

THE INSTITUTE OF GOVERNMENT

PUBLIC ADMINISTRATION

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GOALS

The goals of the Institute of Government are to support the University's mission by engaging in educational, research, and service programs focusing upon applied public management and policy. The Institute offers the Master of Public Administration (MPA) degree, the Ph.D. degree with a major in public administration and the Certificate in Health Administration and Planning. 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.

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 and private agencies. The MPA program 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 the administrative process and all factors that affect it, including vital issues which affect our society. Administrators must be able to recommend appropriate courses of action to elected officials and other public policy makers. In order to accomplish the public mission, the modern administrator must learn such skills as financial administration, the management of personnel, evaluation, research design, statistics, computer utilization, and the management of large organizations. Our graduates are professionals qualified by their specialized knowledge, skills and abilities to assume key managerial positions in the public sector.

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 (only the General Test is required); (4) one 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 MPA program.

Admission Requirements

In addition to submitting the admissions application and materials cited above, applicants seeking unconditional admission must present a Graduate Record Examination score (verbal and quantitative scores combined) of at least 750. Applicants with at least a 2.50 undergraduate grade point average who have not submitted a score on the Graduate Record Examination may be conditionally admitted. Students admitted conditionally must submit an acceptable Graduate Record Examination test score during the first semester of enrollment. Persons having a Master's or other advanced degree need not submit a GRE score.

MPA applicants must meet the following requirements: students seeking unconditional admission to the program must have a minimum overall grade point (calculated either as overall GPA or last 60 hours) of 2.25, provided the student presents a correspondingly higher GRE score. Similarly the minimum acceptable GRE score would be 750, provided the student presents a correspondingly higher GPA.

This sliding scale for unconditional admission to the MPA program is as follows.

GPA (Four Year or Last 60 Hours)	GRE (composite Verbal/ Quantitative score)	GMAT	
	3.0	750	325
	2.9	770	335
	2.7-2.8	790	345
	2.5-2.6	800	350
	2.25-2.49	870	385
	Below 2.25	1000	450

Persons having a Master's or other advanced degree need not submit a GRE score. Students with acceptable GMAT scores (325 or better) may submit the GMAT in place of the GRE (see above table for GMAT scores equivalent to the GRE). All scores, GRE or GMAT, must have been earned within 6 years of the anticipated matriculation date.

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. Thesis Options. The Institute offers both thesis and non-thesis options. Both options require completion of 42 semester credit hours including an internship of 6 semester hours. The non-thesis option requires 36 semester hours of course work exclusive of the internship. The thesis option requires 30 semester hours of course work, exclusive of the internship, and a thesis of 6 semester hours.

B. Master's Core. Students must satisfy the eight-course core requirement. 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.

C. Electives. Students may select, with the approval of their advisors, any four 600 level courses offered by the Institute. With the permission of the student's advisor, a maximum of 12 semester credit hours of course work may be taken outside of the Institute, including courses transferred from another institution.

D. Internship. The total credit hours for the MPA include 6 semester hours for a supervised internship of at least twenty hours a week for fifteen weeks. Students typically work for state or city agencies acquiring on the job experience in government. Students with little or no experience in public or non-profit administration should contact the director concerning an internship. Students may be approved for an internship after completing 15 credit hours of course work.

Students with one year of significant governmental or comparable 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.

Course Scheduling

Courses are scheduled with the fully employed individual in mind. Classes meet weekly on weekday evenings or bi-weekly during the day on weekends.

PROGRAM OF STUDY

PA 611	Statistics for Public Administrators 3
PA 613	Research Methods in Public Administration 3
PA 615	Information Technology in the Public Sector 3
PA 621	Seminar in Public Administration 3
PA 623	Seminar in Fiscal Management: Public 3
Budgeting	
PA 631	Seminar in Organization Theory 3
PA 641	Seminar in Policy Analysis 3
PA 649	Seminar in Politics of Administration 3
PA 650	Internship in the Public Service (unless student is exempted) - 6 hours
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 Institute of Government 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 Institute 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 Director of the Institute.

