

INTRODUCTION

History of the Department

In the Fall of 1975, the Department of Political Science at Jackson State University initiated a graduate program in Public Policy and Administration to provide practical career oriented training for persons already employed in the many branches of public service. This program initially awarded a Master of Arts degree in Political Science with a concentration in Public Policy and Administration. During the 1976-77 school year, the Board of Trustees of State Institutions of Higher Learning granted approval for the Master of Public Policy and Administration, (MPPA), Degree. In 1978 the program achieved NASPAA accreditation. This new professional degree allowed Jackson State University to fulfill its responsibility as a public institution in meeting the growing demand for competent and professionally trained public administrators at all levels of management in the state of Mississippi. The original proposal to develop the MPPA Program was funded by the Fund for the Improvement of Post-Secondary Education. This modest grant enabled the University to employ a program director, purchase equipment and supplies and provide limited travel funds to attend professional meetings.

The Department of Public Policy & Administration (PPAD) has grown at a phenomenal rate. The student population has increased from twenty-five, (25), at inception, and has stabilized at 150 with a projected growth to 200 students in five years. In the Fall semester of 1992, the program commenced offering a Ph.D. degree with 19 enrolled students. Concomitantly, the faculty has grown from two (2) full-time persons to its current level of eight (8) full-time, and several adjunct faculty. The Public Policy and Administration Program was granted Departmental status in June 1993 making it the first and only Department of Public Policy & Administration in the state. The fact that the PPA Department constitutes one of the larger graduate enrollments in the University reinforces the original conviction that a professional degree program in Public Policy and Administration was and is extremely attractive in the State's Capital.

Direct and indirect support of the Department has been provided by the Fund for the Improvement of Post-Secondary Education; the former, U. S. Department of Education, City of Jackson; Town of Bolton; Jackson Opportunities Industrialization Center; Jackson Equal Opportunity Commission Area Office; Mississippi AFL-CIO; Office of Black Economic Development, Mississippi Research and Development Center; the Social Security Administration; the U. S. Department of Interior National Park Service; U. S. Office of Personnel Management; Department of Housing and Urban Development; U. S. Department of Agriculture Soil Conservation Service; Mississippi Legislative Committee on Reapportionment; Department of Transportation; Mississippi State Classification Commission; Hinds County Tax Assessor's Office, Mississippi State Board of Health; U. S. EPA and Tennessee Valley Authority and many other entities.

The Department of Public Policy and Administration is an autonomous unit located within the College of Public Service. Because the Department is a graduate degree granting unit, it also operates under the auspices of the Graduate Dean and Graduate Council. In addition to its academic units the Department houses the Mississippi Center for Technology Transfer (MCT²).

Educational Philosophy of the Department of Public Policy and Administration

The effort to allocate resources and the administration of the allocation of resources is as old as the history of humankind residing communally. However, the academic discipline of American Public Administration is a comparatively a new discipline, tracing its beginning to the late 1800's. From that time period to the present, the discipline of Public Administration has been linked, perhaps more than many others, to the ideological foundations of the American intergovernmental system. Thus, a major focus of any Public Administration Program of quality has, and continues to be, the focus on the administration of resources with equity. At Jackson State, we believe that the administration of resources with equity represents the highest example of public service. Indeed, the public servant then becomes the noblest of all professions; practicing the noblest art. The nobility of public service and the under-pinning of the concepts of equity and the allocation of resources in the ethos which drives the philosophy of learning of the Public Policy and Administration Department at Jackson State. It is this philosophy which we seek to engender in the PPAD student. The Department of Public Policy and Administration is the principal unit at Jackson State University which educates persons primarily for careers in the fields of public management and policy analysis for service in public, non-profit, and "quasi" public organizations. Concomitantly, it is also the mission of PPAD to serve as a resource to the Jackson State University community, the Jackson Standard Metropolitan Statistical Area, the State of Mississippi, the Nation, and the developing areas throughout the World.

Educational Goals of the Public and Administration Department

The Department of Public Policy and Administration seeks to prepare students for significant professional and managerial positions in public agencies, governmental departments and administrative entities and not for profit organizations. The curriculum is designed to equip students with the skills of contemporary public management, provide a broad understanding of the role of administration in the decision making process, and value training including a sound foundation in ethics. Thus, the goals of the PPA Department are: (1) to provide a cadre of highly trained individuals who are committed to the notion of public service in a variety of organizational settings; (2) to develop advanced educational opportunities for students of public administration in an urban environment where a multiplicity of governmental operations, interactions and practices can be observed; and, (3) fill the need for public, high level executive management which exists in this state and the primarily for careers in the fields of public management and policy analysis for service in public, non-profit, and "quasi" public organizations. Concomitantly, it is also the mission of the PPA Department to serve as a resource to the Jackson State University community, the Jackson Standard Metropolitan Statistical Area the State of Mississippi, the Nation, and developing areas throughout the World.

Resources

Jackson State University has a faculty which includes outstanding scholars who have received training at some of the most prestigious universities in the nation. Many of the faculty members have national organization affiliation and serve on local, state, and national professional and civic boards; commissions and committees. All of the faculty hold doctorate degrees. Graduate faculty members are engaged in research activities and many are published in a variety of journals.

The PPAD faculty has practitioner and academic experience. In addition, the Department provides several lecture series where in major policy makers and practitioners meet with faculty and students to discuss important issues in the field of public administration. Thus, faculty and students are provided the opportunity to blend theory with practice and to interact with professionals who are operating at the leading edge of thought and on the frontiers of public administration.

The City of Jackson is a major resource for the Ph.D. program. As the political, economic, and social capital of the state, the Jackson SMSA provides ready access to the “Movers and shakers” in the State who can meet with our students. In addition the Department tries to “leverage” the visits of the many policy makers of national and international import who visit the Jackson SMSA. Thus, providing additional human resources which we may be able to “tap” for the students.

