendation form from persons familiar with the applicant's potential for masters-level study in public administration; and (6) a 500- to 1000-word Statement of Purpose discussing why the applicant is interested in a masters degree, and why the masters program in public administration specifically is a good fit for their goals.

Applicants who have not submitted a qualifying score on the Graduate Record Examination and/or have not satisfied the American Government course prerequisite (see below) may be conditionally admitted for one term only. Students admitted conditionally must submit an acceptable Graduate Record Examination test score and/or proof of satisfaction of the prerequisite by the end of the first semester of enrollment.

All Applicants are required to have completed satisfactorily (i.e., grade of C or higher) POLS 2010 (American National Government), URBS 2010 (Introduction to Urban Studies) or URBS 4700 (American Government Institutions and Urban Governance) or an equivalent undergraduate course in government prior to unconditional admission. A graduate-level course in this subject can also be used to meet this requirement. This prerequisite must be satisfied in the first semester if conditional admission is granted.

1. Are required to complete satisfactorily PISI 2010 or URBS 4700 or an equivalent undergraduate course in government prior to admission. A graduate-level course in this subject can also be used to meet this requirement. This prerequisite should be satisfied before enrolling in graduate-level courses for credit.
2. Are expected to be competent in written and oral English.
3. Must possess basic computer literacy.
4. Are expected to be competent in written and oral English.
5. Must possess basic computer literacy.

## **Advisor**

Each student admitted to the MPA program is assigned an advisor. Students should consult with their advisors prior to registering for classes in each term of enrollment.

## **Degree Requirements**

- A. **Master's Core.** Students must satisfy the nine-course core requirement plus any prerequisite courses. Enrollment in a specific course may be waived for students having equivalent graduate course work. Waiver of a core course requirement does not reduce the total credit hours which must be earned toward the degree.
- B. **Electives.** Students may select, with the approval of their advisors, any three 6000 level courses offered by the Department. With the permission of the student's advisor, a maximum of 12 semester credit hours of course work may be taken outside of the Department, including courses transferred from another institution.
- C. **Internship.** The total credit hours for the MPA include 6 semester hours for a supervised internship of 300 hours. Students typically work for state or city agencies acquiring on the job experience in government or in an appropriate nonprofit agency. Students with little or no experience in public, non-profit or health administration should contact the department head concerning an internship. Students may be approved for an internship after completing 15 credit hours of course work.
- D. Students with one year of significant public or nonprofit professional administrative experience may be exempted from the internship requirement and have a reduction of 6 semester hours in the total credit hours required for the MPA. Qualified students seeking an internship exemption must submit an Application for Internship Exemption accompanied by a reflective essay relating their academic study to their work experience.
- E. **Comprehensive Examination.** Students must successfully complete a written comprehensive examination, taken no earlier than the term in which all course work is completed.
- F. **Writing Portfolio.** Each student is required to assemble and submit a writing portfolio, which must be judged as passing prior to graduation. It should be submitted prior to the semester of graduation. Typically this is done student applies to take the comprehensive exam. Detailed instruction on the writing portfolio may be found on the CPSUA website.

## Course Scheduling

Courses are scheduled with the fully employed individual in mind with a variety of delivery and timing options such as on-line, hybrid (both on-line and in class) and traditional in class course offerings. However, check the course schedule each semester for course offerings and types of course delivery.

### PROGRAM OF STUDY

#### Required Core Courses - 27 hours

PADM 6110	Statistics for Public Administrators	3
PADM 6130	Research Methods in Public Administration	3
PADM 6150	Information Technology in the Public Sector	3
PADM 6210	Seminar in Public Administration	3
PADM 6230	Seminar in Fiscal Management: Public Budgeting	3
PADM 6240	Seminar in Staff Functions: Public Personnel	3
PADM 6310	Seminar in Organization Theory	3
PADM 6410	Seminar in Policy Analysis	3
PADM 6490	Seminar in Politics of Administration	3
PADM 6500	Internship in the Public Service (unless student is exempted)—6 hours	

#### Concentration or Elective Courses - 9 credits

Each MPA student will be required to complete 9 elective credits which may be chosen from Healthcare Administration & Planning certificate courses, Nonprofit Management certificate courses or general MPA elective courses.

**MAJOR: PROFESSIONAL STUDIES**  
**DEGREE: MASTER OF PROFESSIONAL STUDIES (MPS)**

**CONCENTRATIONS:**  
**STRATEGIC LEADERSHIP**  
**HUMAN RESOURCES LEADERSHIP**  
**TRAINING AND DEVELOPMENT**

The Master of Professional Studies program is designed to affordably and flexibly meet the education needs of working adults who are not generally served by traditional methods. Offered completely online and available twenty-four hours and seven days a week, this unique program is taught by professors who are best suited to help you develop the skills necessary to excel in your career field.

This course is developed and taught in conjunction with the Tennessee Board of Regents (TBR) and the Regents Online Degree Program (RODP). Because the MPS degree is offered online, the student must follow the RODP hardware and software requirements, and is eligible to complete all registration, advising, bookstore purchases, and even library research online through both the RODP website and the TSU website.

This graduate professional degree consists of 33 hours of interdisciplinary coursework and is available in three concentrations.

### **Admissions Process**

Applicants for admission must provide the following: 1) Application for Admission to the Office of Graduate Studies and Research; 2) application fee; 3) Graduate Record Examination scores; 4) one official transcript from all colleges and universities previously attended; 5) three letters of recommendation; and 6) a Statement of Purpose explaining why the applicant seeks admission to the MPS program.

### **Admission Requirements**

- Students must hold a bachelor's degree from an accredited college or university. They must be in good standing at the last school attended.
- Students must possess basic computer literacy and writing skills
- Students must adhere to the admission deadlines.

### **Unconditional Admission:**

- 1) An undergraduate grade point average of at least 2.75 on a 4.0 scale from an accredited college or university.
- 2) An acceptable score on the GRE, generally at least 400 verbal and 500 (old test scores) quantitative and a 4.0 on analytical writing.

