

PhD Program Guide

Doctor of Philosophy in Public Administration & Policy



**UNIVERSITY OF
GEORGIA**

**School of Public &
International Affairs**

Department of Public Administration & Policy
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Welcome

Dear Prospective PhD Student:

We are very pleased that you are interested in the Doctor of Philosophy (PhD) in Public Administration & Policy at the University of Georgia (UGA). The doctoral program in public administration and policy at UGA has earned a national and international reputation for excellence in research and teaching. We have a superior faculty, with particular strengths in public management, organizational analysis, public finance, human resources management, and public policy. We seek outstanding students who wish to study and conduct research in public administration and public policy.

Upon receiving your completed application with supporting materials and a \$75 application fee (\$100 for international students), the UGA Graduate School will forward your file to our departmental PhD Committee and your application will be considered. Your application file must include a completed application form, official transcripts, official GRE scores, three letters of recommendation, and a personal objective statement. Non-native speakers of English must also submit official TOEFL or IELTS scores. Students are admitted to begin in the fall semester each year. Students are expected to attend on a full-time basis and are supported financially through departmental assistantships. Please be mindful of deadlines that must be met if your file is to be reviewed in a timely fashion. Consult our departmental website at <https://spia.uga.edu/departments-centers/padp/> for more detailed information on the application process.

If any questions remain about the PhD program, please write, e-mail, or call. We look forward to receiving your completed application, and we extend every best wish as you seek to further your education.

Sincerely,



Dr. J. Edward Kellough
PhD Program Director

The Doctor of Philosophy in Public Administration & Policy

Georgia's PhD program in public administration and policy is designed to prepare students for leading careers in teaching and research. The program has a strong research orientation and maintains high standards in the admission and evaluation of students. Graduates of the program have received numerous national dissertation awards in public administration and public policy. They are placed in research intensive universities throughout the United States and in leading institutions of higher learning around the globe where they contribute to the expansion of knowledge in the fields of public management and policy analysis.

The Georgia Advantage

Our PhD students work closely with an award-winning, highly productive, and internationally recognized research faculty. The aim of the program is to educate professionals who can generate, share, and consume knowledge effectively in academic settings, and the curriculum is crafted with those objectives in mind. First, it provides an appreciation for the broad range of issues -- economic, institutional, normative, and political -- that surround public administration and public policy in the contemporary state. Second, it equips students with the research skills that are needed to conduct original investigations of questions central to these fields. Finally, it immerses students in the core issues, research traditions, and applied skills of a management or policy specialization of their choice.

Completion of the PhD program normally requires two years of full-time course work and two years of work on the dissertation. Comprehensive examinations are taken at the beginning of the third year of the program, and the remainder of the third year should be devoted to the dissertation prospectus and dissertation research. Completion of the PhD degree may require more time for students who enter without significant previous graduate work in public administration and public policy or who fail to complete degree requirements in a timely fashion.

Tuition and Financial Aid

Information on tuition and fees can be found on the [UGA Registrar Office's website](#). However, the Department of Public Administration and Policy places all PhD students on teaching or research assistantships that provide tuition waivers and stipends ranging from approximately \$15,000 to \$18,000 for a nine-month academic year. Assistantships also require at least a 13 hour per-week work commitment and are renewable for up to four years depending upon satisfactory academic success. To achieve renewal for years two and three, you must maintain a 3.3 GPA and avoid grades of Incomplete except in cases of documented medical hardship. In order to continue funding in year four, you must have passed all comprehensive exams and successfully defended your dissertation prospectus before the completion of the third year.

Resources

PhD students may utilize numerous campus resources while pursuing their programs of study. The University's library system includes the UGA Main Library, Law Library, and Science Library. The system contains vast holdings of periodicals and reference materials, is a government depository, and ranks among the leading research libraries in the country. Our department also provides a small specialized library and state-of-the art computer technology center to assist students in their studies.

