

The University of Georgia  
Department of Public Administration and Policy

# MPA PROGRAM GUIDE



# SPIA

 THE UNIVERSITY OF GEORGIA  
SCHOOL OF PUBLIC & INTERNATIONAL AFFAIRS

IT ALL **BEGINS** HERE.



Dear Prospective MPA Student:

We appreciate your interest in the Master of Public Administration (MPA) program in the Department of Public Administration and Policy within the School of Public and International Affairs (SPIA) at the University of Georgia (UGA). The SPIA MPA program at UGA has earned an outstanding national and international reputation for academic excellence. We have an exceptional faculty, with particular strengths in public management, public finance, nonprofit administration, and public policy. We offer concentrations in numerous fields, including local government administration, public budgeting and financial management, nonprofit administration, higher education administration, and health policy and administration. We seek outstanding students who desire a terminal graduate degree in public administration and policy in preparation for professional careers in public service, as well as those who seek to continue their education beyond a Master's degree by entering a doctoral or other professional degree program.

Upon receiving your completed application, with supporting materials and a \$75 application fee, the UGA Graduate School will forward your file to our MPA Admissions Committee and your application will be considered for acceptance into our program. Your application file must include a completed application form, transcripts (may be unofficial until accepted), official GRE scores, three letters of recommendation, and a personal statement detailing your career goals and how a SPIA MPA from UGA will further those goals. Non-native English speakers and international applicants must also submit official TOEFL or IELTS scores. Students are encouraged to apply for admission into the fall or spring semesters but may, in special circumstances, apply for admission into the summer term. Those seeking to apply for assistantship funding, which typically begin in the fall semester, must apply by January 15th. Please be mindful of the various deadlines that must be met if your file is to be reviewed in a timely fashion. Consult our departmental website at <http://spia.uga.edu/> for more detailed information on the application process.

Please contact us if you have any questions about the SPIA MPA program at UGA. We look forward to receiving your completed application.

Sincerely,



J. Edward Kellough, Ph.D.  
Professor  
Graduate Coordinator  
MPA & PhD Director

The University of Georgia, Department of Public Administration and Policy, is committed to providing access to all people. If you have accessibility concerns, please contact us as soon as possible at (706) 542-9660 to arrange accommodations.

hello.

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# THE MPA PROGRAM

The central purpose of the SPIA MPA program at The University of Georgia (UGA) is to educate students for professional careers in public service including management and policy analysis in government and nonprofit organizations. The program is open to students employed in the public, nonprofit, and private sectors who are seeking to advance their careers as well as students without previous public service experience. While normally a terminal professional degree, some graduates of the MPA program have entered PhD or other programs to pursue academic careers.

## PUBLIC SERVICE VALUES

The program's dedication to public service values permeates all teaching, curriculum, and conduct of students and faculty. This predominance originates from our mission statement, which emphasizes the following values that distinguish MPA programs from other graduate offerings:

### 1 Accountability, Transparency & Ethical Considerations

Our mission statement specifically identifies the importance of an awareness of ethical concerns and accountability in the public service arena, so the Department operates according to these values. The Department's emphasis on accountability, inclusiveness, and transparency ensure all stakeholders are considered and informed of the processes and outcomes of the program.

### 2 Professional Competency and Service to the Public Good

The program emphasizes the necessity of professional skills and intellectual capacities to ensure students are capable of serving in government and nonprofits as leaders exemplifying critical thinking, fairness, and decisiveness. Students are trained in analytic, communicative, and managerial skills that will enable them to become productive public leaders who involve all stakeholders, utilize fact-based evidence to make decisions objectively, and execute public initiatives for the welfare of others.

### 3 Upholding Democratic Principles of Equity, Due Process, and Representativeness

Students are trained to appreciate the importance of efficiency and effectiveness in executing public initiatives while maintaining a respect for the rule of law. The program curriculum focuses on the unique concerns and challenges faced by today's public administration and policy leaders, such as diversity and equity concerns, distinctive bureaucratic processes, and serving a variety of stakeholders and constituents.

## mission

The MPA program at The University of Georgia strives to be a leader in educating and inspiring students for managerial and analytical careers in public service through teaching, research, and service to the community while emphasizing the professional values of ethics and accountability.

## NATIONAL RECOGNITION

Over the past several decades, UGA has become a major center of excellence for public service education. The University of Georgia was ranked number one worldwide for publishing output and named as undisputed leader in the field of Public Administration by a 2014 study by Steven Van de Valle and Roxanne van Delft. The most recent survey from U.S. News & World Report (2016 edition) ranked the SPIA MPA program at UGA as 4th in the nation among all programs and 2nd in the nation among programs at public colleges and universities. The program is fully accredited by the National Association of Schools of Public Affairs and Administration.

## PARTNERSHIP WITH THE CARL VINSON INSTITUTE OF GOVERNMENT

The MPA program is co-sponsored and supported by the Carl Vinson Institute of Government (CVIOG), a public service outreach unit of UGA that conducts research and provides direct assistance to state and local governments throughout Georgia, the nation, and internationally. Select faculty from the CVIOG offer courses in the program. This partnership also affords students the opportunity to get involved in the work of the Institute.

## THE MPA ADVISORY BOARD

The MPA Advisory Board, composed of alumni and public service professionals from government and nonprofit organizations, helps in evaluating curriculum needs and setting standards and goals. Members of the Board also serve as important resource contacts for internship and employment opportunities.



### ZELDA SPEIGHT

**Specialization:** Health Administration and Policy

**Hometown:** Winder, GA

**Education:** B.A., Anthropology, The University of Georgia, 2012

**Expected Graduation Date:** Spring 2016

Zelda's related experiences range from working in international health clinics to local nonprofits that focus on food assistance for the homeless. Her research interests are health economics, development, global health, and resource allocation. Ideally, she would like to assist program or policy development that addresses barriers to health resources in developing countries.

This mission is fulfilled by educating and inspiring students for careers in management, administration, and policy analysis in government and nonprofit organizations domestically and abroad. The program produces leaders with a wide range of analytic, communicative, and managerial abilities to meet the demands of contemporary public and nonprofit sectors. The MPA curriculum encourages the development of the intellectual capacities and professional skills necessary for the successful performance of critical public service jobs. The program accomplishes these goals by contributing to the advancement of the public administration and policy fields through teaching, research, and public service. The program also creates an awareness of and sensitivity to ethical concerns and accountability issues within the public service arena.

# THE UGA ADVANTAGE

## LOCATION

The University of Georgia is located in Athens, Georgia approximately 70 miles northeast of Atlanta. Courses for the MPA program are offered on campus in Athens and at the University of Georgia Gwinnett Campus at 2530 Sever Road, Lawrenceville, Georgia. All Gwinnett classes are offered in the evenings to accommodate working professionals, and classes in Athens are offered in the late afternoons and evenings.

## TUITION

The University System of Georgia Board of Regents sets the tuition for the MPA program. For more information on tuition and fees, please visit: <http://www.reg.uga.edu/tuition>.

## LIBRARIES AND TECHNOLOGY

SPIA MPA students may utilize numerous campus resources while pursuing their programs of study. The University's library system includes the UGA Main Library, Law Library, Science Library, and Special Collections Library. The system contains vast holdings of periodicals and reference materials, is a government depository, and ranks among the leading research libraries in the nation. Our department also provides a specialized library and computer technology center to assist students in their studies. The Gwinnett Campus also houses a small library as well as a computer lab.