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.

Advisor

The Institute Director or Coordinator of Graduate Studies serves as the academic advisor for all students admitted to the certificate program unless students elect other faculty. 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:

PA 611	Statistics for Public Administrators (3)
PA 613	Research Methods in Public Administration
(3)	
PA 655	Epidemiology (3)
Electives include:	
PA 651	Management of Health Agencies (3)
PA 652	Health Policy in the U.S. (3)

PA 653
Human

Topics in Administration of Health and

PA 654

Services Programs (3)
Planning and Problem Solving in Health
Services (3)

The 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 society today 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 making 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 as well as advance the field and profession of public administration.
4. an environment conducive of research into management and public policy making.

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

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.

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 scores (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 least 1,000; (2) possess a Master's degree; (3) have a grade point average of at least 3.25 in previous graduate studies; and (4) receive a positive recommendation from the Institute faculty committee evaluating the admission application and materials.

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.

Advisor

The Institute Director or Coordinator of Graduate Studies serves as the academic advisor for all students admitted to the Ph.D. program until the student's Dissertation Committee has been formed.

Residency

Ph.D. program participants must establish academic residency at TSU by completing the Quantitative Skills Core and two of the five Doctoral Core course within four (4) regular 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.

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 PA 713, in which a major research design must be prepared, and PA 714, 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.

Preliminary Examination

The student must pass an examination to determine if the student has acquired the skills and knowledge to start work on the dissertation. In order to take this preliminary examination, the student must:

1. be in good academic standing.
2. have completed a minimum of 24 semester hours of course work beyond the Master's degree, including all Quantitative Skills Core and Doctoral Core courses.
3. have a cumulative GPA of at least 3.0 including a minimum average GPA of 3.0 in Core course work.
4. have filed the Declaration of Intent to Take the Preliminary Examination form during the semester preceding the semester in which the examination is taken. The form must be filed by the end of April for a fall semester examination and by the end of October for the spring semester examination.

The preliminary examination is offered twice each year, early in a regular semester. The examination is in two parts, one written and one oral. The written exercise is given first. The oral portion of the examination is conducted by a committee of at least three Institute faculty members appointed by the Director. A student failing the preliminary examination may be retested only once, and only on the recommendation of the examining committee.

Candidacy

The student must be admitted to candidacy prior to registering for dissertation research credit. The Admission to Candidacy form may not be filed until:

1. the student has successfully completed the preliminary examination;
2. the student's Dissertation Committee has approved the student's dissertation prospectus.

Dissertation Committee

The student, in close consultation with the Institute Coordinator of Graduate Studies, recommends three graduate faculty members to serve as a Dissertation Committee. At least two of the members must be Institute faculty and one of these must agree to chair the Committee. The Director of the Institute, in consultation with the Coordinator of Graduate Studies, designates the Committee membership and chair. Once the Committee is formed, the Committee chair serves as the student's academic advisor. The Dissertation Committee has the responsibility of providing guidance to the student for the remainder of the student's program as well as approving the dissertation prospectus and the dissertation.

Areas of Specialization

Students are encouraged to concentrate elective course work in an area of specialization designed in consultation with the student's Dissertation Committee.

Dissertation

Once admitted to candidacy, the student should register for dissertation research credit. The student must enroll for a minimum of 12 semester credit hours of dissertation research. Once students begin the dissertation, they must register for PA 811 every semester until the dissertation is complete. After 12 credit hours have been completed, students register for "Dissertation Continuation" at a reduced fee.

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 final draft of the dissertation must be acceptable to all members of the student's Dissertation Committee.

Final Oral Examination

After acceptance of the final dissertation draft, the Director of the Institute shall appoint one graduate faculty member from the Institute and the Dean of the School of Graduate Studies and Research shall appoint one graduate faculty member from outside the Institute, 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.

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 during the first semester of coursework.

