



# MPA

# Program

# Guide



**Public Administration and Policy**  
*School of Public & International Affairs*  
**UNIVERSITY OF GEORGIA**





# School of Public & International Affairs

*Public Administration and Policy*  
**UNIVERSITY OF GEORGIA**

Dear Student:

Welcome to the University of Georgia! This program guide provides an overview of requirements for the Master of Public Administration (MPA) degree, as well as information about the application and admission process. Whether you are reading this guide as a prospective student considering the next steps in your career, or as a new student starting the program at our Socialization Seminar, this guide explains how the MPA program prepares you for success in a public service career.

Here, we share a commitment to public service. Alexander Hamilton emphasized the importance of a government well run when he wrote “a government ill-executed, whatever it may be in theory must be, in practice, a bad government.” In our classrooms and extracurricular discussions, you will find colleagues with a shared interest in government reform, public policy responsive to the public, and a commitment to the principles of democracy. The educational experience in our NASPAA accredited MPA program challenges students to hone professional competencies to pursue managerial and analytical careers in public service. Our graduates go on to serve in local communities and on the global stage.

Our program is highly acclaimed. U.S. News and World Report ranks us #3 nationally for public affairs, with high specialization rankings in public management and leadership (#3), public budgeting and finance (#3) and local government management (#4). Globally, the Shanghai Academic Rankings of World Universities marks us #10 in public administration. These rankings acknowledge the cutting edge research and prominence of our faculty, which includes seven fellows of the National Academy of Public Administration. Our small class sizes provide the opportunity to engage with faculty in discussions about the latest advances in public management and policy.

In the weeks and months ahead, you will find the MPA program links you to an amazing professional network that spans the globe. Colleagues in your classes bring diverse life and work experiences into the classroom. They will become friends, collaborators, and co-workers in the years ahead. You will have many opportunities to engage with program alumni as they return to campus, virtually or in person, to share their insights and success in public service. The Carl Vinson Institute of Government is an important partner in your professional development, and I hope you will take advantage of their Professional Skills Seminar for MPA students.

Staff in the Department of Public Administration and Policy and programs on campus are ready to support your journey through graduate education. Please do not hesitate to contact me if you would like to talk about how the University of Georgia can help you achieve your career goals in professional public service. Thank you for your commitment to public service. Go Dawgs!

Best regards,

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*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.*

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# TABLE OF CONTENTS

<b>The MPA Program</b>	<b>1</b>
Mission Statement	1
Public Service Values	1
National Recognition	2
Partnership with the Carl Vinson Institute of Government	2
MPA Advisory Board	2
Location	2
Tuition	3
Assistantship Opportunities	3
Libraries and Technology	3
Employment	3
<b>Program Description</b>	<b>4</b>
MPA Program Competencies	4
Curriculum Outline	5
Elective Courses	5
Criminal Justice	6
Health Policy and Administration	6
Higher Education Administration	7
International Policy and Administration Specialization	7
Local Government Administration	8
Nonprofit Administration	9
Public Budgeting and Financial Management	9
Public Management/Organization Theory	10
Public Policy	10
Independent Studies	11
Internship Requirement	11
Capstone Paper and Survey Requirement	12
Exit Survey Requirement	12
MPA/JD Joint Degree Program	13
MPA/MUPD Joint Degree Program	13
SNU 1+1 Degree Program	13
Double Dawgs	13
<b>Academic Honesty</b>	<b>14</b>
<b>Admission to the Program</b>	<b>14</b>
Online Application	14
Official Documents	14
International Applicants	15
<b>Academic Advising and Registration</b>	<b>15</b>
Registration Guidelines	15
Withdrawals	16
Incompletes	16
<b>Public Administration and Policy Faculty</b>	<b>19</b>
<b>Appendix A</b>	<b>29</b>



# **The MPA Program**

## **Department of Public Administration and Policy**

### **School of Public and International Affairs**

#### **The University of Georgia**

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.