Apply Now

1. Online [Graduate School Application](#) and fee (\$75 domestic / \$100 international).
2. One unofficial transcript from each institution of higher education attended, except the University of Georgia (University of Georgia transcripts are on file). You may upload transcripts through the application portal or mail them directly to the UGA Graduate School.
3. Official GRE test score report. The UGA institutional code for ETS reporting is 5813. No departmental code is required.
4. You will be prompted to upload a resume and statement of purpose. The statement of purpose is your opportunity to communicate to us how this program fits with your future plans. You should use this document to convey why this area of study and specifically this program are a good fit with your career and educational goals. You should also highlight your relevant experience and preparation for this program.
5. You will be asked to enter the email addresses of three recommenders. If you would rather submit paper letters to the department, list your name and e-mail in the boxes on the online application that ask for your recommenders. That way, only you will receive the electronic letter of recommendation requests, which you may delete.
6. International applicants please see [additional requirements](#).

**Mail materials to:
Office of Graduate Admissions
The University of Georgia
Brooks Hall, 310 Herty Drive
Athens, GA 30602**

Placement

Placement of graduates of the PhD program is excellent. Placements have been primarily at major research universities including:

- American University
- Binghamton University – SUNY
- City University of Hong Kong
- Cleveland State University
- DePaul University
- Emory University
- Florida State University
- Georgia State University
- Indiana University – Bloomington
- Louisiana State University
- National University of Singapore
- New Mexico State University
- New York University
- Ohio State University
- Pennsylvania State University
- Rutgers University
- Seoul National University
- Syracuse University
- University at Albany – SUNY
- University of Arizona
- University of Colorado
- University of Delaware
- University of Florida
- University of Kansas
- University of Minnesota
- University of Missouri
- University of North Carolina – Chapel Hill
- University of Oklahoma
- University of Texas – Dallas
- University of Washington

Program Description

SUBSTANTIVE FIELDS OF STUDY

PhD students must prepare for comprehensive examinations in three substantive fields of study. In consultation with the PhD Program Director, each student will select a minimum of three courses from each of the fields listed below.

Public Administration and Management

This required field involves intensive coursework in issues of and approaches to the general field of public administration, as well as coverage of major subfields, such as public personnel administration, public financial administration, and organization theory. All students are required to complete PADP 8710.

PADP 6490	Administrative Law
PADP 6910	Public Administration and Democracy
PADP 6920	Public Personnel Administration
PADP 6930	Public Financial Administration
PADP 6960	Organization Theory
PADP 8710	Ideas and Issues in Public Administration (required of all students)
PADP 8730	Doctoral Research Seminar in Public Administration

Policy Process and Analysis

This required field involves intensive course work in issues of and approaches to the study of public policy generally, as well as in substantive policy areas that are of interest to the student (e.g., educational policy or public welfare). All students are required to complete PADP 8670.

PADP 6940	Economic Foundations of Policy Analysis
PADP 7520	Urban Policy
PADP 8620	Policy Process
PADP 8630	Policy Implementation
PADP 8640	Program Evaluation
PADP 8670	Policy Analysis I (required of all students)
PADP 8680	Policy Analysis II
PADP 8850	Quantitative Analysis for Public Decision Making

Public Management or Policy Specialization

As a third field of study designed to focus a student's interests and preparation for work on a dissertation, each PhD student will develop a specialization in an area of public management or public policy. This specialization will involve intensive course work in a specific area. For illustrative purposes, the following is a list of fields and courses from which a PhD student, in consultation with the PhD Program Director, may build selected management or policy specializations. The list is not intended to be exhaustive but only indicative of the options available to PhD students.

Local Government Administration

PADP 7500	Local Government Management
PADP 7930	Human Services Administration
PADP 8560	Special Topics in Urban Administration: Poverty
PADP 8840	Metropolitan Fiscal Problems
PADP 9200	Intergovernmental Relations
PADP 9200	Economic Development Policy and Financing
PADP 9200	State and Local Taxation
GEOG 6370	Geographic Information Science
GEOG 8630	Seminar in Urban Geography