Applicants with five or more years of qualified professional work experience may submit a portfolio in lieu of the GRE. The portfolio is to include: a resume which shows the type of work done over the period and provides details of the employers; position descriptions of all positions listed on the resume; a 500 to 600 word essay describing the professional work accomplished and how the MPS will help the individual advance in the profession; examples of written documents showing professional responsibilities, honors and professional achievements; and a list of professional awards/recognitions. The portfolio material must be submitted as a packet, not mailed separately. Applicants should submit their applications and the GRE scores or portfolio to the Office of Graduate Studies and Research of Tennessee State University. The admission decision will be based on the entire academic and professional record. Applicants will be granted unconditional admission if the overall record (based on the above variables) indicates a high potential for success in the program.

### **Conditional Admission:**

Conditional Admission into the MPS program may be granted temporarily by the Dean of Graduate Studies and Research upon the recommendation of the Department of Public Administration. Continuation in the program as a degree-seeking student is contingent upon fulfilling specific requirements stipulated in the conditional admission letter.

1. Graduates of accredited colleges who have not taken the Graduate Record Examination (and do not have five years of qualified professional experience) must take the GRE during the first semester of enrollment (prior to mid-term is preferred) in courses for graduate credit. They must also obtain a 3.00 GPA in all classes the first year or until unconditionally accepted.
2. Graduates of accredited colleges who have five years of qualified professional experience but who do not have completed portfolios must submit the requested documents during the first semester of enrollment (prior to mid-term is preferred) in courses for graduate credit. They must also obtain a 3.0 GPA in all classes the first year or until unconditionally accepted.
3. Students who present a grade point average (GPA) below 2.75 must, at the time of application, submit GRE scores or portfolio which are acceptable to the Department of Public Administration. After admission, those students are required to obtain a 3.00 GPA in the first nine (9) semester hours of coursework.

### **Advisor:**

Each student admitted to the MPS program is assigned an advisor. Students should consult with their advisors prior to registering for classes in each term of enrollment.

### **Degree Requirements:**

Total credits required for graduation: 33

Students in the MPS program are required to take 33 total credits for graduation. The students cannot take more than 3 courses in any one discipline. Students transferring to the program cannot transfer more than 12 hours

## **CONCENTRATION I: STRATEGIC LEADERSHIP**

The Master of Professional Studies with a Concentration in Strategic Leadership prepares students to lead in today's rapidly changing professional environment. Because the MPS degree is offered completely online, it offers the flexibility to plan your education around your schedule, family activities, and job demands. This graduate professional studies degree consists of 33 hours of interdisciplinary coursework in the areas of leadership, communication, strategic planning and assessment, organizational structure, research, and data analysis.

A. Core Courses: Students will complete the following three core courses for nine credit hours.

PRST 5100            Professional Environment: Issues and Ethics  
3 credits

PRST 5200	Globalization and the Professions	3 credits
PRST 5300	Research Methods	3 credits

B. Concentration for Strategic Leadership: Students will complete seven of the following courses, including at least one course from each of the five subject areas.

**Leadership Theory**

PRST 5500	Foundations of Leadership	3 credits
LDSP 5000	Current Issues and Cases in Leadership	3 credits
ELPA 5560	Small Group Leadership	3 credits

**Research/Data Analysis**

PRST 5770	Computer-Based Decision Modeling	3 credits
PRST 5600	Statistical Analysis	3 credits

**Organizational Structure and Change**

PRST 5310	Leadership in Organization	3 credits
PRST 5800	Organizational Skills and Development	3 credits

**Communication**

COMM 5110	Leadership and Communication	3 credits
JOUR 5450	Public Relations Management	3 credits
PRST 5700	Conflict Management and Negotiation	3 credits

**Strategic Planning and Assessment**

TECH 5105	Project Planning and Scheduling	3 credits
PRST 5040	Human Resources Management	3 credits

C. Professional Project: The Master of Professional Studies program requires every student to complete a professional project as the culmination in earning the degree.

PRST 5998	Professional Project	3 credits
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**CONCENTRATION II: HUMAN RESOURCES LEADERSHIP**

Human Resources Leadership prepares you for a leadership role in the area of human resources. The interdisciplinary approach is appropriate because of the many skills and knowledge areas that are needed for success in this field.

A. Core Courses: Students will complete the following three core courses for nine credit hours.

PRST 5100	Professional Environment: Issues and Ethics	3 credits
PRST 5200	Globalization and the Professions	3 credits
PRST 5300	Research Methods	3 credits

B. Concentration for Human Resources Leadership: Students will complete the following four courses for twelve credit hours.

PRST 5040	Human Resources Management	3 credits
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PRST 5600	Statistical Analysis	3 credits
PRST 5910	Employment and Human Resources Law	3 credits
PRST 5920	Diversity in the Workplace	3 credits

C. Students will select one of the following courses for three credit hours.

PRST 5500	Foundations of Leadership	3 credits
PRST 5310	Leadership in Organization	3 credits

D. Students will select two of the following courses for six credit hours.

PRST 5700	Conflict Management and Negotiation	3 credits
PRST 5930	Compensation and Benefits	3 credits
PRST 5940	Recruitment, Selection and Retention	3 credits
PRST 5400	Instructional Design Training and Development	3 credits
COMM 5110	Leadership and Communication	3 credits
JOUR 5450	Public Relations Management	3 credits
TECH 5105	Project Planning and Scheduling	3 credits

C. Professional Project: The Master of Professional Studies program requires every student to complete a professional project as the culmination in earning the degree

PRST 5998	Professional Project	3 credits
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### **CONCENTRATION III: TRAINING AND DEVELOPMENT**

Training and Development prepares individuals to manage, deliver and assess on-site training programs. It also addresses the needs of human resource managers and other professionals who are increasingly relying on technology to deliver workforce education.

A. Core Courses: Students will complete the following three core courses for nine credit hours.

PRST 5100	Professional Environment: Issues and Ethics	3 credits
PRST 5200	Globalization and the Professions	3 credits
PRST 5300	Research Methods	3 credits

B. Concentration for Training and Development: Students will complete five of the following courses for fifteen credit hours.

