



PUBLIC ADMINISTRATION, M.P.A.

Faculty Ethan Bernick, Willa Bruce, Beverly Bunch, Patricia Byrnes, Glen H. Cope, Hilary Frost-Kumpf, Phillip M. Gregg (emeritus), Randolph P. Kucera (emeritus), Seok-Hwan Lee, Naomi B. Lynn (chancellor emerita), A. J. Mackelprang, Kenneth W. Oldfield (emeritus), A. Wayne Penn (emeritus), Ronald B. Sakolsky (emeritus), Anthony A. Sisneros

Associated Faculty Leanne Brecklin, Ernest L. Cowles, Barbara J. Hayler, Beverly Rivera

Adjunct Faculty Owen Dratler, John Hartnett

Degree offered: Master of Public Administration

Accredited by the National Association of Schools of Public Affairs and Administration (NASPAA), the public administration program, within the Department of Public Administration, offers professional graduate education. The program works with many elements of state government to integrate academic and experiential components of the educational process.

M.P.A. curricular requirements are designed to impart knowledge and skills essential to meet pressing public problems and to be successful in professional and administrative employment in public service. The knowledge and skills address understanding of legal, political, and administrative processes, organizational structures, and the context of public sector agencies; the development of leadership capabilities; and knowledge of state government in Illinois.

In addition to the 40-hour M.P.A. degree, the program offers a 46-hour concentration in community arts management and a 48-hour concentration in criminal justice. Also, the public administration (M.P.A.) degree program and the public health (M.P.H.) degree program have established a double major.

Students entering the program without significant professional work experience in the public or private sector are encouraged to undertake internships as part of their program of study through UIS' Graduate Public Service and Illinois State Public Administration Internship programs.

Contact: Information about the public administration program is available at (217) 206-6310. Information can also be requested at mpa@uis.edu. Students interested in the community arts management concentration can call (217) 206-7373. Students interested in the criminal justice concentration can call (217) 206-6301.

THE M.P.A. DEGREE ENTRANCE REQUIREMENTS

The public administration program faculty reviews and accepts candidates for the M.P.A. degree. Prospective students must also complete a separate application for graduate admission to UIS.

Applicants must provide transcripts of all previous undergraduate and graduate course work in order to be considered for admission. International students for whom English is not the native language must, in addition, provide TOEFL scores.

Full admission to the program requires admission to UIS and successful completion of all the following prerequisites: 1) one undergraduate political science course in American politics/government; 2) one undergraduate descriptive/inferential statistics course, completed within five years of intended entry into the program; 3) one undergraduate course in microeconomics or a market economics survey course (other than macroeconomics); and 4) competence in one

computer spreadsheet applications package, such as LOTUS. A grade of C (2.00) or better must have been earned for each undergraduate course used to meet these prerequisites.

Students may be granted conditional admission to the program, which permits enrollment in up to 12 semester hours of prescribed PAD courses during the first full academic year. Full admission to the program is required before students can enroll for more than 12 hours creditable to the M.P.A. degree.

Prospective students are strongly encouraged to obtain application information well in advance of their first term in the program. Completed applications should be received at least four weeks in advance of the first intended semester of M.P.A. enrollment. Application materials may be obtained from the MPA Program, University of Illinois at Springfield, One University Plaza, MS PAC 366, Springfield, IL 62703-5407; or through the telephone number and e-mail address listed above.

APPLICATION TO M.P.A. - COMMUNITY ARTS MANAGEMENT CONCENTRATION

Acceptance to the M.P.A. concentration in community arts management requires a separate application and

formal admission process in addition to that required for acceptance to the general M.P.A. program. Students interested in applying for the CAM concentration must submit a detailed resume; an autobiographical statement of at least 300 words, including a description of previous experience in the arts such as study, performance, participation, or management; a separate statement of at least 100 words describing career goals; and three letters of reference.

These materials should be forwarded to PAC 370, University of Illinois at Springfield, One University Plaza, Springfield, IL 62703-5407. Applications are usually received by February 1 for admission the following fall; however, applications received later may be considered.

APPLICATION TO M.P.A. - CRIMINAL JUSTICE CONCENTRATION

Application to the M.P.A. concentration in criminal justice does not require a separate program application. Students intending to pursue this concentration should indicate this on the UIS application. Although program applications are submitted to the M.P.A. program, students interested in the CRJ concentration may contact the Department of Criminal Justice at the phone num-

ber listed above for more information about the uses and career applications of this concentration.