## ASSISTANTSHIP OPPORTUNITIES

The Department of Public Administration and Policy offers a limited number of highly competitive teaching and research assistantships that carry stipends for a nine-month academic year. The MPA Program Director and Graduate Coordinator also seeks out and nominates SPIA MPA students for competitive assistantships within other campus units including those funded by the UGA Graduate School and Carl Vinson Institute of Government among others. Recipients of graduate assistantships automatically receive a tuition waiver, regardless of their residency status. Students receiving assistantships and meeting departmental standards of performance in their academic work are generally eligible for up to four semesters of financial support depending on the nature of their funding. The deadline for applying for assistantships, which typically begin in the fall semester, is January 15th for the following academic year.

The UGA Graduate School also provides a limited number of competitive out-of-state tuition waivers for non-Georgia residents. The availability of these awards is announced each spring, and students are nominated for these awards by the MPA Program Director and Graduate Coordinator. These waivers do not automatically renew from one academic year to the next.

Students must generally possess both high GPA and GRE scores to be competitive for these limited funding opportunities, although other relevant information and experience are also considered in nomination decisions.

## EMPLOYMENT

Graduates of the SPIA MPA program have obtained administrative and management positions at all levels of government and in nonprofit agencies. The MPA Career Services Coordinator assists students in the employment process. For examples of specific locations where our graduates have accepted employment, please visit our website



## LINNEA IONNO

**Specialization:** Nonprofit Management

**Hometown:** Hartford, CT

**Education:** B.A., History, University of Connecticut, 2013

**Graduation Date:** Spring 2015

Linnea is currently in her second year of the MPA program. She is interested in education and gender equity policies. After graduation, she hopes to work as a Coordinator of Sexual Assault Prevention Programs in a higher education setting or in nonprofit rape crisis centers.



## PHILLIP MCAULEY

**Specialization:** Public Policy and Local Government Management

**Hometown:** Pass Christian, MS

**Education:** B.A., Finance, Mississippi State University, 2013

**Graduation Date:** Spring 2015

Phillip is interested in economic and education policy and would like to focus on those areas in the future. He hopes to eventually work at a think tank as a policy analyst or to go into government relations.



## CECILE RIKER

**Specialization:** Nonprofit Administration

**Hometown:** Dacula, GA

**Education:** B.A., Political Science, The University of Georgia, 2013

**Expected Graduation Date:** Spring 2016

Cecile is interested in the working relationships between nonprofit organizations here in Athens and how the complex network affects funding opportunities for those organizations. She hopes to stay and work in Athens after completing the MPA program.

# CURRICULUM OUTLINE

A total of 41 semester credit hours are needed to complete the SPIA MPA program. A mandatory socialization seminar and five core courses introduce students to the various fields of public administration and policy. In addition, two required courses in research methods assist students in developing a familiarity with quantitative techniques in public decision making. Students must also select six courses from among our elective specializations to complete their course requirements. Finally, students must complete an internship and capstone paper, as well as pass a final integrative memo exercise to complete their degree. The following provides an outline of the SPIA MPA curriculum:

## **1** MPA Socialization Sequence (1 semester hour)

PADP 6980:  
Socialization Seminar

## **2** Public Administration Core (15 semester hours)

PADP 6910:  
Public Administration and Democracy

PADP 6920:  
Public Personnel Administration

PADP 6930:  
Public Financial Administration

PADP 6950:  
Economic Foundations of Policy Analysis

PADP 6960:  
Public Management

## **3** Research Methods Sequence (6 semester hours)

PADP 7110:  
Research Methods in Public Administration

PADP 7120:  
Data Applications in Public Administration

## **4** Electives (18 semester hours)

## **5** Internship and Capstone Paper (1 semester hour)

## **6** Integrative Memo Exercise

## ELECTIVE COURSES

A number of elective courses are offered. A student must choose either to specialize in a single specific area of study or to complete a generalist degree. Areas of specialization include the following:

**Health Policy and Administration**

**Higher Education Administration**

**Local Government Administration**

**Nonprofit Administration**

**Public Budgeting and Finance Administration**

**Public Management/Organization Theory**

**Public Policy**

To specialize in a single area of study, an MPA student must take four courses in that area. To complete a generalist degree, students must choose a minimum of two courses from within at least two of the specified areas of specialization.

The areas of study are listed above. We have also provided a list of possible courses for each specialization. This list is fluid as courses are added or subtracted by our department and others. The courses listed are available to MPA students. Courses not listed below may be taken with the approval of the Director of the MPA program.