PRST 5770	Computer-Based Decision Modeling	3 credits
OR		
PRST 5600	Statistical Analysis	3 credits
PRST 5410	Evaluation of Learning	3 credits
PRST 5420	Organizational Needs Analysis	3 credits
PRST 5400	Instructional Design for Training and Development	3 credits
PRST 5470	Facilitation of Learning	3 credits

C. Specialization Options: Students will complete two courses for six credit hours.

PRST 5430	Advanced Instructional Design for Training and Development	3 credits
TECH 5105	Project Planning and Scheduling	3 credits

PRST 5020	Human Resources Management	3 credits
PRST 5440	Engaging the Adult Online Learner	3 credits
PRST 5450	Computer-Based Technologies for E-Training	3 credits
PRST 5910	Employer and Human Resources Law	3 credits
PRST 5920	Diversity in the Workplace	3 credits

C. Professional Project: The Master of Professional Studies program requires every student to complete a professional project as the culmination in earning the degree

PRST 5998	Professional Project	3 credits
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## **MAJOR: HEALTH ADMINISTRATION AND PLANNING**

### **CERTIFICATE: HEALTH ADMINISTRATION AND PLANNING**

The Graduate Certificate in Health Administration and Planning is a 15 credit hour program offered by the College to serve the professional needs of individuals working in public, private and non-profit agencies concerned with health administration, planning or policy. The program assists students in conceptualizing the changing world of health care delivery and management. Community health practitioners and College faculty design and teach courses with a practical, applied orientation. The Certificate is offered as a stand-alone credential and as part of the MPA curriculum.

#### **Admission Process**

Applicants for the stand-alone Graduate Certificate must meet graduate school requirements for admission as a non-degree student. Applicants must provide: (1) a completed Application for Admission to the Graduate School; (2) application fee; (3) one official transcript of undergraduate work showing the award of a baccalaureate degree from an accredited college or university. Requests for application forms and materials should be directed to the Dean of the Graduate School.

Students admitted to the certificate program who wish to apply their certificate credits toward completion of the MPA degree must apply for the MPA degree and meet all MPA admission standards. Unconditionally admitted MPA students must complete the three required certificate courses (PADM 6190; PADM 6515; PADM 6550) in order to obtain the Health Administration & Planning certificate. The Certificate and MPA degree will be awarded during the same semester.

#### **Advisor**

Each student will be assigned an adviser upon official admission. Students should consult with their advisors prior to registering for classes each term.

#### **Certificate Requirements**

To earn a 15 semester credit hour certificate, students must satisfy three required and two elective courses. The required courses are:

PADM 6190	Financial Management for Health and Non-Profit Organizations (3)
PADM 6515	Health Organization & Delivery systems (3)
PADM 6550	Epidemiology (3)

Electives include:

PADM 6110	Statistics for Public Administrators (3)
PADM 6130	Research Methods in Public Administration (3)
PADM 6510	Management of Health Agencies (3)
PADM 6520	Health Policy in the U.S. (3)
PADM 6530	Topics in Administration of Health and Human Services Programs (3)
PADM 6540	Planning and Problem Solving in Health Services (3)

The certificate is awarded upon completion of the requisite 15 semester credit hours.

## **MAJOR: NON-PROFIT MANAGEMENT**

### **CERTIFICATE: NON-PROFIT MANAGEMENT**

The Graduate Certificate in Non-Profit Management is a 15 credit hour program of the College of Public Service and Urban Affairs. It offers individuals working in non-profit organizations, or those considering a career in non-profit enterprises, an opportunity to enhance managerial, professional, analytical, and research abilities. A part-time student can complete certificate requirements within twelve months, and the program is designed to fit within an existing Master of Public Administration (MPA) degree to accommodate those students who may wish to enroll in and complete that degree program.

### **Admission Process**

Applicants for the stand-alone certificate must meet Graduate School requirements for admission as a non-degree student. Applicants must provide: (1) a completed Application for Admission to the Graduate School; (2) application fee; (3) one official transcript of undergraduate work showing the award of a baccalaureate degree from an accredited college or university. Requests for application forms and materials should be directed to the Graduate School.

Students admitted to the certificate program who wish to apply their certificate credits toward completion of the MPA degree must apply for that degree and meet all MPA admission standards. Unconditionally admitted MPA students must complete PADM 6190 and two of the remaining four required certificate courses as their MPA electives in order to obtain the Non-Profit Management certificate, along with the MPA degree. The Certificate and MPA degree will be rewarded during the same semester that the student graduates from the MPA program.

### **Advisor**

Each student will be assigned an adviser upon official admission. Students should consult with their advisors prior to registering for class each term.

### **Certificate Requirements**

To earn a 15 semester credit hour certificate, students must satisfy these course requirements:

PADM 6190	Financial Management for Health and Non-Profit Organizations (3)
PADM 6950	Introduction to Non-Profit Organizations (3)
PADM 6960	Resource Development for Non-Profit Organizations (3)
PADM 6970	Marketing for Non-Profit Organizations (3)
PADM 6980	Strategic Planning, Governance and Management Issues in Non-Profit Organizations (3)

The Non-Profit Management Certificate is awarded upon completion of the requisite 15 semester credit hours.

**MAJOR: PUBLIC ADMINISTRATION**  
**DEGREE: DOCTOR OF PHILOSOPHY (Ph.D.)**

The Ph.D. program with a major in public administration is designed to serve the specialized interest of students preparing for either academic or professional public management careers.

The program emphasizes the various contexts and forms of public administration in contemporary society as well as an understanding of knowledge areas basic to the profession. These include the application of theory and analytical techniques appropriate for solving management and policy problems and for undertaking systematic inquiry into the discipline.

Because the curriculum explores and compares theory with administrative practice, students should enter the program with experience in public or non-profit administration. Applicants lacking this background are encouraged to pursue this degree later in their careers.

The Ph.D. program is designed to play a number of significant roles in public service. It provides:

1. Students with the necessary education for meeting the increasingly complex challenges facing middle and senior managers at all levels of government.
2. Public and non-profit organizations with qualified individuals who are capable of undertaking independent research of organizational, managerial, or public policy issues.
3. Higher education institutions with instructors and researchers prepared to represent and advance the field and profession of public administration.
4. An environment conducive of research into public leadership and management and public policy making.

Classes are scheduled with the fully employed individual in mind. Core and elective courses typically meet one evening per week. In addition, elective courses may be available on weekends or on-line.