APPLICATION TO M.P.A.-M.P.H. DOUBLE MAJOR

The M.P.A. degree program and UIS Department of Public Health have established a double major in accordance with university policy. Students interested in this double major can contact either the MPA or MPH offices.

GRADING POLICY

Public administration students may apply up to eight credit hours of C work toward the M.P.A. degree, provided that each credit hour of such work is offset by a credit hour of A work earned in a 500-level PAD course. All course work applied toward the M.P.A. under this arrangement must be earned at the University of Illinois at Springfield while the student is enrolled in a graduate program at UIS.

WRITING COMPETENCE

Faculty identify writing deficiencies during courses and refer students to the Center for Teaching and Learning.

PROGRAM REQUIREMENTS

Within the first 20 hours of program study, students are to meet the requirements of the program foundation (12 hours), which surveys the field of public administration and the analytical tools that are prerequisite to advanced study. In addition, students are required to complete eight hours of program core course work covering two functional areas: budget/finance and human resources management.

Foundation Courses

PAD 501 Introduction to the Profession	4 Hrs.
PAD 502 Organization Dynamics	4 Hrs.
PAD 503 Analytical Tools	<u>4 Hrs.</u> 12 Hrs.

Core Courses

PAD 504 Budget and Finance	4 Hrs.
PAD 505 Human Resource Management	<u>4 Hrs.</u> 8 Hrs.
<i>PAD 571 Capstone Seminar</i>	4 Hrs.

Advanced Professional Course Work

Electives (see program handbook)	<u>16 Hrs.</u> <u>20 Hrs.</u>
Total	40 Hrs.

M.P.A. - COMMUNITY ARTS MANAGEMENT CONCENTRATION ONLY

Students pursuing the M.P.A. community arts management concentration earn a total of 46 credits to complete the M.P.A. degree. The CAM concentration provides specialized skills in leadership, management, and planning pertinent to public and nonprofit arts organizations. In addition to the M.P.A. foundation, core, and capstone courses (24 credit hours), students in the CAM concentration also enroll in:

MPA Core, Foundation, and Capstone	24 Hrs.
PAD 543 Marketing for Public and Nonprofit Organizations	4 Hrs.
PAD 544 Fund Raising for Public and Nonprofit Organizations	4 Hrs.
PAD 546 Arts Administration Seminar	4 Hrs.
PAD 547 Public Policy and the Arts	4 Hrs.
PAD 548 Arts Management Internship(s)	2 Hrs.
Elective	<u>4 Hrs.</u>
Total	46 Hrs.

Students taking the concentration in community arts management may choose from the following for their 4-hour elective:

PAD 446 Arts and Education
PAD 447 Performing Arts Management
PHI 432 Philosophy of Art
PAD 448/LES 486 Legal Aspects of Nonprofit Organization Management
HIS 511 Museum/Historic Sites Methods

M.P.A. - CRIMINAL JUSTICE CONCENTRATION ONLY

Students in the M.P.A. criminal justice concentration earn a total of 48 credits to complete the M.P.A. degree. In addition to the M.P.A. foundation, core, and capstone courses (24 credit hours), students in the CRJ concentration also complete 24 hours of additional courses as indicated below. CRJ electives are described in the criminal justice department section of this catalog. Students should consult with a criminal justice faculty adviser before selecting their CRJ electives.

MPA Core, Foundation, and Capstone	24 Hrs.
PAD electives as part of Advanced Professional Coursework	8 Hrs.
CRJ 500-level electives (choose four)	16 Hrs.
CRJ 523 Criminal Justice Policy Process	
CRJ 531 Drug Abuse in America: A Critical Perspective	

CRJ 541 Law Enforcement Administration	
CRJ 551 Correctional Policy and Administration	
CRJ 565 Race, Class, and Social Justice	
CRJ 572 Law and Criminal Justice	_____
Total	48 Hrs.

MPA-MPH DOUBLE MAJOR

Application to the MPA-MPH double major requires meeting entrance requirements for each academic organization. The articulation agreement allows a student to complete a double major with a total of 68 credit hours, compared to a total of 88 for the two majors separately. Students pursuing this double major will be required to complete an appropriate closure exercise in each of the two degree organizations. Upon completion, one diploma will be granted. The two major fields will be specified on the transcript.