Public Budgeting and Finance

PADP 6930	Public Financial Administration
PADP 7840	Budget Practicum
PADP 8430	Public Financial Management
PADP 8830	Seminar in Public Budgeting
PADP 8840	Metropolitan Fiscal Problems
PADP 8850	Quantitative Analysis for Public Decision-Making
PADP 9200	Economic Development Policy and Financing
PADP 9200	State and Local Taxation
ACCT 6000	Financial Accounting

Public Management - Organizational Theory

PADP 6960	Organizational Theory
PADP 7360	Managing Government Performance
PADP 8420	Leadership in Public Service
PADP 8460	Organizational Behavior
PADP 8740	Frontiers of Public Management Research
PADP 8960	Organizational Development and Change

Public Personnel Administration

PADP 6920	Public Personnel Administration
PADP 7900	Managing Volunteers in the Public and Nonprofit Sectors
PADP 7920	EEO and Diversity
PADP 8420	Leadership in Public Service
PADP 8720	Seminar in Selected Problems in Public Personnel Administration
MGMT 7010	Lessons in Leadership
MGMT 9810	Seminar in Organizational Behavior
PSYC 6310	Introduction to Industrial-Organizational Psychology

Nonprofit Management

PADP 7210	Introduction to the Nonprofit Sector
PADP 7220	Nonprofit Governance and Management
PADP 7900	Managing Volunteers in the Public and Nonprofit Sectors
PADP 8210	Civil Society, Nonprofits, and Government
PADP 8220	Special Topics in Nonprofit Management: Social Entrepreneurship
PADP 8220	Selected Topics in Nonprofit Management: Grant Writing
PADP 8220	Selected Topics in Nonprofit Management: NGOs
MNPO 7060	Fundraising and Development for Nonprofit Organizations
MNML 7237	Theory and Management of Nonprofit Organizations
MNPO 7423	Innovation and Change in Nonprofit Organizations

Health Policy

PADP 8610	Economics of Health Policy
PADP 8640	Program Evaluation
EHSC 7010	Fundamentals of Environmental Health Science
HPAM 7010	Introduction to Health Policy and Management
HPAM 7700	Public Health and Healthcare Ethics
HPAM 8400	Advanced Policy Analysis in Public Health
HPAM 8700	Advanced Management of Public Health Organizations
HPAM 8800	Leadership in Public Health
HPAM 8810	Health Policy Planning and Evaluation
HPAM 8900	Special Topics in Health Administration
HPRM 7070	Program Planning in Health Promotion and Disease Prevention

HPRB 7270 Resource Development and Implementation in Health Promotion
HPRB 7470 Program Evaluation in Health Promotion and Health Education
HPRB 7500 Community Health Promotion

METHODOLOGY REQUIREMENT

In addition to the above requirements, all PhD students must take the following four research methods classes:

PADP 8110 The Logic of Social Inquiry
PADP 8120 Data Analysis and Statistical Inference
PADP 8130 Linear Models
PADP 8140 Advanced Topics in Statistical Modeling

Comprehensive Examinations

As a requirement for admission to doctoral candidacy, all PhD students must pass written and oral comprehensive examinations on their three substantive fields of study: public administration and management, policy process and analysis, and a field of specialization intended to direct the student's development towards preparation for a specific, substantive dissertation topic.

The written examinations are administered in a take-home format during three consecutive weeks early in the fall semester each year. The exams have a 5,000-word limit, and students have 12 hours to complete them. Exam questions are drafted to emphasize theory as well as research design and analysis. The public administration and management and the policy process and analysis exams will be written and evaluated by departmental committees consisting of the PhD Program Director and two other members of the faculty appointed by the PhD Program Director. The examination in the field of specialization will be written and evaluated by a committee selected by the student. All exams will consist of 3 sets of questions with 2 questions in each set. Students are expected to answer 1 question from each set. Committee members will read and provide written comments on the exams, and will assign grades of: (1) high pass, (2) pass, or (3) fail.

Students who fail one of the three written exams will be given one opportunity to retake that exam at the beginning of the following spring semester. Any student who fails two or more of the exams must retake all three exams and will be given one opportunity to do so at the beginning of the following spring semester.