## **Prerequisites**

Students entering the program must possess a Master's degree. The Master's degree, whether the MPA or other degree, should include the knowledge and skills common to an understanding of public administration. A student admitted to the Ph.D. program who has not acquired the requisite knowledge and skill base may expect a longer commitment of time to complete the Ph.D. degree. The prerequisite knowledge and skills include:

1. Quantitative Skills—statistical, research, and computer use.
2. Public Management—political, legal, social, and economic contexts of public administration.
3. Organizations—theory and analysis of organizations and the human resources within organizations.
4. Fiscal Management—operational and program audits, budgeting.

## **Credits Needed**

A total of 72 semester hours of post-baccalaureate credits are required, exclusive of dissertation credits. Up to 36 of these hours may be credits earned in a Master of Public Administration degree, or its equivalent, at TSU or elsewhere. If the Master's degree is in an allied field, fewer credit hours may apply to the Ph.D. Credits needed to meet Ph.D. requirements must include each of the seven core courses cited in the program of study, below.

## **PROGRAM OF STUDY**

Students should submit a Program of Study to the Ph.D. Advisor after the student has completed nine hours of coursework towards the Ph.D. degree.

### Quantitative Skills Core - 6 hours

PADM 7130	Research Methodology in Public Administration	3
PADM 7140	Applied Quantitative Techniques in Public Administration	3

### Doctoral Core - 15 hours

PADM 7000	Theory and Practice of Public Administration	3
PADM 7220	Administrative Management	3
PADM 7230	Public Budgeting II	3
PADM 7310	Public Organization Theory	3
PADM 7410	Public Policy Implementation	3

### Doctoral Electives - 15 hours

Elective courses must be selected in consultation with the student's advisor and may be chosen from program offerings. Upon the recommendation of the student's advisor and the approval of the department head, a portion of this work may be taken outside of the Department.

Dissertation Research - 12 hours (minimum)

## Admissions Process

Applicants for admission must provide the following items to the School of Graduate Studies: (1) Application for Admission to the Graduate School; (2) Application Fee; (3) Graduate Record Examination (GRE) (only the General Test is required); (4) two official transcripts from all colleges and/or universities previously attended (to be submitted with the Application for Admission); (5) three letters of recommendation from persons familiar with the applicant's potential for doctoral level study in public administration; (6) a 500-1000 word essay discussing personal, academic, and career goals as well as interests and experience in the area of public administration; and (7) a sample copy of academic or professional writing (e.g., graduate term paper, thesis, academic/professional clinical study, or policy analysis/management report).

## Admissions Requirements

In addition to submitting the admissions application and materials, cited above, applicants must: (1) present a Graduate Record Examination score (verbal and quantitative scores combined) of at the 40<sup>th</sup> percentile; (2) possess a Master's degree in an associated field; (3) have a grade point average of at least 3.25 in previous graduate studies; and (4) receive a positive recommendation from the Ph.D. Admission committee after the interview process and after the admission application and all other admission materials have been evaluated.

## Transfer Credit

Students who have hours beyond the Master's degree may be permitted to apply a maximum of six semester hours of credit, for course work applicable to public administration, to the Ph.D. program. Credit for those hours will be granted at the time the student is advanced to candidacy.

## Retention

Students must maintain a cumulative grade point average (GPA) of 3.00 or better on the scale of 4.00, and pass all courses throughout the program to remain in good academic standing. Students must have a grade of B or better

in all core courses and may not have more than two C grades in other courses used to meet degree requirements. After completion of nine (9) semester hours of graduate work, if the student's cumulative GPA at the end of a given semester falls below 3.00, the student will be placed on academic probation for the next semester and must satisfy the existing University requirements to return to good academic standing. Students may be dismissed from the program upon recommendation of the Ph.D. Advisory Committee for continued probation beyond two consecutive semesters.

## **Academic Load**

Students who are on leave of absence from full-time employment or who have made arrangements to pursue studies on a full-time basis may take up to twelve (12) hours of credit a semester, with the approval of their advisor. Students working full-time in their professional capacities may enroll for no more than six (6) credit hours each semester.

## **Early Review**

After nine credit hours of enrollment in the doctoral programs, students will be interviewed and evaluated as to their strengths and weaknesses performing in the program to date. Remediation or other action, including a recommendation to withdraw, may be indicated at this time.

## **Time Limitation for Credit**

Post-Master's degree credit hours earned more than ten (10) years prior to a student's graduation may not be applied toward the Ph.D. degree.

## **Analytical Managerial Tools Proficiency**

In order to satisfy the analytical tools requirement, students must successfully complete the Quantitative Skills Core. This includes course work in research and management tools, including PADM 7130, in which a major research design must be prepared, and PADM 7140, in which a major statistical analysis and report must be prepared. In addition, students must complete a dissertation proposal including demonstration of competence in research and management methods. The proposal must be a major work on the conceptual framework and methodology of the dissertation.

## **Sequence of courses**

Due to the admission time-line for the Ph.D. program covering the Fall, Spring and Summer semesters, students who are admitted in Spring or Summer can get a head start by taking MPA electives but will not start their PhD coursework until Fall semester with their entire Coursework Cohort. Doctoral classes are offered in a cohort pattern that begins every Fall semester. Our expectation is that you will take two courses each semester. Plan to stick with your cohort course pattern. Students will be able to complete their coursework requirements in six semesters going straight through, including summers. Summer can be catch-up time for course electives if the student didn't take two courses each semester; there are a total of seven core doctoral courses and five elective slots. One of the elective slots is filled by PADM 6930 Qualitative Research Methods. In general, students should consult with the program advisor for elective courses appropriate to the individual's field of study as well as deficiencies. This guidance applies not only to satisfy individual's special scholarly interests but for reasons of scheduling.

Many students prefer to complete all required coursework before pursuing electives. They may not realize that electives are offered much less frequently than the core. If a student would like to take a course in, for example, Public Personnel or Program Evaluation and sees it on the next term's Schedule of Courses, it is likely that it will not be offered again in the next 18 months to three years. Students are therefore advised to take a mix of required and elective coursework each term to ensure that their personal preferences and specialization needs can be met.

Upon the recommendation of the student's advisor and the approval of the program director, a portion of electives may be completed outside the College. These courses must be graduate level and the topic of sufficient depth and relevance to qualify as complements to the student's program of study.