#### ***Mission Statement***

*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 instruction by leading scholars, engagement with policy and management problems in the field, and service opportunities within the community, MPA students are prepared for professional careers in government and the non-profit sector, advancing the values of ethics, accountability, and inclusion in democratic governance.*

We pursue this mission by linking students with world-renowned faculty who are experts in their fields of study. Students engage in a course of study that introduces central theories and concepts in public administration and policy, develop professional competencies that meet the demands of the public and non-profit sector workplace, and demonstrate an ability to apply their learning through assignments and exercises that illuminate the practical value of their professional education. All the while, we reflect upon values central to public service careers, including those listed below.

#### ***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.

All students are encouraged to complete 100 hours of community service before graduation. To acknowledge this accomplishment, students are awarded a custom made lapel pin and certificate each spring at our GSPA Student Banquet. Our department is also an Official Certifying Organization for the President's Volunteer Service Award, established after 9/11 to encourage service through presidential gratitude and national recognition. Students who complete at least 100 Hours of service in one calendar year will receive a signed letter and certificate of recognition from the President of the United States.

#### ***Accountability, Transparency, and 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.

## ***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.

## ***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.

## ***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* (2023 edition) ranked the SPIA MPA program at UGA 3rd in the nation among all public affairs programs. In addition, the SPIA MPA program is ranked 3rd in the nation for its public management and leadership specialization, 3rd among all public affairs programs in the public budgeting and finance specialization, and 4th among all local government programs. Globally, the Shanghai Academic Rankings of World Universities marks us in the top 10 for public administration. The program is fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

## ***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 many students the opportunity to get involved in the work of the Institute. For more information go to the CVIOG website at [cviog.uga.edu](http://cviog.uga.edu).

## ***The MPA Advisory Board***

The MPA Advisory Board, composed of alumni and public service professionals from government and nonprofit organizations, meets twice each year to review the MPA curriculum and discuss the latest trends and challenges facing managers in public service. Each spring, we invite students to a reception with members of the advisory board to discuss career development and engage in professional networking. The current advisory board can be viewed on the MPA webpage here: [t.uga.edu/8eV](http://t.uga.edu/8eV), under the MPA Advisory Board dropdown.

## ***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, 30043. 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: [t.uga.edu/63y](https://t.uga.edu/63y).

### ***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 Department 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 two to four semesters of financial support depending on the nature of their funding. The application deadline to be considered for assistantships, which typically begin in the fall semester, is January 15th for the following academic year. It should be noted that assistantship funding for the SPIA MPA program is generally only awarded to the most competitive applicants who have highly exceptional GPA and GRE scores and other qualifications.

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 Department. 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.

### ***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.

### ***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: [t.uga.edu/63z](https://t.uga.edu/63z).

# MPA PROGRAM COMPETENCIES

The curriculum for the MPA degree prepares students to master five core competencies in their preparation for public service. Class content from across the core curriculum will help students develop in each area. The MPA program uses these competencies for regular assessment of the program for the Network of Schools of Public Policy, Affairs and Administration (NASPAA). The five competencies also provide structure for the student capstone paper and portfolio, which students complete in their final semester.

## **Competency 1: To Lead and Manage in Public Governance**

Students will learn the implications of the unique political and legal environment 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.

## **Competency 2: To Participate in the Public Policy Process**

Students in the Master of Public Administration program at The University of Georgia 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. Additionally, 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.

## **Competency 3: To Analyze, Synthesize, Think Critically, Solve Problems and Make Decisions**

Students in the Master of Public Administration program at The University of Georgia 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.

## **Competency 4: To Articulate and Apply a Public Service Perspective**

Students in the Master of Public Administration program at The University of Georgia 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.

## **Competency 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.

## 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 sector 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 a portfolio to complete their degree.

The following provides an outline of the SPIA MPA curriculum:

**1. MPA Socialization Seminar (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**

**6. Capstone Paper and Portfolio (1 semester hour)**

PADP 6990 Capstone Paper and Portfolio

***Elective Courses***

Students may choose to either specialize in a single area of study or to complete a generalist degree. Areas of specialization include the following:

- Criminal Justice
- Health Policy and Administration
- Higher Education Administration
- International Policy and Administration Specialization
- Local Government Administration
- Nonprofit Administration
- Public Budgeting and Financial Management
- Public Management/Organization Theory
- Public Policy

To specialize in a single area of study, students must take four courses in that area of specialization. To complete a generalist degree, students must choose a minimum of two courses from within at least two of the specified areas of specialization. To complete a Criminal Justice degree, students must choose a minimum of two courses from Sociology and/or Political Science in addition to two other courses from the approved list.