The oral examination will be administered by the specialization examination committee selected by the student once all written exams are passed. The oral exam may address any issues from the student's three written field exams, but the focus of the exam will be on the student's presentation of a sole-authored research paper suitable for submission to an academic journal or presentation at an academic conference. The paper is due no later than two weeks after the third written exam. The intent of the paper is to allow the student to explore a topic that will be related to their dissertation. As such, the paper is expected to reflect, largely, the student's own thought, analysis, and writing. If faculty assistance was given prior to submitting the paper, the student must detail the nature of that assistance so that the committee can determine the extent to which the paper represents requisite independent scholarly thought.

Following passage of the oral exam, the student will be admitted into Doctoral Candidacy. Students who fail the oral exam will have one more opportunity to stand for the oral exam no sooner than the following non-summer term, and no later than one year after failing the exam.

Failure to pass the written or oral exams after the previously described opportunities to retake them will result in the termination of a student's matriculation in the program.

Before the comprehensive examinations are taken, the student must have completed all required course work with at least a grade of "B." All incomplete grades must be resolved prior to the comprehensive examinations.

The department maintains a file of previous examination questions for students to consult in preparation for the written field examinations.

Prospectus and Dissertation

After a student is admitted to Doctoral Candidacy, the final requirement for the degree is completion of a dissertation. The dissertation must be based on an original research project that makes a substantial contribution to scholarship in the fields of public administration or public policy. The first step in this process requires that the student choose a major professor from the Department of Public Administration and Policy and two additional dissertation committee members—one of whom may be from outside of the department—that are members of UGA's Graduate faculty. The major professor will chair the committee. Additional voting members, with proper rank, may be appointed to the committee, including no more than one non-UGA faculty, who must hold the terminal degree in their field of study. If there are more than three members, more than 50% must be members of the UGA Graduate Faculty. The student will work closely with the major professor on all aspects of the dissertation but may also seek advice from other committee members. The committee may be comprised of the same individuals who served on the committee for the specialized field examination. Ultimately, the dissertation committee must formally approve the dissertation.

Once the committee is in place, the student must prepare a dissertation proposal or prospectus. The prospectus identifies a problem to be explored, draws on relevant literature to show the significance of the problem for public administration or public policy, sets forth a line of argumentation to be pursued or hypotheses to be tested, and describes the approach or methods and the data that will be employed in conducting the research. The prospectus must be written in consultation with the student's major professor, and the student must defend the prospectus to his/her full dissertation committee. To remain in good standing in the PhD program, a student must have an approved dissertation prospectus by the end of the third year of full-time study. Work on the dissertation cannot proceed until the prospectus is approved.

After the dissertation has been completed and approved for defense by the dissertation committee, a final oral examination is scheduled for defense of the dissertation. The student must receive a majority of positive votes from the members of the dissertation committee to pass the defense. Once the dissertation is approved, defended, corrected, and edited as necessary, approval forms are signed by the major professor, other committee members, and the student, and the dissertation is submitted by the student to the Graduate School. Students must be careful to prepare the dissertation in conformity to all Graduate School specifications

Faculty

The faculty of the Department of Public Administration and Policy includes scholars of national and international reputation. For more information, visit: <https://t.uga.edu/65r>

Amanda J. Abraham, Associate Professor (PhD, Louisiana State University, 2006), specializes in addiction health services research. Her work focuses on the impact of federal and state policy on the accessibility and quality of substance use disorder treatment, the adoption, diffusion and implementation of evidence-based practices for substance use disorder treatment, organizational change, and workforce development. She currently serves as Principal Investigator and Co-Investigator on numerous federal grants including a grant from the National Institute on Drug Abuse to examine the association between medical cannabis laws and health care utilization among a nationwide cohort of patients with chronic pain. She is also the Principal Investigator of the UGA SBIRT Interprofessional Training Program. This SAMHSA funded training grant provides alcohol and drug screening and brief intervention training to students in the Doctorate of Pharmacy program, Master of Social Work program, and Clinical Psychology Doctoral program at the University of Georgia and the Master of Social Work program at Georgia State University. Dr. Abraham's work has been published in top journals, including Health Affairs, JAMA Internal Medicine, American Journal of Public Health, Health Services Research, Psychiatric Services, Drug and Alcohol Dependence, and Journal of Studies on Alcohol and Drugs. Email: aabraham@uga.edu