## **1 Health Policy and Administration**

PADP 7580:  
Local Government Practicum

PADP 8610:  
Economics of Health Policy

PADP 8640:  
Program Evaluation

PADP 8650:  
Demand Side of Health Economics

PADP 8670:  
Policy Analysis I

PADP 8680:  
Policy Analysis II

DMAN 7350:  
Basic Disaster Management for Public Health Professionals

EHSC 7010:  
Fundamentals of Environmental Health Science

HPAM 7010:  
Introduction to Health Policy and Management

HPAM 7700:  
Public Health and Healthcare Ethics

HPAM 8400:  
Policy and Economic Analysis in Public Health

HPAM 8600:  
Health Economics

HPAM 8650:  
Healthcare Finance

HPAM 8700:  
Management of Public Health Organizations

HPAM 8800:  
Leadership in Public Health

HPAM 8820:  
Global Health Policy

HPAM 8850:  
Cost Effectiveness in Health and Medicine

HPRB 7470:  
Program Evaluation in Health Promotion and Health Education

HPRB 7480:  
Global Health Promotion

HPRB 7500:  
Community Health

## **2 Higher Education Administration**

PADP 7920:  
Equal Employment Opportunity, Affirmative Action, and Diversity

PADP 7930:  
Human Services Administration

PADP 8420:  
Leadership in Public Service

PADP 8430:  
Public Financial Management

PADP 8470:  
Bids and Contracting

PADP 8640:  
Program Evaluation

PADP 8830:  
Seminar in Public Budgeting

PADP 9200:  
Governmental and Nonprofit Accounting

ECHD 7400:  
Foundations of College Student Affairs Administration

EDAP 7040:  
School Law

EDAP 8130:  
Trends and Issues in Educational Administration and Policy

EDAP 8210:  
Educational Policy Analysis

EDHI 8000:  
History of American Higher Education

EDHI 8010:  
Higher Education in the United States

EDHI 8300:  
The Law and Higher Education

EDHI 8400:  
Finance of Higher Education

EDHI 9020:  
Critical Issues in Higher Education

EDHI 9050:  
Organization and Governance in Higher Education

## **3 Local Government Administration**

PADP 7360:  
Managing Government Performance

PADP 7500:  
Local Government Management

PADP 7520:  
Urban Policy

PADP 7580:  
Local Government Practicum

PADP 7900:  
Managing Volunteers

PADP 7930:  
Human Services Administration

PADP 8420:  
Leadership in Public Service

PADP 8430:  
Public Financial Management

PADP 8460:  
Organization Behavior

PADP 8470:  
Bids and Contracting

PADP 8550:  
Intergovernmental Relations

PADP 8560:  
Case Study in Seoul

PADP 8560:  
Downtown and Urban  
Planning

PADP 8640:  
Program Evaluation

PADP 8810:  
State and Local Taxation

PADP 8820:  
Economic Development

PADP 8830:  
Seminar in Public Budgeting

PADP 8840:  
Metropolitan Fiscal Problems

PADP 8870:  
Debt Management

PADP 9200:  
Government and Nonprofit  
Accounting

PADP 9200:  
Managing the Co-Production  
of Public and Non-Profit  
Services

GEOG 6370:  
Introduction to Geographic  
Information Systems

HACE 6310:  
Housing Policy

HIPR 6000:  
Introduction to Historic  
Preservation

## **4 Nonprofit Administration**

PADP 7210:  
Introduction to the Nonprofit  
Sector

PADP 7220:  
Nonprofit Governance and  
Management

PADP 7900:  
Managing Volunteers in the  
Public and Nonprofit Sectors

PADP 7930:  
Human Services Administration

PADP 8420:  
Leadership in Public Service

PADP 8430:  
Public Financial Management

PADP 8470:  
Bids and Contracting

PADP 8640:  
Program Evaluation

PADP 8860:  
Nonprofit Financial  
Administration

PADP 9200:  
Managing the Co-Production  
of Public and Non-Profit  
Services

PADP 9200:  
Governmental and Nonprofit  
Accounting

MNPO 7060:  
Fundraising and Development  
for Nonprofit Organizations

MNPO 7106:  
Evaluation of Community and  
Institutional Practices

MNPO 7123:  
Theory and Management of  
Nonprofit Organizations

MNPO 7957:  
Grant Proposal Writing for  
Nonprofit Organizations

## **5 Public Budgeting and Finance Administration**

PADP 7580:  
Local Government Practicum

PADP 8430:  
Public Financial Management

PADP 8470:  
Bids and Contracting

PADP 8560:  
Case Study in Seoul

PADP 8810:  
State and Local Taxation

PADP 8820:  
Economic Development

PADP 8830:  
Seminar in Public Budgeting

PADP 8840:  
Metropolitan Fiscal Problems

PADP 8860:  
Nonprofit Financial  
Administration

PADP 8870:  
Debt Management

PADP 9200:  
State and Local Taxation

PADP 9200:  
Governmental and Nonprofit  
Accounting

EDHI 8400:  
Finance of Higher Education

HPAM 8650:  
Healthcare Finance

## 6 Public Management/ Organizational Theory

PADP 6490:  
Administrative Law

PADP 7360:  
Managing Government  
Performance

PADP 7380:  
Ethics in Public Administration

PADP 7580:  
Local Government Practicum

PADP 7900:  
Managing Volunteers in the  
Public and Nonprofit Sectors

PADP 7920:  
Equal Employment  
Opportunity, Affirmative  
Action, and Diversity

PADP 7930:  
Human Services Administration

PADP 8420:  
Leadership in Public Service

PADP 8460:  
Organization Behavior

PADP 8470:  
Bids and Contracting

PADP 8630:  
Policy Implementation

PADP 8640:  
Program Evaluation

PADP 8650:  
Policy Seminar: Regulation

PADP 8830:  
Seminar in Public Budgeting

PADP 8940:  
Seminar in Comparative  
Administration

PADP 8960:  
Organization Development and  
Change

INTL 8210:  
International Organization

## 7 Public Policy

PADP 6490:  
Administrative Law

PADP 7520:  
Urban Policy

PADP 7580:  
Local Government Practicum

PADP 8550:  
Intergovernmental Relations

PADP 8560:  
Case Study in Seoul

PADP 8610:  
Economics of Health Policy

PADP 8620:  
Policy Process

PADP 8630:  
Policy Implementation

PADP 8640:  
Program Evaluation

PADP 8650:  
Demand Side of Health  
Economics



## GUSTAVO RODRIGUEZ-ZACCARO

**Specialization:** Health Administration and Policy

**Hometown:** San Pedro Sula, Honduras

**Education:** B.A., Political Science, Georgia Southern University,  
2012

**Graduation Date:** Spring 2015

Gustavo is an MPA student and teaching assistant at UGA. He is interested in secular democratization, democratizing the economy, and the government as a tool for equity.

PADP 8650:  
Regulation

PADP 8670:  
Policy Analysis I

PADP 8680:  
Policy Analysis II

PADP 8810:  
State and Local Taxation

PADP 8820:  
Economic Development Policy  
and Financing

PADP 9200:  
State and Local Taxation

POLS 8000:  
Rational Choice

ECOL 8730:  
Environmental Policy

EDAP 8130:  
Trends and Issues in  
Educational Administration and  
Policy

EDAP 8210:  
Educational Policy Analysis

EDAP 8220:  
Federal Education Policy  
1965-Today

HACE 6310:  
Housing Policy

HPAM 7010:  
Introduction to Health Policy  
and Management

HPAM 8400:  
Policy and Economic Analysis  
in Public Health

HPAM 8600:  
Health Economics

HPAM 8850:  
Cost Effectiveness in Health  
and Medicine

HPRB 7470:  
Program Evaluation in Health  
Promotion and Health  
Education

SOWK 7106:  
Evaluation of Community and  
Institutional Practices

## independent studies

Independent Study courses are available for content not offered through a regularly scheduled course. The use of Independent Study courses to fulfill elective requirements is limited and permitted at the discretion of the MPA Program Director. To request enrollment in an Independent Study course, students must download and complete the appropriate form from the website and obtain signatures of the course instructor and the MPA Program Director:

<http://spia.uga.edu/departments-centers/padp/schedulingadvising/>



## ALEXANDER NEWELL

**Specialization:** Public Budgeting and Finance

**Hometown:** Johns Creek, GA

**Education:** B.A., Political Science, History, and Philosophy,  
The University of Georgia, 2013

**Expected Graduation Date:** Spring 2016

Alex is interested in ethics and accountability in government, efficacy of social welfare programs, and interactions between the Federal and State governments. He plans to focus his studies on the financial and budgeting aspects of modern government so that he is best equipped to serve the public interest.

## BRIDGETTE BURTON

**Specialization:** Nonprofit Administration and Higher Education

**Hometown:** Stone Mountain, GA

**Education:** B.A., Public Relations and Theater, The University of Georgia, 2011

**Expected Graduation Date:** Spring 2017

Bridgette is a young arts leader with hopes to continue a career in arts administration and seeks to find experiences that will enhance her growth and enable her to spread arts education across the world. She is interested in cultural initiatives within city governments as well as arts education and outreach for youth.



## INTERNSHIP REQUIREMENT

Before graduating, students must complete a public service internship and submit a paper on the experience. Internships must be completed at a public sector government agency or nonprofit organization that is non-partisan and non-sectarian in scope. This requirement helps to ensure that the degree candidate can perform responsibly and proficiently at a professional or managerial level. Additionally, the internship provides students with an experiential basis for linking their course work to their future careers as public service professionals. Students must intern for a minimum of 300 hours at the same agency. Students will not receive course credit for completing an internship and cannot count any experience for which they received course credit as an internship. Students have completed internships in a wide variety of federal, state, and local government agencies and nonprofit organizations. For examples of specific locations, please visit our website: <http://spia.uga.edu/departments-centers/padp/career-services/>

Students with prior successful experience in a position at a professional or managerial level at a government agency or nonprofit may seek a waiver from the internship requirement. Students desiring such an exemption should complete the Internship Waiver Form and submit it to the MPA Program Director, justifying the waiver. The Program Director will decide whether the applicant's experience meets departmental requirements. Exemption from the internship does not, however, eliminate the requirement of the Capstone Paper (see below). Students who must complete an internship should consult with the MPA Career Services Coordinator, who will assist the student in arranging to satisfy the requirement.