The only exceptions to infrequent elective offerings are the Non-Profit and Healthcare courses which are offered once each academic year. Ph.D. students are welcome to enroll in one or two of these or as many as they so desire. Those Ph.D. students choosing a Graduate Certificate in Healthcare or Non-Profit not only need to take the five courses required; they also need to be admitted by the Graduate School as Certificate students. This requires completion of a Program of Study for the desired Certificate. These forms are available at the College offices and also on the [College's](#) website. The Certificate award will then be recorded on student transcripts. At that time, students will also receive a paper Certificate from the Graduate School as well.

Many Ph.D. students entering the program do not have a background in public administration, so the department advises those students to take PADM 6210 Seminar in Public Administration at the master's level. This course will introduce the student to the foundations of public administration and get them started with the history of the discipline.

## Series A Courses

Students must take **four** PhD courses before the Preliminary exam, which is held after their fourth semester in **Series A**: PADM 7000; PADM 7310; PADM 7410; and either PADM 7130 or 7230 (this last course will depend if they started in an A1 Fall or an A2 Fall). Each year, the pattern alternates – A1 or A2 (see Series A Table below).

Students can complete A1 and A2 in either order, but they must begin PhD coursework in Fall semester. There is only one Summer semester pattern, which occurs every year. After four semesters of PhD coursework (Fall/Spring/Summer/Fall), students take their **Preliminary Exam** at the beginning of Spring semester; if they pass they finish up their last Series A semester (see below).

## Series A Semester Pattern

EVEN ACADEMIC YEARS (EX. 2013-2014)		EVERY YEAR	ODD ACADEMIC YEARS (EX. 2012-2013)			
A1 – Fall		A1 - Spring	A - Summer	A2 - Fall		A2 - Spring
1. PADM 7000 Theory & Practice of PA 2. Elective	PRELIMS BEGGING. OF SPRING	1. PADM 7130 Research Methodology 2. Elective	1. PADM 7310 Public Organization Theory 2. PADM 6930 Qualitative Methods	1. PADM 7410 Public Policy Implementation 2. Elective	PRELIMS BEGGING. OF SPRING	1. PADM 7230 Public Budgeting II 2. Elective

## Series B Courses

If the student passes the **Preliminary Exam** (see below), they then choose a Chair and file the PhD program of study forms with consultation from your chair and the PhD program advisor, and finish the last (fifth) semester of **Series A** (Spring), then proceed to complete Series B (Fall/Spring plus Qualifying exam the following summer). See **Series B** coursework in the table below.

Once you proceed to **Series B courses**, students will also be working with their Chair towards the Qualifying Exam and Prospectus. During this final year, in consultation with their Chair, the student will select the second member of their dissertation committee. The second member will be selected from Public Administration Department Faculty. At the end of Series B coursework, in consultation with their Chair, the student will select the third dissertation committee member from the University Graduate faculty. These faculty members devise the core of the committee that will be designing the student's Qualifying examination.

## Series B Semester Pattern

EVEN ACADEMIC YEARS (EX. 2013-2014)		EVERY YEAR	ODD ACADEMIC YEARS (EX. 2012-2013)	
B - Fall	B - Spring	B - Summer	B - Fall	B - Spring
<ol style="list-style-type: none"> <li>1. <b>PADM 7220</b> Administrative Management</li> <li>2. Elective course (if needed)</li> <li>3. <i>Work with advisor and study for Qualifying Exam</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>PADM 7140</b> Applied Quantitative Tech</li> <li>2. Elective course (if needed)</li> <li>3. <i>Work with advisor and prepare for Qualifying Exam</i></li> </ol>	<b>Qualifying Exam (End of Spring or Beginning of Fall)</b>	<ol style="list-style-type: none"> <li>1. <b>PADM 7220</b> Administrative Management</li> <li>2. Elective course (if needed)</li> <li>3. <i>Work with advisor and study for Qualifying Exam</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>PADM 7140</b> Applied Quantitative Tech</li> <li>2. Elective course (if needed)</li> <li>3. <i>Work with advisor and prepare for Qualifying Exam</i></li> </ol>

After passing the **Qualifying Exam**, all students will take the first dissertation credit hour Prospectus Seminar to further refine the project idea they have been working on and prepare their prospectus draft for defense.

### Preliminary Examination

The preliminary exam is only offered at the beginning of every Spring semester. The student must be in good academic standing both according to Graduate School and Public Administration Department program criteria to sit for this exam. After taking the first four Ph.D. core courses which must be PADM 7000; PADM 7310; PADM 7410; and either PADM 7130 or PADM 7230, each Ph.D. student must pass the preliminary exam at the first available offering of the exam or they will be dismissed from the program.

If the student passes the preliminary exam he or she will complete the PhD program of study with the Ph.D. Advisor and seek a dissertation chair among the faculty. If he or she fails the preliminary exam, the student is dismissed from the Ph.D. program. He or she may elect to apply for the MPA or MPS program. The student can attempt to pass the examination twice.

### Preliminary Examination format

The exam will consist of multiple essay questions and the student will have a choice regarding which questions to answer. The exam will be administered over the course of 1 day from 8:00 am to 5:00 pm.

## **Qualifying Examination**

This examination will be offered twice a year in Fall and Spring semesters. In a student's final semester of Ph.D. coursework, or before the end of the second regular semester following their final semester of coursework, he or she must sit for the Qualifying Examination. For example if a student completed coursework in Fall semester, she/he must sit for their Qualifying exam before the end of the next Fall semester and if they completed coursework in Spring semester, she/he must sit for their Qualifying exam before the end of the next Spring semester (they have 3 opportunities to sit for the exam). A student must be in good academic standing both according to Graduate School and Department criteria to sit for the exam. If, having completed all coursework, an eligible student does not sit for the exam within two regular semesters; he or she is dismissed from the program. If a student fails the qualifying examination, he or she may elect to retake it no later than the next available exam offering. This exam may only be taken twice. If the student does not retake the exam at the next available offering, he or she is dismissed from the program.