The areas of specialization and relevant pre-approved elective courses are listed below. Please note that none of the following courses may be taken either online, during the Maymester, or during short summer session without prior approval except for the Case Study in Seoul. Additional elective courses outside of the department that are not listed below may be taken with individual approval of the Department. Students with a desire to obtain approval for an out-of-department course should email a copy of the course syllabus to the MPA Advising & Recruitment Assistant for consideration.

## **1. Criminal Justice**

PADP 6490	Administrative Law
PADP 8420	Leadership in Public Service OR PADP 8460 Organization Behavior
PADP 7520	Urban Policy
PADP 7500	Local Government Management
PADP 7930	Human Services Administration
PADP 8640	Program Evaluation
POLS 8450	Special Topics in Law, Courts, and Judicial
SOCI 8150	Criminal Punishment and Society
SOCI 8470	Deviance and Social Control
SOCI 8810	Sociology of Crime
SOCI 8850	Sociology of Law
SOCI 8820	Communities and Crime
SOCI 8840	Gender, Crime and Justice

## **2. Health Policy and Administration**

PADP 8610	Economics of Health Policy
PADP 8630	Policy Implementation
PADP 8640	Program Evaluation
PADP 8670	Policy Analysis I
DMAN 7100	Introduction to Disaster Management
DMAN 7200	Disaster Management for Public Health Professionals
DMAN 7400	Public Health Crises and Disaster Management
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 8600	Advanced 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	Economic Evaluation Methods in Health
HPRB 7470	Program Evaluation in Health Promotion and Health Education
HPRB 7480	Global Health Promotion
HPRB 7500	Community Health Promotion

### **3. Higher Education Administration**

PADP 7200	Education Finance and Policy
PADP 7900	Managing Volunteers
PADP 7920	Equal Employment Opportunity, Affirmative Action, and Diversity
PADP 7930	Human Services Administration
PADP 8220	Marketing for Nonprofit and Public Organizations
PADP 8420	Leadership in Public Service
PADP 8430	Public Financial Management
PADP 8470	Bids and Contracting
PADP 8630	Policy Implementation
PADP 8640	Program Evaluation
PADP 8670	Policy Analysis I
PADP 8830	Seminar in Public Budgeting
PADP 9200	Governmental and Nonprofit Accounting
ECHD 7400	Foundations of College Student Affairs Administration
EDAP 7040	Educational Law and Ethical Leadership
EDAP 8210	Educational Policy Analysis
EDHI 8000	History of US Higher Education
EDHI 8010	Higher Education in the United States
EDHI 8300	The Law and Higher Education
EDHI 8400	Finance of Higher Education
EDHI 9050	Organization and Governance in Higher Education

### **4. International Policy Andadministration**

PADP 8240	Nonprofit Organization- International Perspective: INGOs & Globalization
PADP 8660	Climate Policy
PADP 8940	International and Comparative Administration
GLOB 7100	Foundations of Global Health

GLOB 8820	Global Health Policy
INTL 6000	Foundations of International Policy
INTL 8210	International Organization
INTL 8285	Human Rights
INTL 8279	Energy Security and Policy
JURI 6640	Public International Law
JURI 7885	Global Governance
JURI 7890	Immigration Law
JURI 7830	Law and Institutions of the European Union