Students must agree to abide by UGA's academic honesty policy and procedures known as A Culture of Honesty when applying for admission to the University of Georgia. A Culture of Honesty and the University of Georgia Student Honor Code work together to define a climate of academic honesty and integrity at the university.

The Department of Public Administration and Policy expects all students to follow UGA regulations on academic honesty. All academic work must be performed without plagiarism, cheating, lying, tampering, stealing, or receiving unauthorized or illegitimate assistance.

All members of the university community have a responsibility to uphold and maintain an honest academic environment and to report when dishonesty occurs. Where suspected violations of the academic honesty policy occur, appropriate procedures are designed to protect the integrity of the academic process while ensuring due process. The university's academic honesty system is an academic process founded on educational opportunities. Details on the University policy on academic honesty are located at <https://ovpi.uga.edu/academic-honesty>.

**academic  
honesty**

## INTEGRATIVE MEMO EXERCISE

An integrative memo exercise, administered during the student's last semester, provides students with an opportunity to integrate all of their course work into a professional memo with supplemental documents that addresses a substantial public problem portrayed in a case. This is a take-home assignment, distributed mid-to-late in the semester, and due back two weeks later. More details and sign-up information are made available at the start of each term. Two professors blindly grade each memo, and students' answers are assigned one of three grades: pass with distinction, pass, or fail. Students failing the exercise on the first attempt may retake it a second and final time.

## MPA/JD JOINT DEGREE PROGRAM

A joint MPA/JD degree is available through the Department of Public Administration and Policy and the UGA School of Law. Students must meet the admissions requirements of both academic programs to enroll. The joint program allows students to earn both degrees in four years, eliminating approximately one year of academic work. Applicants must take both the Graduate Record Examination (GRE) and the Law School Admissions Test (LSAT) to be considered for admission.

Students admitted into the joint program typically take coursework the first year in either the MPA program or the Law School and the second year in the other academic unit. In their third year, students take classes primarily in the Law School. The fourth year students finish up their requirements in both academic units.

If MPA/JD students are on assistantship with the Department of Public Administration and Policy, they are eligible to receive the tuition waiver benefit for the two academic years in which they are enrolled in MPA coursework. In order to do so, however, students must register in Athena under the "Graduate" program level, rather than the "Undergraduate/Professional" program level, even if they are enrolled in one or more law school courses. This applies up to and includes the summer term following the last year of MPA coursework. MPA/JD students may not receive a tuition waiver for semesters in which they are enrolled in law school courses only. During these terms, students must choose the "Undergraduate/Professional" program level and pay the law school tuition rates.



### MICHAEL PIZAREK

**Specialization:** Generalist

**Hometown:** Watkinsville, GA

**Education:** B.A., Political Science and Criminal Justice, The University of Georgia, 2013

**Graduation Date:** Spring 2015

Mike is interested in intergovernmental relations in response to contemporary transportation issues and our nation's evolving criminal justice and court system. His studies have ranged from public/private partnerships in contracting to local government operations in an urban municipality focused on strategic redevelopment. He hopes to apply the diverse skills acquired through his MPA coursework to a future career in public service and governance.

# CAPSTONE PAPER AND SURVEY

After the internship work requirement has been completed or waived, students must submit a paper describing their internship/professional experience and relating their coursework to that experience. The paper provides an opportunity for students to demonstrate both analytical ability and writing skills and should consist of four parts:

## SECTION 1: Description of Professional Work Experience (approx. 2 pages)

A description of the student's work at their internship or prior professional experience, including tasks performed, responsibilities assigned, and projects attempted.

## SECTION 2: Applying Classwork to Career (approx. 3 pages)

A description of the skills and concepts learned in coursework that applied to the student's professional work, including what was/was not useful and what the student learned about the needs and challenges in the public sector. He or she should also describe the specific lessons gained through the elective coursework in their specialization or generalist degree.

## SECTION 3: Mastery of Five Core Competencies (approx. 5 pages)

On the next page are the Five Core Competencies the SPIA MPA program intends to teach. Students should provide an assessment with justification of whether he or she mastered each of these core competencies, including analysis of the classes/skills that applied to each respective competency.

## SECTION 4: Program Assessment and Recommendations (approx. 5 pages)

An assessment of the SPIA MPA program and any recommendations to improve it, including:

- Faculty involvement and mentorship
- Class offerings and frequency
- Career and internship services
- Classroom and meeting spaces
- Specializations
- Academic resources (library, computers, etc.)

The paper should be approximately 15 pages in length. Students should address all aforementioned sections (all underlined and italicized titles should be used as subtitles for the paper); otherwise, the paper will be considered incomplete. A hard copy of the paper must be delivered to the MPA Recruitment and Career Services Coordinator either before or within one week after students complete the Integrative Memo Exercise. Fax or email submissions are not accepted. In addition, students are required to complete a brief survey on the MPA program when the Capstone Paper is due:

[https://ugeorgia.qualtrics.com/SE/?SID=SV\\_eRwrejZLWW5wH9X](https://ugeorgia.qualtrics.com/SE/?SID=SV_eRwrejZLWW5wH9X)

# FIVE CORE COMPETENCIES

## 1: To Lead and Manage in Public Governance

Students will learn the implications of the unique political and legal environments in the public sector and its human management implications. They will be able to understand the importance and dynamics of working in groups or teams to make collaborative decisions, incorporate diverse viewpoints, and create a cohesive and professional product. Furthermore, students will be equipped to identify leadership and management demands across sectors, particularly in the public and nonprofit sectors, including their similarities and differences as well as unique intergovernmental and inter-organizational challenges.

## 2: The Public Policy Process

Students will understand the public policy process at the federal, state, and local levels, including formulating, implementing, and evaluating policy. They will develop the ability to interpret and persuasively communicate information regarding policy alternatives through memoranda and presentations. In addition, students will analyze policy alternatives using quantitative and qualitative tools to evaluate decisions and explain potential ramifications for diverse constituencies. They will learn to manage financial resources and develop a comprehensive budget proposal to achieve organizational goals.

## 3: Analyzing/Synthesizing to Solve Problems and Make Decisions

Students will utilize various methods and analytical tools to analyze and interpret data to provide effective reasoning for decision-making and policy creation. Students will learn to effectively and concisely inform the public and other stakeholders of decisions and initiatives through the presentation of data and research findings. Furthermore, they will produce policy papers involving the synthesis of information, evaluation, and analysis of critical questions or problems currently facing the field of public administration and policy.

## 4: The Public Service Perspective

Students will understand and appreciate the intellectual history of American public administration, competing ideological frameworks, and major issues or controversies that have emerged over time. They will learn to apply the profession's code of ethics to decisions and value conflicts unique to the public sector, ensuring practices remain accountable and transparent. Moreover, students will demonstrate an appreciation of the complex legal/political/fiscal environment of public management.

## 5: Communicating with a Diverse Workforce and Citizenry

Students will exhibit knowledge of principles and practices associated with effective public personnel management. Such skills will include the ability to recognize, consider, and respect differing points of view in administrative and policy decisions. Students will execute specific strategies to enhance equity within and representativeness of the public workforce to ensure all people within a government's jurisdiction are well served. Finally, students will demonstrate an appreciation for diversity and will be able to work productively in teams by displaying composure, professionalism, and effective communication skills.

# ADMISSION TO THE PROGRAM

To be considered for admission to the SPIA MPA program, students must hold a baccalaureate degree from an accredited college or university and must demonstrate potential for excellence in the study of public administration and policy. SPIA MPA students come from diverse backgrounds and fields of study. Visit the MPA student profiles section of our departmental website for more information.