L. Jason Anastasopoulos, Assistant Professor (PhD, University of California, Berkeley, 2013), 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 nonparametric 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

Matthew R. Auer, Matthew R. Auer is Dean and Arch Professor of Public and International Affairs at the School of Public and International Affairs, University of Georgia (UGA). Prior to his appointment at UGA, Auer served as Vice President for Academic Affairs and Dean of the Faculty at Bates College in Lewiston, Maine. Prior to Bates, Auer was Dean of the Hutton Honors College at Indiana University (IU) and Professor of International Environmental Affairs at the School of Public and Environmental Affairs at IU.

Auer has authored or co-authored more than 50 peer-reviewed articles and book chapters on environmental, energy, and foreign aid policy. In recent years, he has collected and analyzed data from social media platforms, such as Twitter, to elucidate flows of information and patterns of influence on topics like climate change. Auer is a member of the Executive Council of the Society of Policy Scientists and former editor in chief of the journal, Policy Sciences.

Auer has served in a variety of public policy roles at national and international levels. He was senior adviser to the U.S. Forest Service from 2001 to 2006, and during that time was a member of the U.S. delegation to the United Nations Forum on Forests and to the International Tropical Timber Council. Auer has implemented and evaluated energy and environmental aid programs for the U.S. Agency for International Development and for foreign aid agencies in, among other countries, Mexico, Ecuador, Bolivia, Chile, the Dominican Republic, Estonia, Poland, Azerbaijan, Georgia, Laos, Vietnam and Thailand.

Matt received a Ph.D., an M.S., and an M.Phil. in forestry and environmental studies from Yale, a master's of law and diplomacy from the Fletcher School of Law and Diplomacy at Tufts University, and an A.B. magna cum laude in anthropology from Harvard University. Email: matthew.auer@uga.edu

Emily Bell, Assistant Professor (PhD, University of Arizona, 2018) her research examines local and regional environmental governance, focusing on coordination, policy learning, and collaborative processes. A key component of her work involves descriptive and inferential social network analysis to learn how stakeholders of water policy and management mitigate hazards of natural disasters such as flooding and drought. Dr. Bell has a Ph.D. from the University of Arizona (2018) where she conducted research on urban water security in semi-arid climates. Currently, she is leading work that assesses vulnerability of community water systems and municipal adaptation to pressures of sea-level rise, extreme weather events, and urbanization. Email: evbell@uga.edu

W. David Bradford, Busbee Chair in Public Policy (PhD, Economics, Louisiana State University, 1991), 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. He is a Co-Editor for the journals *Health Economics* and an Associate Editor for the *Journal of the Society for Implementation Research*. He has also recently served on the Executive Board of the International Health Economics Association. As part of his other professional service, Dr. Bradford 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 22 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 polices, off-label utilization and advertising. Email: bradfowd@uga.edu

Gene A. Brewer, Associate Professor (Ph.D., University of Georgia, 2001), is an internationally recognized public management scholar. His current research interests include public sector reform, government performance, international and comparative administration, organization theory and behavior, public policy implementation, rules and red tape, and bureaucratic accountability in democratic political systems. He is currently a partner or advisor on several large research projects and consortiums in the U.S., UK, Europe, and Asia. Dr. Brewer has more than forty-five years of work experience in public and nonprofit organizations and regularly lectures, consults, and conducts research in the U.S. and abroad 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; Global Professor of Public Administration at the Institute of Public Affairs in the Republic of Georgia; and has similar but less formal affiliations with several other universities and public institutions around the world. Dr. Brewer is active in the profession: he sits on several editorial boards and serves as an officer for several professional associations. He co-authored and co-edited *Public Service Performance: Research Directions* (Cambridge University Press, 2010; Korean version published in 2012); and *Managing for Public Service Performance: A People-Based Perspective* (currently under review by Oxford University Press).