Aside from the Jackson State library system, students in the Ph.D. program have access to five other college and university libraries, as well as the Jackson/Hinds Library system, the State Law Library, the Central Mississippi Regional Library and the Mississippi Historical Archives.

ADMISSION REQUIREMENTS

The Doctor of Philosophy in Public Policy and Administration Degree is one which demands sound conceptual and analytical abilities. A solid educational foundation and substantial academic and professional achievements are among the criteria upon which applications for admissions are evaluated. Specific prerequisites for admission are submission of:

1. A graduate-level degree from an accredited institution with a grade point average of 3.5 or better as evidenced by an official transcript.
2. GRE (verbal and quantitative), MAT or GMAT score.
3. Three letters of recommendation (two of which from academic sources).
4. A career goals essay.
5. Two samples of academic or professional writing.
6. A minimum score of 550 for international students on the TOEFL.
7. A personal and/or telephone interview may be required.
8. Other considerations such as work or life experiences which are directly related to potential successful completion of the program may also be equated into the admission criteria.

Admission to the Ph. D. Program is granted once per annum for the Fall semester. (Please see Graduate Catalog for other avenues for additional admission to the Ph.D. Program.)

THE CURRICULUM

The Ph.D. program has an urban focus and is interdisciplinary in nature. Students are required to master a body of knowledge that centers around the public management of urban problems; urban minorities; urban development (both past and present); and analysis of social systems. The program is designed to prepare persons for careers in executive management, teaching, research, and other positions of public responsibility. Concomitantly, this degree program emphasizes the acquisition of a knowledge base in the discipline of Public Policy and Administration with an emphasis on policy making, planning, analysis, evaluation and program implementation. In addition to the urban concentration, students will select a concentration in program management, policy analysis, or environmental management, planning and policy. This degree is especially appropriate for persons in public, non-profit and “quasi-public” management settings.

A minimum of 48 semester hours above the Master’s degree, plus 12 hours in dissertation credits is required to complete coursework for the Ph.D. in Public Administration. The 48 semester hours are divided as follows:

- 24 hours of public administration core courses
- 12 hours of urban management concentration courses
- 12 hours of elective concentration courses

The Ph.D. CORE COURSES

PPAD 705-90	Scope of Public Administration
PPAD 707-90	Management of Information Systems
PPAD 748-90	Human Resources Planning and Management
PPAD 760-90	Financial Management in Public Organizations
PPAD 776-90	Theories of Public Organizations
PPAD 777-90	Public Policy Formulation and Implementation
PPAD 796-90	Advanced Research Methods for Public Management I
PPAD 796-91	Advanced Research Methods for Public Management II

AREAS OF CONCENTRATION ARE:

Policy Analysis	Program Management
Urban Management	Environmental Management, Planning and Policy

REQUIRED COURSES: PUBLIC ADMINISTRATION CORE (24 Hours)

PPAD 705	Scope of Public Administration
PPAD 707	Management of Information Systems
PPAD 748	Human Resources Planning and Management
PPAD 760	Financial Management in Public Organizations
PPAD 776	Theories of Public Organizations
PPAD 777	Public Policy Formulation and Implementation
PPAD 796 -90	Advanced Research Methods for Public Management I
PPAD 796-91	Advanced Research Methods for Public Management II

URBAN MANAGEMENT CORE (12 Hours)

PPAD 513	Intergovernmental Relations
PPAD 538	Community Political Processes
PPAD 580	Administrative Law
PPAD 582	City Planning and the Political Process
PPAD 586	Urban Problems, Non-Traditional Options & Technique
*PPAD 585/785	Seminar in Urban Problems
PPAD 712	Urban Management and Urban Services
PPAD 725	Urban Politics and Policy Making
PS 537	Urbanization, Social Change and Political Power
UA 556	Regional Land Use and Planning
SOC 720	Community Analysis

ELECTIVE CONCENTRATIONS (Choose One)

(Select 12 hours from the courses listed under each concentration)

PROGRAM MANAGEMENT

PPAD 504	Administration of Ambulatory Health Care Systems
PPAD 562	Comparative Public Administration
PPAD 700	Health Care Finance
PPAD 708	Contemporary Topics in Public Administration
*PPAD 709	Seminar in Executive Leadership Development
PPAD 736	Administration of Health Agencies
PPAD 749	Human Resource Programs in Public Agencies
PPAD 750	State and Local Government Budgeting and Finance
PPAD 770	Administration of Non-Profit Organizations
PPAD 781	Seminar in Community and Economic Development
*PPAD 782	Seminar in Program Development and Evaluation
FNGB 511	Computer Applications in Management
	New course to be added

* Required Course

POLICY ANALYSIS

*PPAD 759	Seminar in Public Policy Analysis
PPAD 708	Contemporary Topics in Public Administration
PPAD 709	Seminar in Executive Leadership Development
*PPAD 782	Seminar in Program Development and Evaluation
PPAD	Advanced Quantitative & Qualitative Research
CSC 509	Computers and Society
FNGB 511	Computer Applications in Management

ENVIRONMENTAL MANAGEMENT, PLANNING AND POLICY

PPAD 557	Environmental Law
*PPAD 560	Seminar in Politics of Environmental Administration
PPAD 561	Governmental Regulation of Natural Resources
PPAD 709	Seminar in Executive Leadership
*PPAD 781	Seminar in Community and Economic Development
PPAD 710	Toxicology and Epidemiology for Public Managers
ECON 700	Environmental Economics
ESCI 501	Environmental Science
ESCI 514	Methods of Environmental Analysis
UA 556	Regional Land Use and Planning
UA 560	Eco Systems Management
ITHM 529	Environmental Toxicology and Risk Assessment

OTHER COURSES**

PPAD 797	Internship
PPAD 798	Dissertation
PPAD 799	Independent Study

*Required Course

SELECTED DESCRIPTION OF COURSES

PPAD 504 **Administration of Ambulatory Care Systems. (3 Hours)** An analysis of the primary health care level as delivered in the United States and other countries. Various models of delivery are examined vis. a vis physician's office, Neighborhood Health Center, Health Maintenance Organization, etc.