ADVANCED PROFESSIONAL COURSE WORK

Advanced professional development courses concern particular areas of expertise and career opportunities. Sixteen hours of elective course work are taken in advanced areas of study; at least eight hours typically involve public administration courses. Recognizing the

diversity of student goals, the program allows students who wish to pursue individualized areas of study to do so in consultation with their advisers. Others may wish to pursue one of the professional development areas of study specifically identified here.

Students pursuing the M.P.A. typically follow one of two advanced professional development patterns. One pattern involves course work chosen from PAD offerings, often including fields such as personnel, budgeting, policy analysis/program evaluation, inter-governmental program administration, or organizational change/development. The second pattern involves completing advanced coursework in PAD offerings in conjunction with course work offered by other UIS academic programs, such as legal studies (administrative law), management information systems, environmental studies, accountancy (public financial management), or human services (social services).

M.P.A. majors who have not been formally admitted to the CAM concentration and who enroll for PAD 546, PAD 547, PAD 548 may only count successful completion of these courses as non-PAD professional development electives.

The *Public Administration Handbook* contains

detailed information on planning advanced professional development course work.

MASTER'S CLOSURE OPTIONS

M.P.A. degree candidates may fulfill the campus closure requirement by earning a grade of B- or better in PAD 571 Capstone Seminar or by completing a master's thesis in PAD 500. PAD 571 and PAD 500 are open only to M.P.A. majors who have already completed at least 20 credit hours toward the degree.

Students who choose the thesis option must enroll in four, but not more than eight, credit hours in PAD 500 Thesis. These hours may be accumulated incrementally at a rate of at least one credit hour per semester.

Campus policy requires that PAD majors who enrolled in PAD 571 or PAD 500, but who did not complete the course in continuous enrollment, must re-enroll in the course for one credit hour on an audit basis *each* semester until the work is complete. Likewise, M.P.A. majors who select the thesis option, but do not complete the thesis within the originally agreed-on number of credit hours of continuous enrollment (4-8), must re-enroll in the course for one credit hour on an audit basis *each* semester until the approved thesis is completed.

COURSE DESCRIPTIONS

Program Foundation

PAD 501 Introduction to the Profession (4 Hrs.)

Analyzes fundamental issues of professionalization facing M.P.A. practitioners in the occupational field. Prerequisite: Introductory course in U.S. government/politics.

PAD 502 Organization Dynamics (4 Hrs.)

Structure and function of public organizations as socio-technical systems and of related individual, group, and leadership processes. Topics include leadership, decision making, group dynamics, motivation, job satisfaction, authority, power, organizational change, communication, conflict, and organization structure and design.

PAD 503 Analytical Tools (4 Hrs.)

Course may be available online. Refer to the current course schedule for further information.

Analytical tools required by professional public administrators. Topics include research design, analytical decision-making tools, analysis of variance, factorial analysis of variance and multiple regression analysis. Prerequisites: An approved statistics course, completed within five years of the first term of enrollment in the MPA program, covering descriptive statistics, probability, correlation and regression analysis, and experience in the use of a statistics software package.

Program Core

PAD 504 Budget and Finance (4 Hrs.)

Budgetary decision making in governmental units. Political, economic, and administrative aspects of budgeting are examined. Analysis of budget innovations, such as the PPB system and zero-base budgeting. Prerequisites: Lower-division courses in American politics, computer spreadsheet applications, and microeconomics, or equivalents.

PAD 505 Human Resource Management (4 Hrs.)

Personnel administration in the public sector and administrative problems raised by this important management responsibility. Evaluation of administrative, political, and legal factors affecting management's ability to deal with organization/employee relationships.

Human Resource Management

PAD 411 Contract Administration (4 Hrs.)

Contract administration with emphasis on interpretation, application, and impasse resolution techniques of grievance procedures, mediation, and arbitration. See LAR 464.

PAD 465 Public Sector Labor Relations Seminar (4 Hrs.)

Study of behavioral, legal, social, political, and institutional forces that affect dynamics of labor relations in public employment.

PAD 467 Labor Arbitration (4 Hrs.)

Philosophy and practice of labor arbitration in the

unionized private and public work settings. Students develop skills in arbitration practices, research methods, decision making, rules and procedures, selection of arbitrators, and construction and presentation of cases in simulated arbitration proceedings. See LAR 467 and LES 467.