Dr. Brewer teaches graduate courses in public administration, management, and the policy process. In recent years, he has taught seminars on public administration and democracy, public personnel administration (human resources management), organization theory and behavior, organization development and change, government performance improvement, international and comparative administration, public policy implementation, research methods and design, and data applications. He regularly gives invited lectures and research talks on emerging and recurrent topics in public management research such as bureaucratic responsibility, experimental research methods, interorganizational networks, public leadership, public service motivation, public service performance, public values, rules and red tape, and the rise of populism. Email: geneabrewer@uga.edu

Alex Combs, Assistant Professor (PhD, University of Kentucky, 2018), Dr. Combs' research focuses on the impacts of state and local finance throughout the P-20 education pipeline with particular interest in competition for financial resources and human capital among jurisdictions or institutions. Dr. Combs' current research projects involve the composition of state support for higher education, college student migration, and the interaction between school finance equalization and various property tax mechanisms in rural and non-rural communities. Dr. Combs earned his Ph.D. in Public Policy and Administration from the University of Kentucky where he worked as a research analyst with the Kentucky Center for Statistics to explore the effects of the opioid epidemic on educational outcomes. Prior to graduate school, Dr. Combs worked as a nonprofit management consultant, organizing nationwide philanthropic efforts and designing award-winning educational curriculum for members, staff, and volunteers. Email: alex.combs@uga.edu

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

J. Edward Kellough, Professor and PhD Director (PhD Miami University, 1987). He served previously as the Head of the Department of Public Administration and Policy and as MPA Director. Dr. Kellough specializes primarily in the field of public personnel management. He teaches graduate courses in public personnel administration; public sector labor relations; EEO, affirmative action, and diversity; public sector job evaluation and compensation; public administration and democracy; and research methods.

Dr. Kellough is an elected Fellow of the National Academy of Public Administration. He has served as President of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), has been a member of the NASPAA Executive Council and served on the NASPAA Commission on Peer Review and Accreditation. He has served also as Chair of the Section on Public Administration of the American Political Science Association 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. Dr. Kellough received the John Gaus Award and Lectureship from the American Political Science Association, Honoring a Lifetime of Excellence in Scholarship in the Joint Tradition of Political Science and Public Administration, in 2019.

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 research 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 journals. He has lectured or made presentations in Australia, Canada, China, Denmark, Germany, Italy, the Republic of Georgia, the Netherlands, Russia, Saudi Arabia, South Korea, Ukraine, and the United Arab Emirates. Email: kellough@uga.edu

Sun Young Kim, Assistant Professor (PhD, Indiana University, 2017), specializes in public management, organizational behavior, and human resource management. She is broadly interested in understanding the roles of organizational contexts and managerial practices in shaping public employees' motivation, attitudes, and behavior. Her current research focuses on ethics management, employee empowerment, leadership, and flexible work arrangements in public organizations. Dr. Kim's work has been published in the *American Review of Public Administration* and the *Review of Public Personnel Administration*. Email: kimsun@uga.edu