PPAD 505 **Principles of Public Administration. (3 Hours)** An analysis of the basic principles and practices of Public Administration in the United States. Problems of structure, organization, administrative power, status and leadership are examined. Major actors in the struggle to control bureaucracy are identified. Value systems, ethics and application of administrative power are explored.

PPAD 507 **Quantitative Analysis. (3 Hours)** Students are familiarized with the application of relevant research techniques to the problems of public sector management and policy formulations.

PPAD 508 **Advanced Quantitative Qualitative Analysis. (3 Hours)** Prerequisite: Research for Public Management. This course gives the students a higher level of skills in research methodology.

PPAD 513 **Intergovernmental Relations*. (3 Hours)** Prerequisite: American Government. Evolution of the American federal system; consideration of inter-unit cooperation and conflict; review of administrative issues like revenue-sharing, federal grants and regulations.

PPAD 514 **Problems of County Administration. (3 Hours)** Prerequisite: State and Local Government. Administrative operations in county government are discussed; emphasis is placed on understanding, purchasing and contracting, personnel and financial administration, reporting and public relations.

PPAD 515 **Metropolitan Government and Politics. (3 Hours)** Prerequisite: American Government. Political and structural elements of public and private influences on policies like annexation, consolidation, regional development and planning are analyzed.

PPAD 516 **The Administrative State*. (3 Hours)** Prerequisite: Introduction to Public Administration. Political environment of public administration; relation of bureaucracies to public opinion and political pressure; relations among legislators, elected executives, and civil servants are discussed.

PPAD 517 **Seminar in Mississippi Government and Politics**. (3 Hours)** Prerequisite: State and Local Government or American Government. Special features of Mississippi governmental structure and political process are reviewed.

PPAD 518/718 **Seminar in State Politics*. (3 Hours)** Prerequisite: State and Local Government. Student examination of the organization, function, political dynamics and policy outputs of state governmental systems.

PPAD 519/719 **Problems of State Administration*. (3 Hours)** Prerequisite: State and Local Government. Administrative operations in county government are reviewed with emphasis on planning research, purchasing and contracting, personnel and financial administration, reporting and public relations.

PPAD 520 **Civil Rights Laws and Affirmative Action. (3 Hours)** This course is designed to introduce the students to civil rights laws passed in America since the 1960s. Every effort is made to relate changes in civil rights laws to the general nature of incremental policy making in the U.S.

PPAD 521/721 **Black Perspectives in Public Administration. (3 Hours)** Public Policy Problems perceptions and experiences of Blacks are examined along with the policy process. Broader questions concerning systemic change, structural transformation and historical built in dilemmas are examined. Clarification of the relationship between bureaucracy and the Black client is explored.

PPAD 525/725 **Urban Politics. (3 Hours)** Prerequisites: American Government and Urban Politics. Community power and decision-making, political leadership; the relationship of citizens of their government; the urban bureaucracy, citizen participation; and delivery of services are discussed.

PPAD 536/736 **Administration of Health Agencies. (3 Hours)** A general overview of health care systems especially the free enterprise system utilized in America discussed including review of empirical studies of demand for health services; behavior of providers and relationship of health services to population health and how public input into health care organizations help form public policy for health care issues.

PPAD 538 **Community Political Processes. (3 Hours)** Students analyze the political consequences of the underlying socio-economic forces operating in urban areas. (S)

PPAD 548 **Public Personnel Human Resource Administration (formerly Public Personnel Administration). (3 Hours)** Procedures and problems of governmental personnel administration are reviewed emphasis on staffing, remuneration, career system, motivation, evaluation, collective bargaining, and employee relations.

PPAD 549 **Public Finance Administration. (3 Hours)** Procedures for the control of public funds, assessment and collection of taxes; public borrowing and debt administration; preparation, enactment, and audit of the budget are reviewed.

PPAD 550/750 **State and Local Government Budgeting and Finance. (3 Hours)** Students study the fiscal problems of urban areas and the scope of government fiscal activities including revenue trends, taxing policies, cash flow management, debt management and pension fund management.

PPAD 551 **Public Policy. (3 Hours)** Politics of the policy process; nature, determinants, and effects of public goods and services; formulation, implementation, and evaluation of public policies.

PPAD 552 **Consumer Law**. (3 Hours)** The law as it affects the rights of creditors and debtors with special emphasis on the problems of the poor is studied.

PPAD 553 **Constitutional Law and the Economic Enterprise**. (3 Hours)** Prerequisite: PS 423 Constitutional Law. Selected social and regulatory legislation and its constitutional foundations are analyzed.

PPAD 555 **The Criminal Justice System. (3 Hours)** The problems of law enforcement from commission of a crime through sentencing, trial, incarceration, and rehabilitation.

PPAD 557 **Environmental Law*. (3 Hours)** Prerequisites: Introduction to Law or Constitutional Law. Federal and state regulations designed to protect the environment are reviewed.

PPAD 558 **The Correction System*. (3 Hours)** Principles of the formal behavior control devices are examined with emphasis on legal systems and the philosophical background of criminal justice systems.

PPAD 559/759 **Seminar in Public Policy Analysis. (3 Hours)** This course provides a general and conceptual overview of the study of public policy as a major sub-field of public administration. It is designed to emphasize the policy process and include methods and techniques of policy analysis.

PPAD 560 **Seminar in Politics of Environmental Administration. (3 Hours)** Prerequisite: Environmental Law. The contemporary aspects of environmental problems as reflected in society, politics and business that are faced by administrators are discussed.

PPAD 561 **Governmental Regulation of National Resources. (3 Hours)** Prerequisite: Environmental Law. The legal and political problems faced by government when trying to regulate use of natural resources are examined.

PPAD 562 **Comparative Public Administration*. (3 Hours)** Prerequisite: Comparative Government. Students analyze of administrative processes and systems in various types of governments including operation of national plans, public enterprises, and rural development.