PAD 509 Workplace Democracy (4 Hrs.)

Origins and recent developments in theory and practices of workplace democracy, both in the United States and in other countries. Exploration of such concepts as worker control, work self-management, and economic democracy.

PAD 511 Collective Bargaining (4 Hrs.)

Development and nature of employee organizations, collective bargaining, and public policies on labor relations in the public sector federal, state, and local. Analysis of contemporary bargaining relations, procedures, problems, and consequences. Prerequisite: PAD 505, or permission of instructor.

Budget and Finance

PAD 421 Auditing Concepts and Responsibilities (4 Hrs.)

Role of the attest function in society and knowledge of concepts and techniques underlying the audit process. Includes historical evolution of the attest function and its application to financial statement auditing, internal auditing, compliance auditing, and operational auditing. Prerequisites: ACC 321, or consent of instructor. See ACC 464.

PAD 524 Capital Budgeting (4 Hrs.)

Overview of how public sector entities finance long-term projects. Includes measurement of governmental debt capacity by tracking trends in major fiscal indicators, such as per capita debt and debt as a percent of general revenue. Other topics include the role of rating agencies in capital expenditure decisions determining yields to maturity and internal rates of return, cost benefit analysis, and recent innovations in bond financing. Prerequisites: PAD 503 and PAD 504, or permission of instructor.

PAD 525 Governmental Accounting for Public Administrators (4 Hrs.)

Introduction to the major concepts, principles, and objectives of governmental accounting (including fund accounting) and budgetary control systems for local and state government. The course is specifically designed for M.P.A. and other students with little or no background in accounting.

Analysis/Evaluation**PAD 431 Operations Research Methods (4 Hrs.)**

Quantitative methods necessary for analysis, modeling, and decision making. Topics include linear programming, transportation model, network models, programming, decision theory, games theory, PERT-CPM, inventory models, and queuing theory. Additional topics may be chosen from integer linear programming, system simulation, and nonlinear programming. Prerequisite: MAT 332, or permission of instructor. See MAT 444.

PAD 531 Public Policy Analysis (4 Hrs.)

Functions of policy analysis in political decision making, including bases for judgment, impact on bargaining, analytical limitations, and other issues in design and implementation of policy studies.

PAD 533 Program Evaluation (4 Hrs.)

Goals, methods, and techniques of program evaluation in public agencies and implications of program evaluation findings for legislative and executive program planning and implementation. Each student is required to design an evaluation of an organizational program. Prerequisite: PAD 503, or permission of instructor.

PAD 534 Program Implementation (4 Hrs.)

Advanced graduate seminar focusing on the ways state, local, and national administrative units carry out governmental policies/programs. Provides particular attention to the processes through which policy intent is translated into program performance and service delivery. Examines barriers to effective implementation of policy initiatives. Also examines ways public administrators and managers can be more effective in the implementation of public policy decisions.

Nonprofit Management**PAD 448 Legal Aspects of Nonprofit Organization Management (2 Hrs.)**

Provides a comprehensive overview of the legal problems typically faced by nonprofit organizations.

Topics include organization structure, taxation, copyright, employee relations, contracts, lobbying, and liability exposures of board and staff. See LES 486.

PAD 543 Marketing for Public and Nonprofit Organizations (4 Hrs.)

Applies marketing concepts and methodologies to planning and delivery of public and nonprofit services. Requirements include preparation and presentation of a marketing plan for a public or nonprofit organization.

PAD 544 Fund Raising for Public and Nonprofit Organizations (4 Hrs.)


Fund-raising and resource development for public and nonprofit organizations, including proposal/grant research and writing, grants management, annual and capital campaign development, special events, planned giving, and fund-raising software.

Community Arts Management**PAD 446 Arts and Education* (4 Hrs.)**

Development, implementation, and evaluation of arts and education programs. Exploration of aesthetic issues, strategies of teaching, and relationship to arts organizations as well as to schools.

PAD 447 Performing Arts Management* (4 Hrs.)

Survey of the management procedures related to the per-



forming arts, with emphasis on artist relations, contract negotiations, booking arrangements, scaling the house, ticket office operations, marketing, and facility management. Overview of backstage concerns, audience development, administrative functions and operational models, rentals, promoters, budgeting, staffing, and funding.