Application deadlines for students from the United States are July 1 for fall semester and November 15 for spring semester. International applicants must apply by April 15 for fall semester and October 15 for spring semester.

Please note that some application materials must be sent to the UGA Graduate School, and other materials must be mailed directly to the Department of Public Administration and Policy. Misdirected application materials will slow the application process. Please follow the steps outlined below. For details, please visit our website at: <http://spia.uga.edu/degree/master-of-public-administration-mpa/>.

The University of Georgia is an equal opportunity educational institution. No applicant for admission to UGA will be harassed or discriminated against because of race, sex (including sexual harassment and pregnancy), gender identity, sexual orientation, ethnicity or national origin, religion, age, genetic information, disability status, or veteran status.



## HOLGER LOEWENDORF

**Specialization:** Nonprofit Administration and Public Policy

**Hometown:** Berlin, Germany

**Education:** B.A., History, Freie Universitat Berlin, 2004

M.A., History, Temple University, 2008

Ph.D., History, Temple University, in progress

**Expected Graduation Date:** Spring 2016

Holger is an international historian and MPA student. Born and raised in Berlin, Germany, he currently lives in Atlanta. He is interested in international relations, specifically international organizations and NGOs that work in nation-building, human rights, and conflict resolution.

1 Complete the online application located at the UGA Graduate School website at [www.applyweb.com/apply/ugagrad/](http://www.applyweb.com/apply/ugagrad/) and pay the required application fee, which is \$75 for domestic applicants and \$100 for international applicants.

2 Send the materials listed below to the UGA Graduate School:

Office of Graduate Admissions  
210 S. Jackson St.  
Athens, GA 30602-4401

Allow 10-14 days for receipt and processing of these materials by the Graduate School Admissions Office, which are then forwarded to the department.

Transcripts - Send one unofficial transcript from all institutions attended, even if no degree was conferred and/or credits are listed on other transcripts. If accepted to the program, you will have to submit an official transcript from all institutions from which you have earned a degree.

Official Test Scores - The Graduate Record Exam (GRE) is required of all applicants. In addition, TOEFL scores are required of applicants whose primary language is not English, unless applicants have received a degree within the past two years from an accredited institution where the language of instruction is English. The TOEFL scores can be no older than two years. For more information on this exam, including how to register, visit [www.ets.org/](http://www.ets.org/).

Additional requirements for international applicants can be found on the Graduate School website at <http://grad.uga.edu/index.php/prospective-students/international-application-information/international-supplement/>.

3 Send remaining materials to the Department of Public Administration and Policy:

Department of Public Administration and Policy  
Attn: Admissions Office  
204 Baldwin Hall, 355 South Jackson Street  
The University of Georgia  
Athens, GA 30602-1615

Supplemental Application

Statement of Purpose

Three Reference Forms/Letters of Recommendation (It is highly recommended that you submit these online.)

Resume

The forms referenced above are available on our website.

The MPA Admissions Committee reviews all completed applications and makes decisions regarding admissions into the SPIA MPA program. Students must also be admitted to the UGA Graduate School once admitted to the MPA program. Applicants receive official written notification of admissions decisions from both our department and the UGA Graduate School. The Socialization Seminar, which is a curriculum requirement for obtaining the SPIA MPA degree, is always held the week prior to the beginning of each fall and spring semester and attendance is mandatory.

# ACADEMIC ADVISING AND REGISTRATION

New students receive academic advising during the week of the Socialization Seminar at the beginning of their first term. Continuing students are advised typically during October and March of each academic year. Online registration used by UGA requires students to be advised prior to gaining access to the registration system to enroll in classes.

## REGISTRATION GUIDELINES

The Graduate School enforces the following registration guidelines:

Students who receive an assistantship and/or a tuition waiver must register for a minimum of 12 hours in the fall and spring. Such students who choose to enroll during the summer and maintain the waiver must register for at least nine hours.

Students must be registered for at least three hours during the term in which they complete degree requirements.

Students pursuing graduate degrees at UGA must maintain continuous enrollment from matriculation until completion of all degree requirements. Continuous enrollment is defined as registering for a minimum of three credits in at least two semesters per year (Fall, Spring, Summer) until the degree is attained.

Students may apply for a leave of absence for well-documented causes that interfere with the ability to undertake graduate study. An approved leave of absence stands in lieu of registering for the minimum of three credits for each semester for which the leave of absence is granted.

Students who fail to achieve continuous enrollment, or apply for a leave of absence, will become “inactive”, and must reapply for admission.

If it becomes necessary to add a class after the established deadline for registration, the MPA Program Director may approve a request for late registration within a reasonable amount of time. Specific guidelines for this process are available at: [www.bursar.uga.edu/late add.pdf](http://www.bursar.uga.edu/late%20add.pdf)

## WITHDRAWALS

Students who are considering withdrawal from a class after the established dates for registration should first discuss that decision with their instructor. Withdrawal is initiated through the UGA online registration system. To receive a grade of ‘WP’, a student must withdraw before the midpoint of the semester; all withdrawals after that point receive grades of ‘WF’. However, the course instructor has full discretion to assign a ‘WF’ for withdrawals that occur at any point.

## INCOMPLETES

Under limited circumstances, an instructor may decide to grant a student an “Incomplete” in a course, which puts a hold on the course grade until the student completes the required coursework. When an “Incomplete” is granted, the student has a maximum of three terms (one year) in which to satisfy the requirement(s) and convert the grade. If the grade is not converted after three terms, it automatically converts to an “F”. All “Incompletes” must be converted before graduation.



## MATTHEW PEPPER

**Specialization:** Public Management and Organizational Theory

**Hometown:** Mansfield, TX

**Education:** B.S., Psychology, Brigham Young University, 2012

**Graduation Date:** Spring 2015

Matt is in his second year of the MPA program. His interest in the field stems from the challenges provided by the delivery of public service goods in an efficient and effective manner to a broad-based citizenry. His interests are centered on government contracting, project management, and public leadership development.



## REBECCA NASUTI

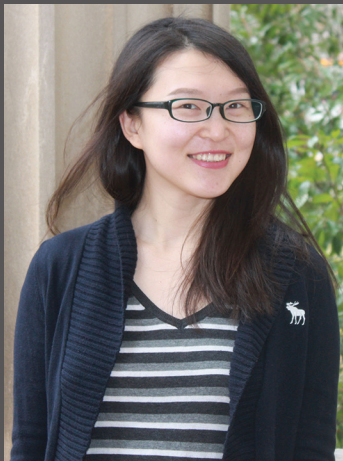
**Specialization:** Public Policy

**Hometown:** Peachtree Corners, GA

**Education:** B.A., International Affairs and French, The University of Georgia, 2015

**Graduation Date:** Spring 2015

Rebecca is currently an AB/MPA student interested in federal education policy. Furthermore, she is interested in urban education and in Charter Schools and the extent to which they affect educational attainment for children in low-income communities.



## LU BAO

**Specialization:** Local Government and Public Management

**Hometown:** Beijing, China

**Graduation Date:** Spring 2015

After working for four years in the private sector, Lu returned to school to pursue an MPA. She is interested in both public and private management.

# FACULTY

The faculty of the Department of Public Administration and Policy includes scholars of national and international reputation. For more information, visit: <http://padp.uga.edu/directory>.