George A. Krause, Alumni Foundation Distinguished Professor of Public Administration (PhD, West Virginia University, 1994). His previous faculty appointments include serving both as an Assistant and Associate Professor of Political Science at the University of South Carolina (1994-2005), and more recently, Professor of Political Science at the University of Pittsburgh (2005-2017). Krause's core scholarly interests center on issues pertaining to governance, accountability, and representation in the United States. Much of his research focuses on topics pertaining to public administration & executive politics, especially both the development and application of organizational and institutional theories to better understand the functioning of government institutions (both elected and unelected). In addition, Krause has written extensively on the political economy of public budgeting and finance. His current research activities investigate politically appointed bureaucratic leadership in U.S. federal government agencies; analyzing how U.S. federal agencies shape distributive policymaking; the sources and consequences of the exercise of executive authority; and understanding the implications of shared power arrangements for democratic governance and policymaking within the administrative state. Krause is the author of two books (*Two-Way Street: Institutional Dynamics of the Modern Administrative State*. 1999. University of Pittsburgh Press; *The Diversity Paradox: Political Parties, Legislatures, and the Organizational Foundations of Representation in America*. 2012. Oxford University Press, with Kristin Kanthak), and also co-editor of an edited volume of essays (*Politics, Policy, and Organizations: Frontiers in the Scientific Study of Bureaucracy*. 2003. University of Michigan Press, with Kenneth J. Meier). In addition, he has published nearly fifty articles and chapters in a variety of leading academic journals and edited volumes, including the *American Political Science Review*, *American Journal of Political Science*, *Journal of Politics*, *British Journal of Political Science*, *Journal of Public Administration Research and Theory*, *Journal of Policy Analysis and Management*, *Journal of Law, Economics, and Organization*, *Economics & Politics*, *Public Administration Review*, *Political Analysis*, *Political Science Research and Methods*, *Governance: An International Journal of Policy, Administration, and Institutions*, *Rationality & Society*, *The Oxford Handbook of American Bureaucracy*, and *The Oxford Handbook of State and Local Government*. Krause is the 2012 recipient of the Herbert A. Simon Award [for significant career scholarly contributions to the scientific study of bureaucracy], administered by the Midwest Political Science Association, as well as the 2005 recipient of the Donald B. Russell Award for Research in the Humanities and Social Sciences at the University of South Carolina [a university-wide career research award given to one faculty member in the Humanities and Social

Sciences per academic year]. His book with Kristin Kanthak, *The Diversity Paradox: Political Parties, Legislatures, and the Organizational Foundations of Representation in America*. 2012. Oxford University Press, was the 2013 recipient of the Alan Rosenthal Prize [for Best Book or Article in Legislative Studies that has Potential Value to Legislative Practitioners], administered by the Legislative Politics Organized Section, American Political Science Association. His co-authored article with Daniel Carpenter “Reputation and Public Administration” (2012, January/February issue, pp. 26–32) was selected as one of the 75 Most Influential Articles Published in the 75 Year History of *Public Administration Review* (2014). In addition, Krause has served in numerous capacities within various professional organizations, including as an editorial board member in the following leading academic journals: *American Journal of Political Science*, *Journal of Politics*, *Journal of Public Administration Research & Theory*, and *Political Analysis*. In addition, he previously served as President, Midwest Public Administration Caucus of the Midwest Political Science Association, as well as President, Presidents and Executive Politics Organized Section, American Political Science Association. His current professional services activities include Associate Editor, *Journal of Public Administration Research & Theory* and also Treasurer, Political Economy Organized Section, American Political Science Association. Email: gkrause@uga.edu

Thomas P. Lauth, Dean and Professor Emeritus of the School of Public and International Affairs (PhD, Syracuse University, 1976), 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

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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 and has authored 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, the U.S. Geological Survey, and the U.S. Agency for International Development. His current research focuses on public management and public program performance, particularly in networked settings.

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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 Political Science Association 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.

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Dr. Whitford is Co-Editor of the Cambridge Elements Series in Public and Nonprofit Administration, a new publication channel for the research community. He is also an elected Fellow of the National Academy of Public Administration. He received the 2017 Herbert A. Simon Award for “significant contribution to the scientific study of bureaucracy.”

His most recent book, *Above Politics: Bureaucratic Discretion and Credible Commitment*, was published in 2016 in the Political Economy of Institutions and Decisions series of Cambridge University Press. Written with Gary J. Miller of Washington University in St. Louis, this book is about the most recent financial crisis and how the regulatory state shapes markets, economic performance, and innovation. This book received the American Political Science Association’s 2017 Gladys M. Kammerer Award for US national public policy, the International Political Science Association’s 2017 Levine Prize for comparative administration and public policy, and the 2016 Book of the Year Award of the Section of Public Administration Research (SPAR) of the American Society of Public Administration. Dr. Whitford’s first book, *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 in 2009. This book is about narcotics control in the US and how presidents have used the War on Drugs as a political strategy.

Dr. Whitford’s research 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*.