## **Qualifying Examination format**

The student's qualifying examination will be developed by the student's committee (Chair and second member at the minimum; the third member can choose to participate.) in conjunction with the other PA faculty. The members of the student's Committee and one outside PA faculty member will assess the overall quality of the qualifying examination with a grade of pass or fail, based on the view of the majority. This is a two part examination; the first part is written and the second oral. The written examination will consist of a series of questions specific to the student's topical area of interest and one general public administration question. If the student does not pass the written examination, they cannot take the oral exam. The oral exam will be administered over the course of 1 day from 8:00 am to 5:00 pm. The second part of the exam will be on a different day; it consists of an oral examination by the student's committee and the PA faculty that choose to attend. The oral exam is a free ranging discussion for the student to demonstrate public administration competency specific to their specialization area. The student can attempt to pass the examination twice.

## **Candidacy**

Once a student has passed the qualifying exam, he or she is a candidate and may register for dissertation credit. [i.e. Ph.D.(c)] At the beginning of the semester, after the student has passed the Qualifying examination,. All students must take their first dissertation credit hour in a structured Prospectus Seminar course taught by Departmental faculty that will cover project management, the components of a dissertation and idea development. The first three dissertation credits will be devoted to structured prospectus development. Those credits must be taken during the semester immediately following the successful completion of the qualifying exam requirement.

## **Dissertation Committee**

To review, the selection of Dissertation Committee members is as follows. The Chair is selected immediately after passing the Preliminary exams. The second member is selected while the student is completing Series B coursework. The third member is selected in the final semester of Series B coursework. The timing of selecting the fourth member and the reader of the Dissertation committee will be determined by the student's Chair. Some Chairs prefer to select the fourth member and reader before the Prospectus Defense while others prefer to delay until after.

The student in consultation with their Chair will complete the assembly of the dissertation committee with the addition of two more members for a total of five. The fourth member may be program faculty or a subject matter or methods expert from another department with Graduate Faculty status; the reader appointed by the Dean of the Graduate School from outside the department. This committee of five members will sit as the final examining body for the dissertation defense. If, they have been selected prior to the Prospectus Defense, the fourth and fifth members may also choose to participate in the prospectus defense. Every Dissertation committee must have at a majority of members from the Public Administration faculty.

## **Prospectus Defense**

After completing the first three dissertation credits, students must defend their prospectus within two regular semesters. A student may only attempt to defend a prospectus two times, and the second attempt must take place within one regular semester of the first attempt. If a student does not successfully defend a prospectus within these constraints, the student is dismissed from the program. The format for your Prospectus will be provided to you by your Chair.

## **Dissertation**

The student must continue to take dissertation credits, by registering for PADM 8110 every semester until a total of 12 dissertation credit hours have been accumulated. From that point on, students register for Dissertation Continuation credits (PADM 8110 Section 35) at a reduced rate. The student must engage in original and significant research in public administration or public policy, guided in this endeavor by the student's dissertation committee. On the basis of this research, the student must write a work of publishable quality adhering to the style and format required by the Graduate School. The draft of the dissertation must be considered suitable for defense by all five members of the student's dissertation committee for the defense to occur.

## **Dissertation Defense**

Once the full committee approves the dissertation draft for defense, the student must make an oral defense of the dissertation before this body and in the presence of all others who choose to attend. In defending the dissertation, the student is expected to relate its significance to the field of knowledge to which it contributes and to the general field of public administration. The student is judged to have passed the final oral examination if at least four of the five examining committee members certify to that effect. Students failing the final oral examination may be reexamined only once. Should substantial revision be necessary, the Dissertation Committee will reconvene at a later date to decide if those deficiencies have been addressed. In cases where minor corrections are required on the dissertation, the Dissertation Committee Chair shall be responsible for seeing that the proper corrections are made and the final document is ready for submission. A majority of the committee will determine if "substantial" or "minor" revisions are necessary.

## **Final Oral Examination**

After acceptance of the final dissertation draft by the committee, the program head shall appoint one graduate faculty member from the program and the Dean of the School of Graduate Studies and Research shall appoint one graduate faculty member from outside the Department, who together with the members of the dissertation committee sit as the final examining body. The student must make an oral defense of the dissertation before this body and in the presence of all others who choose to attend. In defending the dissertation, the student is expected to relate its significance to the field of knowledge to which it contributes and to the general field of public administration.

The student is judged to have passed the final oral examination if at least 4 of the 5 examining committee members certify to that effect. Students failing the final oral examination may be reexamined only once.

## COURSE DESCRIPTIONS

**PADM 6110. STATISTICS FOR PUBLIC ADMINISTRATORS I. (3)** This course introduces basic statistical techniques for public administration. Topics include measurement, analysis and reporting of data. Required for MPA and Health Planning Certificate.

**PADM 6120. STATISTICS FOR PUBLIC ADMINISTRATORS II. (3)** Prerequisite 6110. Continuation of 6110.

**PADM 6130. RESEARCH METHODS IN PUBLIC ADMINISTRATION. (3)** Focusing on behavioral approaches, this course surveys the major methods and techniques of research in public administration. Required for MPA and Health Planning Certificate.

**PADM 6150. INFORMATION TECHNOLOGY IN THE PUBLIC SECTOR. (3)** This course addresses how information technology influences public agencies' structure, behavior and decision making as well as how IT affects managerial roles and shapes interactions with citizens and other organizations. Students examine topics such as: information security and safety, privacy, ethics, and implications for the workforce and employee morale. Attention is given to the Internet and government intranets. Required for MPA.

**PADM 6190. FINANCIAL MANAGEMENT FOR HEALTH AND NON-PROFIT ORGANIZATIONS. (3)** This course covers theory and application of financial management systems and techniques in health and non-profit organizations. It seeks to enhance financial decision making skills through application of analytical concepts and decision techniques to a variety of situations. Particular attention is paid to accounting procedures, techniques for financial analysis, investment in long-term assets, budgeting systems, cash management, risk management, and debt management.

**PADM 6210. SEMINAR IN PUBLIC ADMINISTRATION. (3)** This seminar surveys public administration theory, approaches to public management and contemporary problems in public administration. Required for MPA. Prerequisite: POLI 2010 or URBS 2010 equivalent undergraduate or graduate level American national government course.

**PADM 6220. SEMINAR IN ADMINISTRATIVE LAW. (3)** This seminar reviews legal considerations that affect administrative decision-making, regulations and management in government organizations.