PPAD 568 **Labor Management Relations in the Public Sector. (3 Hours)** Prerequisite: PS 371. The course analyzes the development of labor unions at the national, state, and local government levels in the United States. (F)

PPAD 571 **Program Development and Operation*. (3 Hours)** Prerequisite: Government Organization and Administration Theory. The development, operation, and evaluation of public programs; examination of various problem solving techniques and problems associated with new programs are discussed.

PPAD 572 **Human Relations in Public Employment**. (3 Hours)** Prerequisite: American Government. The course develops understanding of human problems in public agencies; focusing on collective bargaining, contract administration, personnel efficiency and morale, equal employment and affirmative action procedures.

PPAD 576 **Administrative Theory. (3 Hours)** Organizational change, effectiveness, and allocation processes in public agencies are discussed. The theoretical models of open system, rationalist conflict, coalition and decision-making are examined with the aim of presenting a unified set of propositions about organizations.

PPAD 579 Administrative Behavior. (3 Hours) The course examines administrative behavior and government management with appropriate comparison to private industry, analysis of principal elements of the public administrator's job, such as planning procedure and work methods, evaluating and control programs and operations. (F, Sum)

PPAD 580 Administrative Law. (3 Hours) The primary objective of this course is to introduce students to series of important issues in Administrative Law. Some of the issues and problems central to the field are explored by an analysis of relevant literature.

PPAD 581/781 Seminar in Community Development and Economic Development. (3 Hours) This course provides students with a basic understanding of the broad field of community and economic development. It focuses on community and economic development activities carried out by the federal, state and local levels of government, as well as on the impact that the neighborhood development organization has had in this area. The course emphasizes the breadth of the field by exposing students to a variety of readings, and to regular visits by practitioners in the field who will give students insight into contemporary problems.

PPAD 582 City Planning and the Political Process. (3 Hours) A study of the planning process in urban and metropolitan areas, with particular attention to governmental and administrative policies and the machinery for dealing with problems involving complex political, economic, and technological factors and the planning process as it affects Black people. (S)

PPAD 583 Urban Justice*. (3 Hours) Students study the urban court systems, their actors and processes including the impact of the court on resolution of urban problems.

PPAD 585 Seminar in Urban Problems. An analysis of major urban problems, strategies and approaches proposed for their resolution, historical perspective and political implications. Reformist efforts of government and private efforts will be examined with special emphasis on Post-New Deal developments and the impact on the Black community. (S)

PPAD 586 Urban Problems and Non-Traditional Options. (3 Hours) An overview of the strategies, tactics and techniques of municipal administration is analyzed and evaluated. Innovative models for approaching political issues unique to municipalities and the impact of urbanization is discussed.

PPAD 587 Problems in Public Administration. (3 Hours) Case studies are analyzed to illustrate the major problems confronting top bureaucrats in public agencies; problems studied include methods of administrative policies, relationship of public agencies with their clients' specific administrative situations. (S, SUM)

PPAD 596 Research for Public Management. (3 Hours) Empirical analysis for practical administrative problems and the development of new management techniques including controlled social experimentation; simulation of policy issues; evaluation of future alternatives. Diagnostic examination must be passed.

PPAD 597 **Internship. (3 Hours)** Prerequisite: Twelve hours graduate course work in Public Administration prior to this individual work experience in government agencies.

PPAD 598 **Thesis (3 Hours)** Prerequisite: Complete course work and comprehensive. (F, S, Sum)

PPAD 599 **Independent Study. (3 Hours)** The student selects a research area which may be of benefit to his/her program. Topics must be approved by their faculty advisor and the instructor selected by the student for the research.

PPAD 700 **Health Care Finance (3 Hours)** This class provides an understanding of how economic concepts can be applied in the management and planning of health services. Students become familiar with the range of economic and financial concepts that are important to function as health care professionals and learn how to do economic and financial analysis that can help in making managerial and public policy decisions.

PPAD 705 **The Scope of Public Administration. (3 Hours)** This class emphasizes the literature which focuses on the historical and ecological factors influencing the development of the discipline of Public Administration. Concomitantly, a look at contemporary trends will be emphasized. Thus, students will discuss issues such as privatization, the third sector ethnics, and executive leadership. In addition, although the course will focus on American Public Administration, some effort will be given to providing a comparative analysis to the context of public administration.

PPAD 707 **Quantitative Methods. (3 Hours)** This course familiarizes students with quantitative approaches which can be used to solve problems in the public sector management.

PPAD 708 **Contemporary Topics in Public Administration. (3 Hours)** This is a seminar in which "cutting edge" information and contemporary trends and issues are explored.

PPAD 709 **Seminar in Executive Leadership. (3 Hours)** Leadership as an area of academic inquiry as well as an area skill development is the focus of this course. Students will explore leadership from a historical, behavioral, political, and administrative perspective. Additionally, students engage in research and projects which will help to develop their skills as executive leaders.

PPAD 712 **Urban Management and Urban Services. (3 Hours)** Students examine and analyze the methods by which local public services are designed, delivered and evaluated. (S, Sum)

PPAD 748 **Human Resources Planning and Management. (3 Hours)** Students are exposed to the principles, theories, practices and problems of human resource management in the United States. The focus is on the wide spectrum of personnel policies and practices including the political processes that bring them into being and on the interaction between these organizations and the political environment.

PPAD 749 **Human Resource Programs in Public Agencies. (3 Hours)** This course focuses on how to design and implement human resource policies within government agencies at the various levels of the intergovernmental system. The participants will deal with such matters as recruitment, testing, promotions, grievances, discipline, performance appraisal, classification and compensation.

PPAD 752 **Urban History. (3 Hours)** Focuses on the growth of Urbanism and the impact urbanization has had on the lives of Americans.

PPAD 760 **Financial Management in Public Organizations. (3 Hours)** The management of organizational resources in general and in particular (are the focus of this course). While local governments will be the focal point of the course, the principles and techniques have application to all public organization, such as non-profit, health and welfare organizations.