Dr. Whitford is also 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

Katherine G. Willoughby, Margaret Hughes and Robert T. Golembiewski Professor of Public Administration (PhD, Public Administration, University of Georgia, 1991), was professor of public management and policy in the Andrew Young School of Policy Studies at Georgia State University for three decades, where she taught graduate courses in public management, budgeting and finance, financial management, and research methods. During her career, she has taught undergraduate, graduate and doctoral courses in public budgeting and finance. Dr. Willoughby has an extensive publication record (in peer-reviewed journals and books) as well as professional publications and presentations regarding public management, budgeting and financial management. She has served on the editorial boards of several academic journals, including *Public Administration Review* and *Public Budgeting & Finance*, was past chair and treasurer of the Association of Budgeting and Financial Management (ABFM), and is a fellow with the National Academy of Public Administration (NAPA). Dr. Willoughby was the 2016 ABFM Aaron B. Wildavsky Award recipient for lifetime scholarly achievement in the field of public budgeting and finance.

Dr. Willoughby has significant experience conducting funded research, having served as Principal Investigator (PI), Co-PI or team member on projects funded by The World Bank, UK Department of International Development, USAID, The Pew Trusts, Alfred P. Sloan Foundation, as well as other foundations, governments and public agencies. In addition to research produced from such work, Dr. Willoughby has served as an invited speaker, guest lecturer, course trainer and government consultant as part of project completion. Significant areas of focus of Dr. Willoughby's research regards public management and budgeting, including decision making practices, process innovations and reforms, government fiscal health, and public financial management capacities. She has conducted a substantial body of research about the legal foundations of performance budgeting in U.S. states as well as in governments around the world. Her authored books include the 2001 text co-authored with Dr. Kurt Thurmaier (Northern Illinois University) that examines the relationship between budgeting and policy development on the part of analysts employed in executive budget offices in 11 U.S. state governments in the South and Midwest. Her sole authored 2014 book, *Public Budgeting in Context*, examines budgeting at every level of government in the United States, with comparison to such practices in six other countries around the world. Her most recent book, *Public Performance Budgeting: Principles and Practice*, co-authored with Elaine Yi Lu (CUNY), examines the use of this type of budgeting by U.S. state juvenile justice agencies. Her studies of U.S. state gubernatorial budget and policy agenda-setting have been presented annually in The Council of State Government's *Book of States* for close to two decades.

Current projects of Dr. Willoughby include: 1) a study of innovation in state revenue departments with Dr. Marilyn Marks Rubin (CUNY) and Robert Hines (PhD candidate, University of Georgia); 2) research about the efforts of Florida's coastal counties to plan for and develop policy to mitigate the results of rising tides and climate change (with Andrew Grandage and Robert Hines, PhD candidates, University of Georgia) and 3) a forthcoming book with Lexington Publishers examining punctuated equilibrium theory in the context of local government budgetary agenda-setting and spending before, during and after major crisis, focusing on implications for Binghamton, New York as a consequence of major floods in 2011; for Tuscaloosa, Alabama as a consequence of the 2011 tornado; and for Louisa County, Virginia as a consequence of the 2011 earthquake. This latter project is being conducted with Dr. Komla Komla Dzighede (SUNY, Binghamton) and Dr. Sarah Beth Gehl (The Rockefeller Institute). In her role as a NAPA Fellow, Dr. Willoughby is a member of the Standing Panel on Intergovernmental Systems. This group developed testimony provided by Teresa Gerton, NAPA President and CEO, to Congress in July, 2019 (<https://www.youtube.com/watch?v=FV3rIJfc850>). The Standing Panel is now preparing a management case that analyzes current intergovernmental advances and challenges regarding federal natural disaster relief efforts to state, local and tribal governments. Email: KWilloughby@uga.edu

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Dr. Zeemering's interest in local government led to his elected service on the city council in Rockford, Michigan (1999-2001), and appointed service on the Kent County Housing Commission (2003-2006) and the Daly City Parks and Recreation Commission (2009-2011). He currently serves on the editorial board of *Urban Affairs Review*, and is the immediate past chair of ASPA's Section on Intergovernmental Administration and Management (SIAM). Email: eric.zeemering@uga.edu

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