PAD 546 Arts Administration Seminar* (4 Hrs.)

Provides grounding in arts management issues and concerns. Topics include definition of arts and culture, history of arts management, community context of arts management, cultural diversity, cultural equity, cultural planning, programming, censorship, arts and education, role of arts in community development, arts service organizations, and professional development.

PAD 547 Public Policy and the Arts* (4 Hrs.)

Analysis of the formation, development, implementation, and evaluation of public policies for the arts at the national, state, and local level. The focus is on the United States although cultural policies of other countries are also examined.

PAD 548 Arts Management Internship(s)* (1 or 2 Hrs.)

May be taken as one two-hour course or two one-hour courses. Provides an experiential learning opportunity with a professional public or nonprofit cultural organization. Clear learning objectives for the internship are defined, monitored, and reported. Prerequisite: Permission of instructor.

** MPA majors who have not been formally admitted to the CAM concentration may only count successful completion of these courses as non-PAD professional development electives.*

Public Law

PAD 451 Judicial Administration (4 Hrs.)

Basic concepts and critical issues in judicial administration. Emphasis on Illinois court system structure and functions in comparison with national standards and other court systems. Topics include case-flow management, jury management, records management, personnel administration, judicial rule making, budgeting, planning, and research. See LES 421.

PAD 452 Nondiscrimination Laws in Employment (4 Hrs.)

Development and implementation of nondiscrimination laws in employment, including hiring, firing, promotion, terms and conditions, benefits, and pay. Focus on protective labor laws, veteran preference, harassment, and due process requirements in employment. See LES 449 and WMS 449.

PAD 551 Administrative Law (4 Hrs.)

Legal foundation of administrative powers and limitations; study of delegation of administrative power, administrative discretion, legislative and executive controls, and legal restraints; types of administrative action and enforcement, administrative remedies, and judicial review of administrative action. See LES 551.

Master's Closure

PAD 571 Capstone Seminar (4 Hrs./1 Hr.)

Based on common readings drawn from one broad field or approach to public administration. Integrates academic research with issues faced by practicing professionals. Major paper and formal oral presentation required. Course meets program and campus requirements for master's degree closure. Prerequisite: Open only to fully admitted M.P.A. majors who have completed at least 20 hours of course work toward the degree prior to registration. **Note:** Students who do not complete the course work during the initial four-hour enrollment must register for one credit hour on an audit basis in *all* subsequent semesters until the work is completed.

Topic/Individual Arrangements

PAD 500 Thesis (1 to 8 Hrs.)

Credit awarded upon acceptance of thesis. Note: If the thesis is not completed by the time the initial eight hours of credit are accumulated in continuous enrollment, the student must register for one credit hour on an audit basis in *all* subsequent semesters until the thesis is completed.

PAD 590 Topics in Public Administration (2 or 4 Hrs.)

Selected topics announced when offered. May be repeated for indefinite number of credit hours, but particular topics must differ.

**PAD 599 Tutorial in
Public Administration**

(1 to 12 Hrs.)

Internship Seminars

**PAD 460 Graduate Public Service
Internship Seminar**

(1 to 4 Hrs.)

Topics include critical issues in public service for public policy development processes, functional operations of

public agencies, and independent research. A maximum of four credit hours may be applied toward the M.P.A. degree.

**PAD 480 Public Administration
Internship Seminar**

(1 to 4 Hrs.)

Analysis of internship experience. May be repeated for a maximum of four credit hours. Prerequisite: Permission of instructor.





DOCTOR OF PUBLIC ADMINISTRATION, D.P.A.

Faculty Ethan Bernick, Willa Bruce, Beverly Bunch, Patricia Byrnes, Glen Hahn Cope, Hilary Frost-Kumpf, Phil Gregg (emeritus), Seok-Hwan Lee, Naomi Lynn (chancellor emerita), Lon Mackelprang, Ken Oldfield (emeritus), Anthony Sisneros

Degree offered: Doctor of Public Administration

PROGRAM DESCRIPTION

The mission of the doctor of public administration program is to educate students for public service careers in state government and management, or for careers in academia. The program emphasizes the theory, analysis, evaluation, and practice of public administration and public policy. Research, along with its applications, is also emphasized. Core courses are supplemented with a specialty concentration chosen from a range of program areas. Public administration doctoral education is intended to enhance student capabilities for public service, leadership, research, and teaching.