PPAD 770 **Administration of Non-Profit Organizations. (3 Hours)**

This course focuses on the role and character of private, non-profit organizations and the relationship between these organizations and other sectors of the community. It examines the impact that recent public, particularly fiscal-decisions, have had on service delivery in the non-profit environment. Within this context, the course acquaints students with the various aspects of managing non-profit agencies. Visiting practitioners will make presentations to the class throughout the course.

PPAD 776 **Theories of Public Organization. (3 Hours)** This course exposes students of public sector organizations to various prominent explanations and theories of organizations as political, social and economic concepts. Basic questions, concepts, definitions and assumptions about public organizations will be examined. Major subject areas are discussed: 1) theories of individual and group behavior; 2) theories of organizational structure; 3) theories of organizational process.

PPAD 777 **Public Policy Formulations and Implementation. (3 Hours)** This course focuses on problems of policy formulation, implementation, and evaluation. The participants will be exposed to such issues as seeing the need for a policy issues, thinking through goals and objectives, policy adoption, problems of implementation (including perceptive and real gaps between congressional intent and bureaucratic interpretations of congressional intent), and evaluation.

PPAD 782 **Seminar in Program Development and Evaluation. (3 Hours)** The purpose of this course is to teach class participants the principles of program development and provide an understanding of how evaluators can help make government more effective by producing timely information on the promise and performance of existing programs.

PPAD 785 **Seminar in Urban Problems.** An analysis of major urban problems, strategies and approaches proposed for their resolution, historical perspective and political implications. Reformist efforts of government and private efforts will be examined with special emphasis on Post-New Deal developments and the impact on the Black community. (S)

PPAD 796-90 **Advanced and Research Methods I. (3 Hours)** This is a research course in which participants will use both qualitative techniques to address a management problems. Students must take both semesters.

PPAD 796-91 **Advanced and Research Methods II. (3Hours)** This is a research course in which participants will use both qualitative techniques to address a management problems. Students must take both semesters.

PPAD 797 **Internship. (3 Hours)** Executive level "Hands-On", work experience in selected organizations.

PPAD 798 **Dissertation. (3 Hours)** This course is for students who are admitted to candidacy so that they may engage in the writing of the Dissertation.

PPAD 799 **Independent Study. (3 Hours)** The student is allowed to select a research topic of interest. Prior approval must

ACC 551 **Government Accounting**.** (3 Hours) This course focuses on accounting theory and practice applied to government agencies; classification and use of funds; fiscal procedures; budgetary control, financial statements and reports.

BA 558 **Government Purchasing**.** (3 Hours) Procurement of supplies and equipment by government agencies including quantity and quality decisions; bidding procedures; forward buying, pricing and selection decisions; acquisition of technological systems are focused on.

BUS 546 **Management Information Systems**.** (3 Hours) Design and utilization of systems to assist administrative information requirements are reviewed including the study of systems analysis, information flows, data management, and computer application to public management.

ECO 544 **Problems in State and Local Finance****.** (3 Hours) Students' study of major problems related to financing state and local government functions, types and effects of taxes; inter-governmental transfers; fiscal federalism.

ECO 554 **Public Finance Economics**.** (3 Hours) Economic effects of taxes, public debt, and public expenditures on resource allocation, employment, and income distribution, fiscal and monetary policy; economic stabilization are reviewed.

ECO 556 **Urban Economics**.** (3 Hours) Use of economic analysis in understanding the growth and functioning of urban areas with emphasis on the role of public policy in an urban context is studied.

GEO 526 **Urban Geography**.** (3 Hours) The distribution, functions, and internal structures of cities is reviewed from perspective of geographic analysis and classification of urban centers and their tributary areas.

HIST/PPAD 752 Urban History.** (3 Hours) The course focuses on the growth of urbanism and the impact urbanization has on the lives of Americans. (S)

SOC 528 Urban Sociology.** (3 Hours) Analysis of the structure of urban areas. Include origin and development of world urbanization with emphasis on the ecology of urban areas is the focus of this course.

SOC 533 Criminology.** (3 Hours) Students discuss theories of the genesis of criminal behavior in terms of the persons and group theories of crime and punishment.

UA 545 Urban Planning.** (3 Hours) The course emphasizes problems of urban planning, comprehensive land planning, social and economic planning, implementation, housing, open spaces, recreation, civic design, capital marketing, and zoning.

UA 551 Urban Ecology.** (3 Hours) Selected emphasis is placed on politics and technical problems of regional land use and planning including regional, social and economic planning.

UA 556 Regional Land Use and Planning.** (3 Hours) Students study the politics and technical problems of regional land use and planning including regional, social and economic planning.

UA 560 ECO Systems Management.** (3 Hours) A study of theory and practice in directing, coordinating and controlling programs and activities related to the environment.

** Courses offered outside the department which may be taken with prior approval.

Transfer of Credits

A maximum of nine credit hours may be transferred from another accredited University. Only courses in which the student has received a grade of at least a "B" which have been analyzed by viewing appropriate data for content, and approved by the Department Chair will be accepted.

Advisement

The faculty of the Public Policy & Administration Department is oriented to the needs of students. Upon enrollment in the doctoral program and in accordance with the student's academic interests and purported area of concentration, the student will be assigned an academic advisor. The Advisor will not only serve as a mentor to the student but also ensures that the student proceeds along in the program in an orderly fashion. For example, the advisor will advise the student with regard to registration and the careful selection of courses to meet required competencies as well as provide guidance as the student prepares the plan of study, prepares for the qualifying and comprehensive examinations and the selection of a dissertation committee.

Plan of Study

Student enrolled in the Ph.D. program will be required to file a plan of study with the Department and the Graduate School after the student has completed 18 hours of course work and passed the qualifying examination. At the minimum, the plan of study will consist of the following:

1. A listing of all courses completed and proposed to complete chosen from a list of approved course according to program requirements.
2. A list of other activities required in developing competencies, such as field experiences.
3. A schedule for completing the comprehensive examinations and admission of candidacy.
4. A time line for completion of the degree.
5. A current transcript of all graduate credits earned, including transfer credit.