**PADM 6230. SEMINAR IN FISCAL MANAGEMENT: PUBLIC BUDGETING. (3)** This course views budgeting in a broad perspective providing a familiarity with the economic and political implications of public budgeting; the budgetary process; types and uses of budgetary data systems; and recent efforts to rethink budgetary techniques at the federal, state, and local levels in government. Required for MPA. (Formerly PA 623)

**PADM 6240. SEMINAR IN STAFF FUNCTIONS: PERSONNEL. (3)** This course provides an overview of the issues and techniques that may be used by public administrators in the selection, evaluation, career development, compensation, and separation of employees.

**PADM 6250. SEMINAR IN STAFF FUNCTIONS: PROGRAM EVALUATION. (3)** This seminar deals with the role and scope of program evaluations at all levels of government. Emphasis is placed on techniques for evaluating public program impact at the state and local levels.

**PADM 6260. SEMINAR IN STAFF FUNCTIONS: BUDGETING AS A MANAGEMENT TOOL. (3)** This course emphasizes the policy and managerial aspects of public budgeting. Opportunity is provided to focus upon a limited number of relevant issues or processes such as: information systems, zero-based budgeting, analysis of budgeting systems, operational and program auditing.

**PADM 6270. SEMINAR IN ADMINISTRATIVE LEADERSHIP: THE PUBLIC EXECUTIVE. (3)** This seminar examines alternative theories and approaches to leadership in organizations and their implications for the public manager.

**PADM 6290. SEMINAR IN INTERGOVERNMENTAL ADMINISTRATION. (3)** This course seeks to provide an appreciation of the challenges confronting public administration in a federal environment and an opportunity to develop a "working philosophy" of intergovernmental administration.

**PADM 6310. SEMINAR IN ORGANIZATION THEORY. (3)** This seminar reviews major theories of organization and their applicability to public sector agencies including study of administrative behavior in organizations. Required for MPA.

**PADM 6320. SEMINAR IN ORGANIZATIONAL ANALYSIS. (3)** The seminar is a study of the design of organizations as a factor in their ability to adapt successfully to change. Current programs and topics in organizational development are discussed.

**PADM 6330. SEMINAR IN PUBLIC MANAGEMENT. (3)** The seminar examines selected problems in public management.

**PADM 6360. SEMINAR IN ORGANIZATIONAL BEHAVIOR. (3)** This seminar is a study of organizational behavior as a product of interactions between and among organizational members.

**PADM 6390. ETHICS AND VALUES IN THE PUBLIC SERVICE. (3)** This course is a critical investigation of ethics, ideals and values commonly attributed to public service in the United States. These include efficiency, competence and responsibility; rule of law; democratic participation; public interest and compassion.

**PADM 6410. SEMINAR IN PUBLIC POLICY ANALYSIS. (3)** The focus of this seminar is on the role of administrators in policy analysis and decision-making, with emphasis on the study of methods and techniques by which public policies can be analyzed and evaluated. Required for MPA.

**PADM 6430. SEMINAR IN CONTEMPORARY PUBLIC POLICIES. (3)** The purpose of this seminar is to examine problems in one or more public policy areas from political and administrative perspectives. Topics will be selected by the instructor. (May be repeated once as different topics are selected for course focus.)

**PADM 6440. SEMINAR IN URBAN ADMINISTRATION . (3)** This seminar is an analysis of political institutions and administrative processes in metropolitan areas.

**PADM 6470. SEMINAR IN TENNESSEE GOVERNMENT. (3)** This seminar is an intensive analysis of selected governmental problems in Tennessee.

**PADM 6480. SEMINAR IN BUSINESS AND GOVERNMENT. (3)** The focus of this seminar is government regulations and the interrelationship and interdependence of the public and private sectors.

**PADM 6490. SEMINAR IN POLITICS OF ADMINISTRATION. (3)** This seminar addresses the ways in which parties, political action committees, interest groups, legislators, the courts, other agencies and professional groups shape administrative action, public policy and organizational structure(s). Required for MPA.

**PADM 6500. INTERNSHIP IN THE PUBLIC SERVICE. (6)** Students not exempt from the internship requirements will fulfill the internship under a joint administrative arrangement between the MPA program and a designated agency. Permission of instructor or program director required.

**PADM 6510. MANAGEMENT OF HEALTH AGENCIES. (3)** This course surveys the major administrative approaches within public agencies that administer health programs. Skills are developed through case problem-solving.

**PADM 6515. Health Organizations & Delivery Systems. (3)** This seminar examines selected topics in health organizations & delivery systems. The course examines broad contemporary topics as well as traditional and routine management information systems employed in the health care sector.

**PADM 6520. HEALTH POLICY IN THE U.S. (3)** This course is a study of the organization and delivery of health services in the U.S. Current problems affecting the delivery of services and alternative systems and reforms are analyzed.

**PADM 6530. TOPICS IN ADMINISTRATION OF HEALTH AND HUMAN SERVICES PROGRAMS. (3)** Selected topics in the areas of health and human service administration provide the focus of this course.

**PADM 6540. PLANNING AND PROBLEM SOLVING IN HEALTH SERVICES. (3)** Health program planning approaches are reviewed and analyzed in this course, including means of organizing community and public organizations to solve particular health problems.

**PADM 6550. EPIDEMIOLOGY. (3)** This seminar examines the distribution and determinants of health related outcomes in specified populations. Emphasis is placed upon the historical origins of the discipline, measurement techniques, data and error sources, etiological reasoning, disease screening and injury control. Required for Health Planning Certificate.

**PADM 6560. GOVERNMENT PURCHASING. (3)** Addresses the issues and challenges facing managers involved in or with the procurement of products, services and construction for state and local government. Special attention is given to the impact of effective purchasing and construction on government operations and service delivery, as well as the changing role of procurement officers.

**PADM 6600. INDEPENDENT READING IN PUBLIC ADMINISTRATION. (3)** Selected topics are examined under an arrangement between students and an instructor. Permission of the instructor is required prior to registering for this course. May be repeated once upon approval of adviser.

**PADM 6610. STATE AND LOCAL FINANCIAL MANAGEMENT. (3)** Managerial approaches and techniques, conceptual ideas and theories, and institutional knowledge of state and local government financial management are topics to be considered in this course.

**PADM 6630. APPLIED BUDGETING AND FINANCIAL MANAGEMENT. (3)** This course offers a critical review of public budgeting and financial management processes and systems. The student will undertake a substantive evaluation of an on-going financial management operation or process.