The DPA program has the following objectives:

- 1) to enhance the knowledge, competence, and leadership capacity of managers and professionals in state government agencies and nonprofit organizations; 2) to increase the intellectual and professional resources

- available to state government and nonprofit organizations; 3) to increase research and teaching resources in state government and nonprofit management; 4) to contribute to the national pool of knowledge about state government and nonprofit administration, policy, and leadership; 5) to enhance the public affairs effort of the University of Illinois at Springfield; and 6) to strengthen the field of public administration within Illinois.

Contact: Information about the doctor of public administration program is available at (217) 206-6076. Information can also be requested at [dpa@uis.edu/](mailto:dpa@uis.edu) or from the web page at www.uis.edu/dpa/.

ADMISSION

For admission, applicants must meet the following requirements: 1) master's degree, with a minimum grade-point average of 3.25 in graduate course work, 2) satisfactory performance on the GRE taken within

- the past five years, 3) demonstration of writing skills through the submission of a recent writing sample, 4) demonstration of ability to succeed in doctoral studies by the recommendations of three persons, at least one of whom is an academic reference, 5) demonstration of personal commitment to academic excellence through a three- to five-page statement of academic and career goals, and 6) a current resume. International students must also demonstrate English proficiency with a score of at least 575 on the TOEFL.

Admission decisions are made by the Doctoral Program Committee, which evaluates the information submitted by each applicant to the program. For admission to the DPA program, the goals and objectives of the student must, in the judgment of this committee, be an appropriate fit with the mission and capacity of the DPA program. Interested persons are encouraged to contact the DPA program before starting the application process.

Students are encouraged to submit application

materials by March 15 for the fall semester and by October 30 for spring admission. However, applications received later may be considered.

PREREQUISITES

Prerequisite course requirements include:

- 1) a one-semester undergraduate or graduate course in economics, preferably microeconomics;
- 2) a graduate-level course on the American political system (or a graduate degree in public administration, political studies, or the equivalent);
- 3) analytical tools (PAD 503, POS 503, or the equivalent) completed within the past five years;
- 4) budgeting and finance (PAD 504, or the equivalent); and
- 5) public policy (PAD 531 or POS 518, or the equivalent).

An applicant who meets all admission requirements other than the course prerequisites may be admitted pending completion of these requirements. In no case will a student be allowed to take a core or research course before meeting its prerequisite.

Courses taken for a letter grade typically challenge the student to produce higher quality work than do those taken only for credit and, generally, will better

serve the student. Students are therefore strongly encouraged to take prerequisite requirements for a letter grade rather than as credit/no credit.

ADVISING

An initial faculty adviser will be assigned at the time a student is admitted to the DPA program. The adviser will assist the student in planning which courses to take. Before a student has completed 16 credit hours in the doctoral program or enrolls in a concentration course, he or she will select a permanent faculty adviser and a Plan of Study Committee.

COURSE REQUIREMENTS

The student's Plan of Study Committee is responsible for assisting the student in developing a program of study that meets the course requirements specified below.

Each student must complete at least 54 hours of course work plus a minimum of 12 hours of dissertation credit. Students may petition for up to 12 hours of transfer credit for graduate work deemed appropriate for the DPA. All students will be required to complete core courses, research courses, and transfer courses with a grade of B or better in each course.

Core Courses (20 hours)

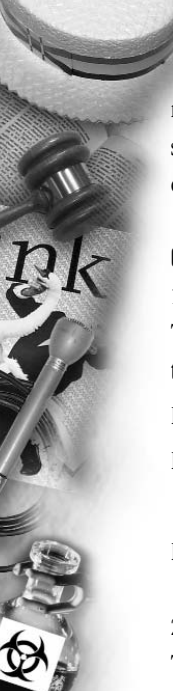
- PAD 601 Advanced Seminar in Public Administration Theory and Organizational Analysis
- PAD 602 Advanced Seminar in Organizational Behavior in Public Systems
- PAD 603 Advanced Seminar in Financial Management and Fiscal Policy
- PAD 604 Advanced Seminar in Public Policy Processes and Analysis
- PAD 605 Administrative Ethics and Public Service

Research Courses (12 hours)

- PAD 611 Advanced Seminar in Quantitative Methods
- PAD 612 Advanced Seminar in Qualitative Methods
- PAD 613 Advanced Seminar in Research Methods

Concentrations (20 hours)

After completing all required core and research courses, the student will work with his/her adviser to develop a concentration study plan. This plan must be approved by the Plan of Study Committee and the DPA director before the student takes any concentration courses. Additional work and per-



mission of the instructor is required for doctoral students enrolled in non-prerequisite 500-level courses.