Qualifying Examination

A qualifying examination must be taken by students by the completion of 18 hours of course work. This examination will determine the feasibility of a student continuing pursuit of the doctoral degree in Public Policy and Administration. **Students who do not pass the qualifying examination will be asked to exit the program.** (See procedures for qualifying examination in appendices)

Comprehensive Examination

A comprehensive examination will be administered by the graduate faculty. The student is expected to use the examination to creatively demonstrate his/her ability to integrate effectively the various fields of study and apply them to his/her own professional area. The Comprehensive examination will be administered upon completion of course work and before the submission of a dissertation proposal.

Dissertation Proposal Defense (See appendices)

Dissertation and Defense

To be awarded the Doctor of Philosophy in Public Administration degree, the candidate will be required to present and have approved a dissertation based on a pertinent research problem generally in his/her area of specialization, and pass an oral examination in defense of the research. The student's plan for independent research will be developed with the assistance and active participation of the student's dissertation committee. The dissertation must demonstrate the student's competency in scholarly applied research.

While the oral defense is principally designed to defend the written dissertation, it may cover other aspects of the student's program of study. The oral examination will be designed to ascertain the student's general knowledge and understanding of the subject area, mastery of

scholarly analysis and ability to organize and present arguments supporting materials and conclusions. The Doctor of Philosophy in Public Administration degree will be awarded only after a successful completion of the oral examination and submission of the approved dissertation to the Graduate School. (For a detailed discussion of dissertation policies, please see appendices).

Continuous Enrollment

According to Graduate School regulations all doctoral student must maintain continuous enrollment during their tenure in the program. Students may register for one hour of credit to comply with this requirement with the Department Chair's approval. Students who do not maintain continuous enrollment must reapply for admission.

Maintenance of GPA

All students in the doctoral program must maintain a minimum of 3.00 GPA and may not receive more than **two grades of "C"** to remain enrolled in the program.

Residency Status

All students must complete one year of residency status. Residency status is defined as enrolling as a full-time student for one academic year. **This means that students must enroll for a full-time student course load during the first year of matriculation.**

Leave of Absence

Students may request a leave of absence by submitting a request which includes a rationale to the Chair of the Department. If granted, the leave shall be for no more than two years; however policies and procedures related to time limits as directed by the graduate school determine the length of time if any a leave of absence may be granted.

Time Limits

The length of time that a student may matriculate to complete the doctoral degree in Public Administration is determined by the policies as adopted by the Graduate School. (Please see Graduate Catalog)

Sample Matriculation Schedule for a Typical Student

Semester I

1. PPAD 796 - Advanced Research Methods I*(C)
2. PPAD 705 - Scope of Public Administration*(C)
3. PPAD 748 - Human Resources Planning and Management *(C)

Semester II

1. PPAD 796 - Advanced Research Methods II *(C)
2. PPAD 776 - Theories of Public Management *(C)
3. PPAD 777 - Public Policy and Formulation and Implementation *(C)

Semester III

1. PPAD 760 - Financial Management in Public Organizations *(C)
2. PPAD 707 - Management of Information Systems *(C)
3. Urban Core or Elective Concentration

***(C) Denotes Core Course**

Summer Semester I

1. Qualifying Examinations taken
2. Submission of the Plan of Study

In subsequent semesters, the typical student will complete the Urban Core and Elective Concentration. At the end of all course work the Comprehensive examination is completed. Upon successful passage of the Comprehensive examination, the Dissertation is initiated. After the Dissertation is written and successfully completed, the student graduates. (Students must execute forms as required by the University.)

Deficiencies

Students who matriculate in the Ph.D. program must successfully demonstrate a knowledge base of the American intergovernmental system, research methodology, computer applications, fiscal resources, and budgeting administration. Persons entering the program from academic disciplines wherein these subjects were not a focus will be administered pretests to determine if they need compensatory course work. Compensatory course work will not be counted toward the major program course of study.

Competencies

Listed below are the competencies expected of graduates of the Ph.D. program. The competencies are:

1. Competency in research methods, statistical techniques, and computer application.
2. Competency to conduct an independent investigation of a policy or administrative problem.
3. Mastery of interdisciplinary knowledge in a) urban problems and or b) policy analysis and c) program management or d) environmental planning management and policy.
4. Mastery of knowledge and literature in executive leadership and management in a myriad of public and non-profit management settings.
5. Mastery of knowledge focused on ethical decision making and public service values.

Graduation Requirements

1. Completion of 48 hours of course work
2. Passage of qualifying examination
3. Passage of comprehensive examination
4. Defense of Ph.D. Dissertation Proposal
5. Completion and defense of Dissertation

PUBLIC POLICY AND ADMINISTRATION DEPARTMENT QUALIFYING EXAM POLICIES AND PROCEDURES

Purpose: Diagnostic device to provide faculty with information regarding performance and student advisement.

Content: The examination will cover a minimum of 12 hours of course work in the following courses: Scope of PA, Research I, Public Policy and Theories. Also a compendium of papers in courses should be submitted.

Timing: All students must register for the qualifying exam during the semester in which they expect to earn their 12th Ph.D. hour following formal admission into the program. No student will be allowed to earn more than 18 hours prior to taking the qualifying examination. Student may only register for one hour after the completion of 18 hours until passage of the qualifying exam. (Any exceptions must be granted prior to by the Department.)

Registration: Students must register for the qualifying exam during or before the eighth week of the semester in which they are taking the exam. They must submit a portfolio of their course work at least two weeks prior to the examination date.

Structure: The examination will consist of two components:

1. Each student examines is required to provide to the examining committee a portfolio or compendium including all written work submitted for the courses specified above.
2. Each student will be orally examined by the examining committee for a period not to exceed two hours.