Amanda J. Abraham  
Assistant Professor  
Ph.D., Louisiana State University, 2006

Dr. Abraham specializes in addiction health services research. Her work focuses on the adoption, diffusion and implementation of evidence-based practices for substance use disorder treatment, organizational change, workforce development, and the impact of federal and state policy on the organization, accessibility and quality of SUD treatment services. She currently serves as Principal Investigator and Co-Investigator on numerous federal grants including a grant from the National Institute on Drug Abuse to evaluate the impact of Georgia Medicaid policy on inappropriate prescribing of opioid analgesics and opioid overdose deaths. Dr. Abraham's work has been published in top addiction and health services journals, including Health Affairs, Health Services Research, Psychiatric Services, Drug and Alcohol Dependence, and Journal of Studies on Alcohol and Drugs. **Email: [aabraham@uga.edu](mailto:aabraham@uga.edu)**



L. Jason Anastasopoulos  
Assistant Professor  
Ph.D., University of California, Berkeley, 2013

Dr. Anastasopoulos is coming to UGA after spending time as a data science fellow at UC Berkeley's School of Information and a Democracy Fellow at the Harvard Kennedy School of Government. His current research interests in the fields of statistics and computing include causal inference, experimental design and analysis, machine learning methods for text and image classification with a special interest in Bayesian nonparametrics and stochastic optimization methods. His substantive interests include political behavior, political violence and American politics with a focus on race, ethnicity and migration in the United States. His current work has been published in Electoral Studies and the Journal of Legal Studies. **Email: [ljanastas@uga.edu](mailto:ljanastas@uga.edu)**



W. David Bradford  
Busbee Chair in Public Policy  
Ph.D., Economics, Louisiana State University, 1991

Prior to joining UGA, he was formerly the Director and founder of the Center for Health Economic and Policy Studies at the Medical University of South Carolina (MUSC) and has been a visiting faculty member at Yale Medical School and a tenured faculty member in the Department of Economics at the University of New Hampshire. Dr. Bradford has numerous publications (both in peer-reviewed outlets and in book chapters) and professional presentations and is co-editor of the peer-reviewed journal *Health Economics Letters*. He is also on the editorial board for the journal *Health Economics*, serves on the editorial board of the newsletter of the American Society of Health Economists. He is a Board Member for the

International Health Economics Association, and is on the oversight boards for both the American Health Economics Conference and the Southeastern Health Economics Study Group. Dr. Bradford has significant experience with funded research, serving or having served as Principal Investigator on 19 extramurally funded research projects, and has been a permanent member of the Health Services Organization and Delivery study section for the National Institutes of Health.

A significant component of Dr. Bradford's current research involves the origins of time and risk preferences, and their effects on health care related decisions; he also explores other aspects of behavioral economics, including integrating the adaptation into neoclassical models of consumer choice. His work on intertemporal decision-making includes several projects that assess time and risk preferences of individuals and that determine the effects of those preferences on the demand for health care and on health insurance choices. His other primary current research area involves evaluating the impact of various reproductive health policies on individual health and behavioral outcomes. He is also active in the area of prescription pharmaceutical markets, including the role of FDA policies, off-label utilization and advertising. **Email: [bradfowd@uga.edu](mailto:bradfowd@uga.edu)**

Gene A. Brewer  
Associate Professor  
Ph.D., The University of Georgia, 2001



Dr. Brewer is an internationally recognized public management scholar. His current research interests include public sector reform, policy implementation, government performance, organization theory and behavior, international and comparative administration, and bureaucratic accountability in democratic political systems. He is currently a partner and advisor on several domestic and international research projects and consortiums in the United States, United Kingdom, Western Europe, Australasia and East Asia. Dr. Brewer has more than forty years of work experience in the public and nonprofit sectors and regularly lectures, consults and conducts research in the United States and internationally on a wide range of topics related to public administration, management, and the policy process. He is Visiting Professor of Public Management at Utrecht University School of Governance in the Netherlands, Guest Fellow at Catholic University's Public Governance Institute in Leuven, Belgium, and has informal affiliations with several other universities and public institutions around the world. Dr. Brewer is the North American Vice President of the International Research Society for Public Management and a study group chair of the International Institute of Administrative Sciences. He recently co-authored and co-edited *Public Service Performance: Research Directions* (Cambridge University Press, 2010; Korean version published in 2012). **Email: [cmsbrew@uga.edu](mailto:cmsbrew@uga.edu)**



Deborah A. Carroll  
Associate Professor  
Ph.D., University of Wisconsin-Milwaukee, 2004

Dr. Carroll specializes in government and nonprofit financial management. Her research focuses on state and local government taxation and revenue structures, as well as the fiscal implications for state and local governments of the nonprofit sector. Dr. Carroll has published several articles in the *Journal of Public Administration Research and Theory*, *Public Administration Review*, *The American Review of Public Administration*, *Public Budgeting & Finance*, and *Urban Affairs Review* among other journals. Before coming to the University of Georgia, Dr. Carroll worked as a budget and policy analyst for the City of Milwaukee, Wisconsin and was a faculty member at the University of Tennessee. She has served on the governing board for the Southeastern Conference for Public Administration, the executive board and various committees for the Association for Budgeting and Financial Management (ABFM), and the editorial board for *Urban Affairs Review*. Currently, she is serving a three-year term as Treasurer for ABFM. Dr. Carroll teaches public financial administration, public & nonprofit financial management, and special topics courses on state and local taxation and economic development. **Email: [dcarroll@uga.edu](mailto:dcarroll@uga.edu)**



Delmer D. Dunn  
Vice President for Instruction and Regents  
Professor Emeritus  
Ph.D., Wisconsin, 1967

Dr. Dunn specializes in American government and public administration. His book, *Politics and Administration at the Top: Lessons from Down Under* (University of Pittsburgh Press, 1997), won the Charles H. Levine Book Prize, given by the Structure and Organization of Government Research Committee of the International Political Science Association, for the best book in the fields of public policy and administration. His research has appeared in several journals, including *Public Administration Review*, *Journal of Public Administration Research and Theory*, *Social Science Quarterly*, and others. His current research interest

focuses on accountability and responsibility of the public service in democratic countries. He has been an American Political Science Association Congressional Fellow, a Research Associate at The Brookings Institution, Director of the Institute of Higher Education, and Director of the Carl Vinson Institute of Government at the University of Georgia. **Email:** [ddunn@uga.edu](mailto:ddunn@uga.edu).



J. Edward Kellough  
Professor, Graduate Coordinator, and Director of  
the MPA & PhD Program  
Ph.D., Miami University, 1987

Dr. Kellough has served the international accrediting body for graduate programs in public affairs (NASPAA) as President, Vice President, a member of the Executive Council, and a member of the Commission on Peer Review and Accreditation. He has served also as Chair of the American Political Science Association, Section on Public Administration, and as Chair of the American Society for Public Administration, Section on Public Administration Education. He is on the editorial boards of numerous academic journals. His research and teaching focus on issues associated with public sector human resources management. Recent books by Dr. Kellough include *The New Public Personnel Administration*,

seventh edition, with Lloyd G. Nigro (Wadsworth-Cengage Learning, 2014); *Understanding Affirmative Action: Politics, Discrimination, and the Search for Justice* (Georgetown University Press, 2007); and *Civil Service Reform in the States: Personnel Policy and Politics at the Sub-National Level*, edited with Lloyd G. Nigro (State University of New York Press, 2006). His work has also appeared in *Public Administration Review*, *The Journal of Public Administration Research and Theory*, *Administration and Society*, *The Review of Public Personnel Administration*, *The American Review of Public Administration*, *Public Personnel Management*, *American Journal of Political Science*, *Social Science Quarterly*, and other outlets. He has lectured or made presentations in Australia, Canada, China, Denmark, Germany, Italy, the Netherlands, the Republic of Georgia, Russia, Saudi Arabia, South Korea, Ukraine, and the United Arab Emirates **Email:** [kellough@uga.edu](mailto:kellough@uga.edu)