CONCENTRATIONS

1. Nonprofit Management (20 hours)

The following 12 hours are required, plus an additional 8 hours:

PAD 623 Nonprofit History and Philanthropy

PAD 624 The Nonprofit Organization in a
Market Economy

PAD 625 Nonprofit Leadership

2. State Government (20 hours)

The following 12 hours are required, plus an additional 8 hours:

PAD 631 Intergovernmental Relations

PAD 632 Legislative and Administrative Politics
or POS 512 Seminar in State Politics

PAD 633 Special Topics in State Government

3. Special Interest (20 hours)

The student may choose an area of special interest and work with his/her Plan of Study Committee to identify

the five classes in the area most appropriate to the student's individual interests.

DISSERTATION (minimum 14 hours)

PAD 687 Dissertation Proposal Preparation
Seminar (credit/no credit) 2-4 Hours

PAD 690 Dissertation
(credit/no credit) minimum 12 Hours

Examination

After the student completes DPA course work, he or she will be required to take a comprehensive examination, which is both oral and written.

Dissertation Work (minimum 14 hours)

Admission to candidacy. After successful completion of the comprehensive exam, the student is admitted to candidacy and may officially begin work on the dissertation proposal (PAD 687). Campus policy requires that after completing all requirements for candidacy, the student must be continuously enrolled in at least one semester hour of dissertation course work each fall and spring semester until the dissertation is completed, defended, and accepted.

Dissertation Committee. The chair of the Disserta-

tion Committee is the student's dissertation adviser. Students will work with their committees (selected by the students with program approval).

Dissertation Proposal. A written dissertation proposal must be formally approved by the student's Dissertation Committee before dissertation work may begin. Students will be required to take PAD 687 Dissertation Proposal Preparation Seminar as a part of their dissertation proposal preparation.

Oral Dissertation Defense. An oral examination on the dissertation will be conducted by the Dissertation Committee according to doctoral program regulations. The dissertation adviser will chair the oral dissertation defense, which will be open to the campus community.

COURSE DESCRIPTIONS

PAD 601 Advanced Seminar in Public Administration Theory and Organizational Analysis (4 Hrs.)

Exploration of the intellectual and theoretical foundations, historical contexts, and contemporary arguments about public administration as both a field of practice and an academic discipline. Intensive readings in original works in the foundation of the field and relevant collateral fields equip the student to analyze the assump-

tions underlying and framing public administration as well as the current discussions of scholarship in the field and the theoretical underpinnings of government leadership. Prerequisite: A graduate-level course on the American political system or a graduate degree in public administration, political studies, or the equivalent.

PAD 602 Advanced Seminar in Organizational Behavior in Public Systems (4 Hrs.)

Organizing processes; the connections and interactions between elements and parts of organizations; diagnosing organization problems and managing change; leadership behavior and effectiveness; expectations and values; job satisfaction and individual performance; organizational culture; and norms and values. Prerequisite: PAD 502, or equivalent.

PAD 603 Advanced Seminar in Financial Management and Fiscal Policy (4 Hrs.)

Historic development and trends in public revenues and expenditures; political, economic, and administrative significance of decisions in the field of public financial management; the limitations of financial policy as a mechanism of social policy and management control. Prerequisites: PAD 504, or equivalent, and a one-semester undergraduate or graduate course in economics, preferably microeconomics.

PAD 604 Advanced Seminar in Public Policy Processes and Analysis (4 Hrs.)

Critical analysis of the policy field; integration of quanti-

tative, normative, organizational, and political considerations in policy formulation; policy research; analytic frameworks in diverse substantive policy areas; ethics and values. Prerequisite: PAD 531 or POS 518, or equivalent and a one-semester undergraduate or graduate course in economics, preferably microeconomics.

PAD 605 Administrative Ethics and Public Service (4 Hrs.)