PA 713

Research Methodology and Applied
Quantitative Techniques 3

PA 714

Statistical Computer Application in Public
Administration 3

PA 700

Theory and Practice of Public
Administration 3

Administration

PA 722

Administrative Management 3

PA 723

Public Budgeting II 3

PA 731

Public Organization Theory 3

PA 741

Public Policy Implementation 3

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

COURSE DESCRIPTIONS

PA 611. 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.

PA 612. STATISTICS FOR PUBLIC ADMINISTRATORS II. (3) Prerequisite 611. Continuation of 611.

PA 613. 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.

PA 615. 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.

PA 621. SEMINAR IN PUBLIC ADMINISTRATION. (3) This seminar surveys public administration theory, approaches to public management and contemporary problems in public administration. Required for MPA.

PA 622. SEMINAR IN ADMINISTRATIVE LAW. (3) This seminar reviews legal considerations that affect administrative decision-making, regulations and management in government organizations.

PA 623. 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.

PA 624. 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.

PA 625. 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.

PA 626. 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.

PA 627. 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.

PA 629. 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.

PA 631. 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.

PA 632. 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.

PA 633. SEMINAR IN PUBLIC MANAGEMENT. (3) The seminar examines selected problems in public management.

PA 636. SEMINAR IN ORGANIZATIONAL BEHAVIOR. (3) This seminar is a study of organizational behavior as a product of interactions between and among organizational members.

PA 639. 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.

PA 641. 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.

PA 643. 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.)

PA 644. SEMINAR IN URBAN ADMINISTRATION . (3) This seminar is an analysis of political institutions and administrative processes in metropolitan areas.

PA 647. SEMINAR IN TENNESSEE GOVERNMENT. (3) This seminar is an intensive analysis of selected governmental problems in Tennessee.

PA 648. 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.

PA 649. 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.

PA 650. 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.

PA 651. 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.

PA 652. 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.

PA 653. 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.

PA 654. 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.

PA 655. 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.

PA 656. 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.

PA 660. INDEPENDENT READING IN PUBLIC ADMINISTRATION. (1-3) Selected topics are examined under an arrangement between students and an instructor. Permission of the instructor is required prior to registering for this course.

PA 661. 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.

PA 663. 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.

PA 670. THESIS. (6)

PA 690. 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.

PA 691. 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.

PA 692. 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.

PA 693. 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.

PA 694. SPECIAL TOPICS IN PUBLIC ADMINISTRATION. (1-6) The intent of this course is to provide special study on selected topics in the area of public administration.

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 Director of the Institute of Government.

PA 697. 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.

PA 700. 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.

PA 713. RESEARCH METHODOLOGY AND APPLIED QUANTITATIVE TECHNIQUES. (3) This seminar includes a survey of advanced topics in research design, regression, analysis of nominal and ordinal data, and contingency table analysis. Required for Ph.D.

PA 714. STATISTICAL COMPUTER APPLICATION 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.

PA 722. SEMINAR IN ADMINISTRATIVE MANAGEMENT. (3) This seminar emphasizes management tools as applied to public institutions. Required for Ph.D.

PA 723. PUBLIC BUDGETING II. (3) This seminar addresses advanced topics in public budgeting. Required for Ph.D.

PA 731. 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.

PA 741. 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.

PA 811. DISSERTATION RESEARCH. (3-12) This course may be repeated. Required for Ph.D.

GRADUATE FACULTY

Arie Halachmi, Professor

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

Sangho Moon, Assistant Professor

B.S., 1991, Seoul National University; M.S., 1999, University of Wisconsin-Madison; Ph.D., 2001, University of Wisconsin-Madison

Ann-Marie Rizzo, Professor and Director

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

Bruce D. Rogers, Professor

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

Alex S. Sekwat, Associate Professor and Coordinator

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

Rodney E. Stanley, Assistant Professor

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

University

A. Robert Thoeny, Professor

B.S., 1957, United States Naval Academy; M.S., 1963, Ph.D., 1968, University of Wisconsin (Madison)