Portfolio: The portfolio is to be bound in a loose leaf notebook and consist of original copies (with professors' comments) of all papers/cases/materials/ exams/quizzes returned to the student by the course professor. Materials will be organized and indexed by course in the order they were taken. The student will clearly indicate the following information on the outside spine and front cover of the portfolio: name, SSN, and month of exam (e.g. July, 1996). The portfolio will remain the property of the Department.

Examining

Committee: The Examining Committee will consist of all attending faculty.

Timing: This oral examination will be scheduled and date issued by the Department. Student will be assigned dates and times alphabetically. These examinations will generally be given in the Spring and Summer Semesters.

Scheduling: Students must take the examination by the completion the 18 semester core hours. No student will be allowed to register for regular coursework after the completion of 18 hours without taking the qualifying examination.

Advisement

Outcomes: At the determination of the examining committee, one of the following recommendations will be made:

- 1) Continue as is;
- 2) Require additional work/course work
- 3) Out placement.

Notification: A student examinee will be mailed his/her results. The Department may also determine that a student needs to be reviewed again the second year after taking the qualifying examination.

Ph.D. Comprehensive Examination Policy and Procedures

Statement of Purpose

The Ph.D. Comprehensive Examination is given prior to beginning the dissertation. The intent of the exam is to measure each student's knowledge of the foundations of public policy and administration. Students are expected to demonstrate critical thinking skills by analyzing, synthesizing, evaluating and integrating information in the discipline. Further, the comprehensive exams:

1. assess the student's readiness to matriculate to the next level of Ph.D. program.
2. are culminating activities for the completion of regular required course work. The comprehensive exams are one of several important mechanisms utilized to assure the knowledge base, concepts and skills have been adequately mastered in the public policy and administration program before beginning the dissertation.
3. provide relevant program feedback to the Department for curricula revisions, policy updates, etc.

Preparing for the Exam

Each student works in concert with the faculty to prepare for the exam. The specific type of preparation is at the discretion of each faculty member. At a minimum, faculty will assist the student in identifying minimum competencies. Students will be given the names of faculty who are to prepare questions in each subject area by the Department Chair. Refer to Ph.D. Curriculum in The Policies and Procedures Manual for the Ph.D. for composition of courses and areas of concentration.

Scheduling

The comprehensive exam is administered twice each academic year--fall and spring semesters only. Exam dates are announced at least three months in advance.

Qualifying for the Exam

Only those students who have completed all course work and are in good standing with the Graduate School are permitted to sit for the comprehensive exam.

Registering for the Exam

It is the responsibility of each student planning to take the comprehensive exam to complete and file registration materials at the appropriate time. Each student must complete the following:

1. PPAD Comprehensive Exam Clearance Form
2. The appropriate Graduate School form(s). The PPAD Comprehensive Exam Clearance Form must be submitted to the Chair at least 30 days prior to the date of the written exam.

Administration of Tests

The Departmental Chair and her/his appointee will serve as Exam Administrator. The Proctor is responsible for details of exam compilation and execution. Further, the administrator makes reasonable efforts to insure that questions are prepared by faculty committees of the various cores and areas of concentration. Additionally, the administrator makes room arrangements. He/she distributes tests to faculty for grading and collect grades. The Department Chair schedules proctors for the examination.

EXAM STRUCTURE

1. What is permitted in the test site?

Examinees will not be allowed to take any materials into the testing session, including books, papers, electronic devices such as iPads and smart phones. A dictionary,

thesaurus, pencils and paper will be provided by the test administrator. Once testing has commenced, examinees are expected to remain in the designated testing site for the duration of the test with the exception of designated breaks/Lunch. Persons other than the test administrator and PPAD authorized persons are not permitted in or near the testing area.

Students will follow the format of the comprehensive examination which is in place at the time they take the examination. The examination format will be given to the student at least one month before the comprehensive.

2. Number of Days for Exam

The comprehensive examination will be given over a period of 4 days, Monday-Tuesday and Thursday-Friday. All exams will begin at 8 a.m., a lunch break will be provided from 12 p.m. through 1 p.m. Testing will resume from 1 p.m. until 5 p.m. No additional time will be provided for late arrival to the test. Late arrivals will have to take the exam at the next administration. The testing schedule for specific exams will be given as indicated below:

Day 1 – Core I
Day 2 – Core II
Day 3 – Urban
Day 4 – Concentration

3. Registering a complaint about testing conditions

All complaints regarding testing conditions such as room temperature and other discomforts should be immediately registered to test proctor. Students should dress in layers to accommodate individual preferences for room temperature.

4. Recording your answers

All examinations will be taken on computer in the computer lab. Students will be responsible for familiarizing themselves with the software package that they will use for keying their response to exam questions.

5. Nonstandard test administrations for examinees that have disabilities

The Department is in compliance with the University's policies on providing assistance to persons with disabilities. Students who have disabilities must comply with University regulations and policies relative to documentation, and accommodation will be made for accessibility. Students must provide the documents one semester prior to taking the examination.

6. Test schedule for each day:

TIME	ACTIVITY
8:00 a.m. - 12:00 p.m.	Pickup test in Departmental Office Write responses to question(s) Turn in test
12:00 noon - 1:00 p.m.	Lunch Break
1:00 p.m. - 5:00 p.m.	Pickup test in Departmental Office Write responses to question(s)
5:00 p.m.	Turn in test

7. Anonymity

The comprehensive exam will be proctored. All students will be assigned to a designated area. Each student receives a numeric code. This code is used as identification throughout the examination. No student shall place his/her name on any material submitted for grading. All grades are registered by code. Once all grades are registered with the Chair, student names are substituted for codes.

8. Exam Questions

Each test is comprised of one to six questions. Questions may be mandatory (no choice) or optional (e.g. answer two of the following three questions).

9. Exam Readers/Evaluators

Each test is graded and recorded independently of the other tests. Each test is graded and reported to the Administrator or his/her designee independently by the various core and areas of concentration committee chairs. The chair of the core area is informed of the results and it may be discussed to arrive at a consensus. In cases of divergent votes, majority rules. Examiners will also complete and sign a consensus grading form which reflects the final grade. (Please note comment sheets do not represent the final grade) Students will be provided with written comments relative to their performances as adjudged by individual graders.