Overview of research and theory development about ethical issues in the management of government services; utilitarian, deontological, and moral considerations of ethical controversies; normative traditions of public administration ethics; practical solutions and applied and empirical research about questions of government ethics.

Research Methods Courses

PAD 611 Advanced Seminar in Quantitative Methods (4 Hrs.)

Advanced multivariate techniques, including multiple regression; path analysis; multiple classification analysis; analysis of variance models; and forecasting models. Prerequisite: PAD 503, POS 503, or equivalent, and proficiency in elementary multivariate statistics and data analysis techniques.

PAD 612 Advanced Seminar in Qualitative Methods (4 Hrs.)

Development of the methods necessary for public administration qualitative research, focusing on interviewing, case studies, data collection and analysis, and preparing

written research documents. Recent literature on the theoretical and ethical aspects of qualitative methods will be covered. Prerequisite: PAD 503, POS 503, or equivalent.

PAD 613 Advanced Seminar in Research Methods (4 Hrs.)

Exploration of the role of scientific explanatory research and prescriptive research in the action-oriented field of public administration is explored. Critiques of current research in the field help identify the choices regarding theories, methods, and techniques of the research process. Seminar readings on advanced quantitative and qualitative methods will contribute to the formulation of a research project to be carried out during the semester. Prerequisite: PAD 611 and PAD 612.


Concentration Courses

PAD 621 Program Evaluation (4 Hrs.)

Advanced techniques of program evaluation including recent techniques in defining and using measurements of efficiency and effectiveness. Class readings and exercises examine issues in the design and conduct of evaluation with attention to the impacts of program evaluation research on program planning and implementation. Written analyses of program evaluation research and a major paper and presentation are required.

PAD 622 Advanced Seminar in Human Resources Management (4 Hrs.)

Advanced topics in personnel administration, labor relations, and organization/employee relations. The course



stresses the differences in the application of human resource concepts and differences in theories and practices between nonprofit and public sectors. Written analyses and presentations are required.

PAD 623 Nonprofit History and Philanthropy (4 Hrs.)

Examines the origins of the nonprofit sector and its development in the 21st century, including the role of philanthropy. The use of the historical perspective in research on current nonprofit administration and policy issues is highlighted. Written analyses and presentations are required.

PAD 624 The Nonprofit Organization in a Market Economy (4 Hrs.)

Explores the current dimensions of the nonprofit sector, competing explanations of the sector's role in a market economy, and current and emerging policy issues raised by the interaction with the government and for-profit sectors. Course readings and assignments evaluate the issues of how policy, the legal framework, and multiple funding sources shape a nonprofit organization. A required research project will broaden the perspective on the issues.

PAD 625 Nonprofit Leadership (4 Hrs.)

Research on the historical, legal, and societal perspec-

tives on leadership of a mission-based nonprofit sector organization is explored. Course readings and assignments will contribute to the formulation of an action-oriented research project to be carried out during the semester.

PAD 631 Intergovernmental Relations (4 Hrs.)

Examination of the division of powers and interrelationships among the federal, state, and local governments. The course takes an interdisciplinary approach, addressing historical, political, economic, and legal aspects and addressing topics such as intergovernmental theories, empirical research, court decisions, fiscal issues, and devolution.

PAD 632 Legislative and Administrative Politics (4 Hrs.)

Examines the political and legislative heritage of public administration at the state level with special emphasis on normative traditions and public service delivery systems; interest groups, patronage, and policy decisions; applied and empirical research on legislative and administrative systems with emphasis on comparing state systems .

PAD 633 Special Topics in State Government (4 Hrs.)

Extensive study of an area of state government. Topics

will vary according to pertinent issues of interest to faculty or students.

Dissertation

PAD 687 Dissertation Proposal Preparation Seminar (2 to 4 Hrs.)

Required course designed to assist students with the preparation of dissertation proposals.

PAD 690 Dissertation (1 to 12 Hrs)

Research and writing of the doctoral dissertation. Prerequisite: Satisfactory completion of qualifying examination and PAD 687. PAD 690 is repeated until the dissertation is completed, defended, and approved by the dissertation committee; a minimum of 12 hours required. Campus policy requires that, after completing all requirements for candidacy, students must be continuously enrolled in at least one semester hour of PAD 690 Dissertation until the dissertation is completed, defended, and accepted.

PAD 699 Independent Study/Tutorial (1 to 4 Hrs.)