Thomas P. Lauth  
Dean and Professor Emeritus of the School of  
Public and International Affairs  
Ph.D., Syracuse University, 1976

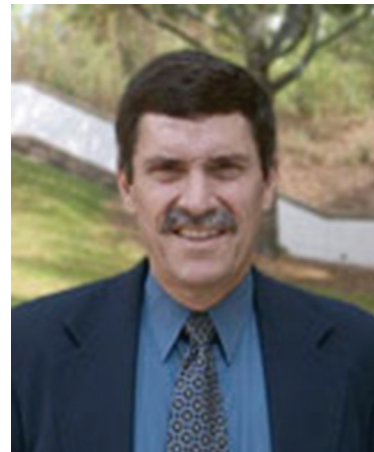
Dr. Lauth was a faculty member at the University of Georgia from 1981-2013, served as Head of the Department of Political Science, 1988-2001, and Dean of the School of Public and International Affairs, 2001-2013. He is the author or co-author of more than 50 peer reviewed journal articles and invited book chapters; the coauthor of *Compromised Compliance: Implementation of 1965 Voting Rights Act* (1982) and *The Politics of State and City Administration* (1986); and the co-editor of *Governors, Legislatures, and Budgets: Diversity Across the American States* (1991) and *Budgeting in the States: Institutions, Processes and Politics* (2006). In 1998, he

received the Aaron B. Wildavsky Award for Lifetime Scholarly Achievement in Public Budgeting, presented by the Association for Budgeting and Financial Management. He is an elected Fellow of the National Academy of Public Administration (NAPA), and was President of the National Association of Schools of Public Affairs and Administration (NASPAA), 2000-01. He has taught courses, delivered lectures, and presented papers in China, Korea, Taiwan, Ukraine, and U.K.. In 2010, he delivered the 100th Anniversary Graduate Commencement Address at the University of Georgia. During his years as an active faculty member he directed 30 Ph.D. dissertations. He earned the B.A. in Government from the University of Notre Dame, and the Ph.D. in Political Science from the Maxwell School of Citizenship and Public Affairs, Syracuse University. **Email: [tplauth@uga.edu](mailto:tplauth@uga.edu)**

Jerome S. Legge  
Associate Provost for  
Academic Planning and Professor  
Ph.D., Emory, 1975

Dr. Legge has served as the Director of the MPA program (1981-2002), the Associate Dean of SPIA (2002-2011), and is currently serving as the University's Associate Provost for Academic Planning where he is responsible for strategic planning, program assessment, and University accreditation. His most important works are *Abortion Policy: An Evaluation of the Consequences for Maternal and Infant Health* (SUNY, 1985), *Traffic Safety Reform in the United States and Great Britain* (Pittsburgh, 1991), and *Jews, Turks, and Other Strangers: The Roots of Prejudice in Modern Germany* (University of Wisconsin Press, 2003). His primary current interests are in the areas of immigration policy, ethnic politics, comparative privatization with an emphasis on Europe, and on the attitudes of Europeans toward genetically modified foods and support for stem cell research. His articles have been published in the *American Journal of Political Science*, *Journal of Politics*, *Administration and Society*, *Political Research Quarterly*, *Policy Studies Review*, *Social Science Quarterly*, *Public Administration Review*, and numerous other journals. Dr. Legge has taught, researched, or lectured in Estonia, Italy, Germany, the Czech Republic, Hungary, Poland, Switzerland, Israel, China, Korea, and Canada.

**Email: [jlegge@uga.edu](mailto:jlegge@uga.edu)**





Tima T. Moldogaziev  
Assistant Professor

Ph.D., Indiana University, 2012

Dr. Moldogaziev has primary research and teaching interests in subnational public finance, state and local capital markets & regulation, municipal market intermediaries & innovations in financial securities. In public management, he conducts research on organizational management, performance, innovativeness, and implementation of public sector innovations. Professor Moldogaziev is a coauthor of *State and Local Financial Instruments: Policy Changes and Management* (2014). His most recent work has been published in refereed journals such as *Public Budgeting & Finance*, *Public Administration*, *Public Administration Review*, *Municipal Finance Journal*, the *American Review of Public Administration*, and

the *Journal of Public Administration Research and Theory*. In the past, Professor Moldogaziev held academic position at the University of South Carolina, Indiana University, and the American University of Central Asia in the Kyrgyz Republic. Currently at UGA, he teaches graduate courses in applied econometrics, public financial administration, as well as seminars in public budgeting and debt finance

**Email:** [timatm@uga.edu](mailto:timatm@uga.edu)

Rebecca Nesbit  
Assistant Professor

Ph.D., Indiana University, Bloomington, 2008

Dr. Nesbit teaches classes on the nonprofit sector, nonprofit management and governance, managing volunteers and other special topics. She also teaches statistics and research methods. Dr. Nesbit's research explores issues of philanthropy, volunteerism, public policy, and management in the public and nonprofit sectors. In particular, she conducts research on volunteer programs in public and nonprofit organizations, situational influences on volunteers' characteristics and motivations, and volunteer management in public and nonprofit organizations. Her work has appeared in *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Management and Leadership*, *Public Administration Review*, the *Journal of Public Administration Research and Theory*, and *Administration & Society*. For the academic year 2016-2017, Dr. Nesbit will be serving as a Public Service and Outreach Fellow with the Fanning Institute for Leadership Development. **Email:** [nesbit7@uga.edu](mailto:nesbit7@uga.edu)





Laurence J. O'Toole  
Golembiewski Professor of Public Administration  
and Distinguished Research Professor  
Ph.D., Syracuse University, 1975

Dr. O'Toole was the inaugural Head of this Department (2002-2008). Professor O'Toole is a graduate of Clarkson University (B.S. in chemistry with high honors), with M.P.A. and Ph.D. degrees in public administration from the Maxwell School, Syracuse University. He has lectured and conducted basic and applied research widely in North America, Eastern and Western Europe, Africa, Asia, and Australia. O'Toole has held visiting appointments at the International Institute of Management, Science Center Berlin, Germany; the Joint Research Program in Public Administration, Leiden University and Erasmus University, The Netherlands; the

Centre for Local and Regional Government Research, Cardiff University, Wales; and the School of Public Policy and Management, Xi'an Jiaotong University, China. Currently he is advisor to a research center in the School of Management and Governance, Twente University, The Netherlands and has been appointed as Professor of Comparative Sustainability Policy Studies there. He is also Research Fellow at the Danish National Centre for Social Research in Copenhagen.

He is past chair, Section on Public Administration, American Political Science Association and past President of the Public Management Research Association. He has been elected as a fellow of the National Academy of Public Administration and a senior member of the Netherlands Institute of Governance. He has authored, co-authored, or edited 12 books, including most recently the co-authored *Public Management: Organizations, Governance, and Performance* (Cambridge University Press, 2011) and the co-edited *American Intergovernmental Relations* (5th edition, CQ Press/Sage, 2013), and has published more than 160 journal articles and chapters. His research has been supported by numerous federal agencies, as well as the Danish Council for Strategic Research, the Economic and Social Research Council of the United Kingdom, and the European Commission. He has also undertaken applied research aimed at improving public policy and public management for such agencies as the U.S. Centers for Disease Control and Prevention (for improving systems of primary care for those experiencing strokes), the U.S. Geological Survey (for improving policy and management of the nation's wetlands), and the U.S. Agency for International Development (for addressing environmental threats to public health) – in this last-mentioned case field activities included working with and making recommendations to stakeholders and public officials in the U.S. as well as in such settings as Egypt and Botswana. His current research focuses on public management and public program performance, particularly in networked settings. These include public education, sustainable development, and health policy and management.