**PADM 6700. THESIS. (6)**

**PADM 6900. SPECIAL TOPICS IN PUBLIC ADMINISTRATION. (1-6)** This course pursues selected topics in the area of public administration. Credits earned may not be applied towards the MPA degree, but may be applied toward other graduate degrees.

**PADM 6910. SPECIAL TOPICS IN PUBLIC ADMINISTRATION. (1)** Focusing on particular topics in the area of public administration, this course may be repeated twice as different topics are selected.

**PADM 6920. SPECIAL TOPICS IN PUBLIC ADMINISTRATION. (2)** Focusing on particular topics in the area of public administration, this course may be repeated twice as different topics are selected.

**PADM 6930. SPECIAL TOPICS IN PUBLIC ADMINISTRATION. (3)** Focusing on particular topics in the area of public administration, this course may be repeated twice as different topics are selected.

**PADM 6940. SPECIAL TOPICS IN PUBLIC ADMINISTRATION. (3)** The intent of this course is to provide special study on selected topics in the area of public administration. May be repeated once upon approval of adviser.

**PADM 6950. INTRODUCTION TO NON-PROFIT ORGANIZATIONS. (3)** This seminar presents an overview of the history, operation and structure of non-profit organizations. Particular attention is paid to the legal requirements of incorporation and the ethical and philosophical orientation of such organizations.

**PADM 6960. RESOURCE DEVELOPMENT FOR NON-PROFIT ORGANIZATIONS.(3)** This course focuses on the various sources of revenue available to support non-profit organizations and techniques for marshaling this support. Topics include: demographic, geographic and cultural forces; types of donors and donor institutions; the fund raising process; planning a campaign; techniques and strategies; marketing strategies; requisites for successful and ethical fund-raising; federal and state regulations.

**PADM 6970. MARKETING FOR NON-PROFIT ORGANIZATIONS. (3)** The role of marketing and promotion in strategic planning for public and non-profit agencies is examined from an applications perspective.

**PADM 6980. STRATEGIC PLANNING AND MANAGEMENT ISSUES FOR NON-PROFIT ORGANIZATIONS. (3)** This seminar will address important management and strategic planning issues facing non-profit administrators.

**PRST 5100. Professional Environment: Issues and Ethics. (3)** Overview of ethics in general, with practical tools for assessing ethical dimensions of professional life, diagnosing or identifying the moral issues at hand, and then developing reasonable options to address particular moral and ethical issues. Required for MPS.

**PRST 5200 Globalization and the Professions. (3)** The purpose of this course is to assess the impact of globalization on professional life. The course examines globalization as it relates to commerce, information flow, mass media, government, health care and education. Required for MPS.

**PRST 5300 Research Methods. (3)** The study and application of research methods appropriate to professional studies. The course will provide a general introduction to research methods, as well as providing practical exposure to problem statements, literature reviews[a1], writing the research proposal, and organization of the research report. Quantitative and qualitative research methodologies will be covered. Required for MPS.

Enrollment in the following courses is limited to students admitted to the Ph.D. program. Other doctoral students may be enrolled with the permission of the Department chair of Public Administration.

**PADM 7000. SEMINAR IN THEORY AND PRACTICE OF PUBLIC ADMINISTRATION. (3)** This seminar involves analysis and survey of the seminal literature impacting upon the development of the study of public organizations in general and the study of public administration as a discipline. Required for Ph.D.

**PADM 7130. RESEARCH METHODOLOGY IN PUBLIC ADMINISTRATION. (3)** This seminar includes an advanced survey of topics in research design. Students must complete a quantitative research design as part of requirements for the course. Required for Ph.D.

**PADM 7140. APPLIED QUANTITATIVE TECHNIQUES IN PUBLIC ADMINISTRATION. (3)** This seminar focuses on the analysis of large or small data sets through the utilization of the Statistical Package for Social Sciences or through some other software package. Report writing functions are covered. Required for Ph.D.

**PADM 7220. SEMINAR IN ADMINISTRATIVE MANAGEMENT. (3)** This seminar emphasizes management tools as applied to public institutions. Required for Ph.D.

**PADM 7230. PUBLIC BUDGETING II. (3)** This seminar addresses advanced topics in public budgeting. Required for Ph.D.

**PADM 7310. SEMINAR IN PUBLIC ORGANIZATION THEORY. (3)** This seminar includes a critical review of theoretical developments and recent trends in organization theory and an analysis of the relevance of those developments for public sector managers. Required for Ph.D.

**PADM 7410. SEMINAR IN PUBLIC POLICY IMPLEMENTATION. (3)** This seminar focuses on models of the implementation phase of the policy process drawing on organization theory, decision-making and innovation literature. Required for Ph.D.

**PADM 8110. DISSERTATION RESEARCH. (3-12)** This course may be repeated. Required for Ph.D.

## GRADUATE FACULTY

**Ken Chilton**, Assistant Professor

B.A., Centre College; M.P.A., University of Louisville; Ph.D. 1999, University of Louisville

**Arie Halachmi**, Professor

B.A., 1964, M.A., 1970, Hebrew University; Ph.D., 1972, State University of New York at Buffalo

**Michael Harris**, Professor and Dean, College of Public Service and Urban Affairs

B.S., 1982; M.P.P., 1986, Tel-Aviv University; Ph.D., 1993, Indiana University

**Ann-Marie Rizzo**, Professor

B.A., 1969, Ithaca College; M.A., 1971, Ph.D., 1974, Syracuse University

**Bruce D. Rogers**, Professor (retired)

B.A., 1965, State University of New York at Binghamton; M.A., 1967, Brooklyn College; Ph.D., 1973, Indiana University

**Alex S. Sekwat**, Professor and Associate Dean, School of Graduate Studies and Research

B.S., 1985, University of Khartoum; M.P.A., 1988, Arkansas State University; Ph.D., 1994, Florida Atlantic University

**Megan E. Streams**, Assistant Professor

B.S., 1994 & M.S., 1996, Pennsylvania State University; M.P.A., 2004, Ph.D. 2007, University of Kentucky

**Rodney E. Stanley**, Professor & Interim Department Chair

B.S., 1995, Tennessee Temple University; M.P.A., 1997, University of Tennessee at Chattanooga; Ph.D., 2001, Mississippi State University