10. Comprehensive Grade

Students receive four grades, one for each day. Grades are reported as:

- A. Pass
- B. Oral (Indeterminate)
- C. Fail

Oral does not constitute a pass. The Oral is given when ambiguity exists and clarity is needed. Following the oral exam, a determination will be made regarding a grade of either a pass or a fail.

11. Notification of Exam Results

A student taking the Ph.D. comprehensive written examination will be notified of his/her performance in writing by mail, postmarked no later than 30 days after the date that the last test was taken. Notification will be made by the Departmental chairperson.

If an oral is mandated, the oral exam will be scheduled. Notification of performance on the oral exam is verbal and written and made immediately after the oral exam.

12. Exam Repeat Policy

The number of times a person will be allowed to re-take the comprehensive exam shall be consistent with the University's guideline for graduate programs.

DISSERTATION

Committee Composition--Chairing and/or serving as a committee member on The Dissertation Committee

Upon completion of course work and passing the comprehensive examination, students will select a dissertation Chair, and with the advice of Chair, will select a dissertation committee.

To be awarded the Doctor of Philosophy in Public Administration degree, the candidate will be required to present and have approved a dissertation based on a pertinent research problem generally in his/her area of specialization, and pass an oral examination in defense of the research. The student's plan for independent research will be developed with the assistance and active participation of the student's dissertation committee. The dissertation must demonstrate the student's competency in scholarly applied research.

1. Dissertation Committee Composition

- a) The dissertation committee will consist of five members. The committee will consist of a minimum of three full-time PPAD faculty and a minimum of one member outside of the Department who is not a member of the PPAD full-time faculty.
- b) The dissertation student selects the committee chair and four members in consultation with his/her program advisor. However, the decision to select a dissertation chair is ultimately the decision of the student.
- c) The committee Chair must be a PPAD regular, full-time faculty member.
- d) The dissertation committee must have at least one person whose background or experience is related to the subject area in which student is writing.
- e) In the event a committee member leaves the Department or University, the committee member may continue to serve on the committee, but not as committee Chair. This person is then considered as a non-faculty member of the committee.

2. Faculty Dissertation Student Load

- a) A faculty member can chair a maximum of three dissertations at the same time unless he or she is granted written permission from the chair.
- b) A faculty member chairing three dissertation committees can only serve on three additional dissertation committees as a committee person during the same period.
- c) A faculty member not chairing a dissertation committee may serve on eight dissertation committees.

3. Changing the Composition of a Committee

a) Dissertation student requesting change in his/her committee composition

Students requesting a change in composition of his/her committee must provide a written rationale for the request to the committee chair and PPA Departmental Chair.

b) Dissertation committee member requesting to leave a student's dissertation committee

Dissertation committee members requesting to leave a student's dissertation committee must provide a rationale for the request to the committee Chair and PPAD Departmental Chair. If the dissertation committee Chair wishes to give up the chairpersonship, a rationale should be given to the Department Chair. All requests must be submitted in writing.

4. Timelines for Writing the Dissertation

The timelines for submitting the final copy of the dissertation are in accordance with the dates established by the Graduate School.

5. Dissertation Proposal Defense

All ABD (All But Dissertation) students will be required to present his/her dissertation proposal orally before the full committee for the purpose of establishing approval to proceed with writing the dissertation as of the Fall 1998 semester. Upon committee approval of the proposal, procedures or guidelines for rewrites, a checklist, and reasonably agreed upon turn around time on reading proposal and/or chapters should be established by the dissertation committees in concert with the dissertation chair, committee and student.

Prior to oral presentation, the written proposal should be submitted to the committee at least two weeks before the oral presentation. It is the expectation that appropriate preliminaries to the study be conducted prior to presentation of proposal.

At the completion of the proposal defense, a proposal acceptance form will be executed and signed by the appropriate parties.

NOTE: Additional rules as designated by the Graduate School may apply in terms of scheduling of dissertation proposal defenses.

6. **Dissertation Defense**

The dissertation student in consultation with the dissertation chair sets a date for the dissertation defense. The date is set once the student has made completion of all editing and revisions noted by the committee chair and committee. A final draft of the paper is submitted to committee members at least two weeks prior to the defense. The student is responsible for completing and submitting necessary paper work and requirements to the Department, Graduate School, and Office of Records Management for official clearance. **All dissertation defenses must occur three weeks prior to the date established by the Graduate School for final submission of the dissertation. Before the oral defense is conducted a Dissertation Readiness Form must be submitted to the Department Chair.**

While the oral defense is principally designed to defend the written dissertation, it may cover other aspects of the student's program of study. The oral examination will be designed to ascertain the student's general knowledge and understanding of the subject area, mastery of scholarly analysis and ability to organize and present arguments supporting materials and conclusions. The Doctor of Philosophy in Public Administration degree will be awarded only after a successful completion of the oral examination and submission of the approved dissertation to the Graduate School.

NOTE: Additional rules as designated by the Graduate School may apply in terms of scheduling of the final dissertation defense.

CHECKLIST OF PH.D. STUDENT FORMS

- ___ **Graduate Degree Plan – on line**
(submit upon completion of 12 hours)

- ___ **Application for Admission to Graduate Degree Candidacy – on line**
(submit upon completion of 12 hours)

- ___ **Qualifying Examination Clearance Form**
(submit upon completion of 12 hours)

- ___ **Application for the Graduate Area Comprehensive Examination (GACE) – on line**

- ___ **Application for the Graduate English Competency Examination (GECE) – on line**

- ___ **Defense Committee’s Report Results – on line**

Graduate Degree Plan

**Application for
Admission to
Graduate Degree
Candidacy**

Qualifying Examination Clearance Form

**Application for the
Graduate Area
Comprehensive
Examination (GACE)**

**Application for the
Graduate English
Competency
Examination (GECE)**

Defense Committee's Report Results