Professor O'Toole has received numerous awards for his teaching and research, including the Charles Levine Award from the American Society for Public Administration and the National Association of Schools of Public Affairs and Administration (2002); the Dwight Waldo Award (2005) from the American Society for Public Administration, for outstanding contributions to the literature and leadership of public administration through an extended career; and the John Gaus Award and Lectureship (2009) from the American Political Science Association, in honor of his "lifetime of exemplary scholarship in the joint tradition of political science and public administration." **Email: [cmsotool@uga.edu](mailto:cmsotool@uga.edu)**



Hal G. Rainey  
Alumni Foundation Distinguished Professor  
Ph.D., Ohio State, 1978

Dr. Rainey teaches public administration and organization theory. His research has concentrated on identifying the distinctive features of organizations and management in the public sector, especially as contrasted with business organizations, and on leadership, incentives, performance, and organizational change in government. His book, *Understanding and Managing Public Organizations* is forthcoming in its fifth edition in 2014. His research has appeared in such journals as *Administration & Society*, *American Journal of Political Science*, *Journal of Politics*, *Journal of Public Administration Research and Theory*, *Public Administration Review*, and *Social Science Quarterly*.

Rainey is a Fellow of the National Academy of Public Administration. He received the Charles Levine Award for Excellence in Public Administration, conferred jointly by the American Society for Public Administration and the National Association of Schools of Public Affairs and Administration. In 2009 he received the Dwight Waldo Award for career contributions to scholarship in public administration. In 2011 he received the John Gaus Award from the American Political Science Association and delivered the Gaus lecture at the Annual Meeting of the Association. The Gaus Award honors “the recipient’s lifetime of exemplary scholarship in the joint tradition of political science and public administration.” In 2015, Rainey received the Duncombe Award for Excellence in Doctoral Education, conferred by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). In 2016, he received the Public Management Research Association’s Frederickson Award for Career Contributions to Public Management Research. He has served as chair of the Public Administration Section of the American Political Science Association and chair of the Public and Nonprofit Division of the Academy of Management.

Rainey has served on governmental commissions at the state and local levels, and in a variety of training, consulting and practical research roles with federal, state, and local agencies. Before entering academics, he served as an officer in the U.S. Navy and a VISTA volunteer. **Email: [hgrainey@uga.edu](mailto:hgrainey@uga.edu)**

Tyler A. Scott  
Assistant Professor

Ph.D., The University of Washington, 2015

Specializing in environmental policy and natural resource management, Dr. Scott’s research employs advanced data analysis and quantitative methods such as multilevel models, spatio-temporal models, and statistical network analysis to understand the impacts of non-regulatory environmental governance strategies. In particular, his research focuses on how collaborative governance strategies can improve environmental outcomes by involving stakeholders and resource users in planning and management actions. His work has been published in top public policy and management journals, including *Journal of Policy Analysis & Management*, *Policy Studies Journal*, and *Public Performance & Management Review*. Dr. Scott



teaches courses in the Department of Public Administration and Policy at the University of Georgia. His courses include data analysis, statistical inference, and statistical modeling. Prior to joining the University of Georgia, Dr. Scott earned a PhD in public policy and management from the Evans School of Public Policy and Governance at the University of Washington. **Email: [tyler.scott@uga.edu](mailto:tyler.scott@uga.edu)**



Andrew B. Whitford  
Ander M. Crenshaw Chair of Public Policy  
Ph.D., Washington University in St. Louis, 1997

Dr. Whitford's research centers on strategy and innovation in public policy and organization studies, often at the intersection of business and government. He is currently Editor of the *Journal of Public Policy* and an elected Fellow of the National Academy of Public Administration.

His latest book, *Above Politics: Bureaucratic Discretion and Credible Commitment*, written with Gary J. Miller of Washington University in St. Louis, was published in the *Political Economy of Institutions and Decisions* series of Cambridge University Press in 2016. *Presidential Rhetoric and the Public Agenda: Constructing the War on Drugs*, written with Jeff Yates of Binghamton University, was published by Johns Hopkins University Press. His papers have appeared in peer-reviewed journals such as the *Administrative Science Quarterly*, the *Journal of Public Administration Research and Theory*, the *Journal of Policy Analysis and Management*, the *American Journal of Public Health*, and the *American Journal of Political Science*. His Erdos number is 3.

Whitford also serves as Visiting Honorary Senior Research Associate in the School of Public Policy at University College London and Research Fellow in Arizona State University's Center for Organization Research and Design. He has also spent time at the University of Manchester as Hallsworth Visiting Professor in Political Economy, at the National University of Singapore as a Rotary International Ambassadorial Scholar, in Germany as a Fulbright German Studies Seminar Scholar, and at the University of Michigan as a Robert Wood Johnson Scholar in Health Policy Research. **Email:** [aw@uga.edu](mailto:aw@uga.edu)

Brian N. Williams  
Associate Professor

Ph.D., The University of Georgia, 1995

Dr. Williams has research centering on issues related to demographic diversity, local law enforcement, and public governance, with special attention devoted to the co-production of public safety and public order, inclusive of how the experiences and perceptions of individuals affect the formation and functioning of working partnerships between local law enforcement departments and community residents.

Prof. Williams has served as a trainer, consultant or subject matter expert with police departments or public safety related agencies and other governmental and non-governmental entities,

including the San Diego (CA) Police Department, the Metropolitan Nashville (TN) Human Relations Commission, the State of Illinois Law Enforcement Standards and Training Board Executive Institute and the Spartanburg (SC) Public Safety Department. He has published in leading journals in public administration, community psychology, education, and police studies and is the author of *Citizen Perspectives on Community Policing: A Case Study in Athens, GA* (State University of New York Press). He currently serves on the editorial board of the *Journal of Public Management & Social Policy* and has served on the editorial board of *Police Quarterly*, and as a reviewer for other academic journals and university and commercial presses, including Oxford University Press, Sage Publications, Bartlett and Jones Publishers, *Justice System Quarterly*, *Public Performance and Management Review*, *Journal of Public Management & Social Policy*, *Public Administration Review*, *Crime & Delinquency*, *Political Research Quarterly*, and *Qualitative Sociology*.

In November of 2012, Prof. Williams was designated as a Kavli Fellow during the National Academy of Sciences 24th Annual Kavli Frontiers of Science Symposium, hosted on the campus of the University of California in Irvine, CA. **Email: [bnwillia@uga.edu](mailto:bnwillia@uga.edu)**



Bradley E. Wright  
Professor and Head of Department of Public  
Administration and Policy

Ph.D., State University of New York at Albany, 2001

Dr. Wright specializes in organizational behavior. Dr. Wright's research focuses on how employee attitudes and behavior are influenced by an interaction between characteristics of employees and their organizational work environment. Much of his most recent research has focused on public service motivation, leadership and performance management. His work has been published in the top public administration and management journals, including *Administration & Society*, *American Review of Public Administration*, *International Public Management Journal*, *Journal of Public Administration Research and Theory*, and *Public*

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