## **5. Local Government Administration**

PADP 7130	Digital Governance and Information Technology
PADP 7360	Managing Government Performance
PADP 7500	Local Government Management
PADP 7520	Urban Policy
PADP 7540	Economic Development
PADP 7580S	Local Government Practicum
PADP 7900	Managing Volunteers
PADP 7930	Human Services Administration
PADP 8420	Leadership in Public Service
PADP 8430	Public Financial Management
PADP 8440	Big Data for Public Administration
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 8830	Seminar in Public Budgeting
PADP 8840	Metropolitan Fiscal Problems
PADP 8870	Debt Management
PADP 9200	Governmental and Nonprofit Accounting
PADP 9200	Managing the Co-Production of Public and Non-Profit Services
EDES 6270	Environmental Design Uses of Geographic Information Systems
EDES 6650	City Planning
FHACE 6310	Housing Policy

GEOG 6370	Geographic Information Science
HIPR 6000	Introduction to Historic Preservation
PLAN 6200	Environmental Planning Law

## **6. Nonprofit Administration**

PADP 7210	Introduction to the Nonprofit Sector
PADP 7220	Nonprofit Governance and Management
PADP 7250	Grant Proposal Writing
PADP 7900	Managing Volunteers in the Public and Nonprofit Sectors
PADP 7930	Human Services Administration
PADP 8220	Marketing for Nonprofit and Public Organizations
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
MNML 7060	Fundraising and Development for Nonprofit Organizations
MNML 7226	Evaluation of Professional Practice
MNML 7237	Theory and Management of Nonprofit Organizations
MNML 7957	Grant Proposal Writing for Nonprofit Organizations
MNML 7947	Social Entrepreneurship
MNML 7330	Managing Innovations in Organizations

## **7. Public Budgeting and Financial Management**

PADP 7200	Education Finance & Policy
PADP 7220	Nonprofit Governance
PADP 7250	Grant Proposal Writing
PADP 7540	Economic Development
PADP 8430	Public Financial Management
PADP 8470	Bids and Contracting
PADP 8810	State and Local Taxation
PADP 8830	Seminar in Public Budgeting
PADP 8840	Metropolitan Fiscal Problems
PADP 8860	Nonprofit Financial Administration
PADP 8870	Debt Management
PADP 9200	Governmental and Nonprofit Accounting
EDHI 8400	Finance of Higher Education

HPAM 8650	Healthcare Finance
MNML 7957	Grant Proposal Writing for Nonprofit Organization

## **8. Public Management/Organization Theory**

PADP 6490	Administrative Law
PADP 7200	Digital Governance and Information Technology
PADP 7220	Nonprofit Governance
PADP 7250	Grant Proposal Writing
PADP 7360	Managing Government Performance
PADP 7380	Ethics in Public Administration
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 8440	Big Data for Public Administration
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 8850	Public Sector Decision Making
PADP 8940	Seminar in Comparative Administration
PADP 8960	Organization Development and Change
MGMT 7220	Project Management
INTL 8210	International Organization
SOWK 7118	Power, Oppression, Social Justice, Evidence-Informed Practice, Advocacy, and Diversity

## **9. Public Policy**

PADP 6490	Administrative Law
PADP 7200	Climate and Environmental Policy
PADP 7200	Digital Governance and Information Technology
PADP 7200	Social Justice and Participation
PADP 7520	Urban Policy
PADP 7540	Economic Development
PADP 7580S	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	Regulation
PADP 8670	Policy Analysis I
PADP 8810	State and Local Taxation
PADP 8850	Public Sector Decision Making
PADP 9200	State and Local Taxation
POLS 8000	Introduction to Rational Choice Theory
ECOL 8730	Environmental Policy
EDAP 8210	Educational Policy Analysis
EDAP 8220	Evolution of PreK-12 Federal Education Policy from 1965- the Present
FHCE 6310	Housing Policy
HPAM 7010	Introduction to Health Policy and Management
HPAM 8820	Global Health Policy
HPAM 8400	Advanced Policy Analysis in Public Health
HPAM 8600	Advanced Health Economics
HPAM 8850	Economic Evaluation Methods in Health
HPRB 7470	Program Evaluation in Health Promotion and Health Education
SOWK 7106	Evaluation of Community and Institutional Practices

### ***Independent Studies***

Independent study courses may be available for content not offered through a regularly scheduled course. Independent studies are narrowly tailored and developed through consultation with an individual faculty member. Only two Independent Study courses may be used to fulfill elective requirements, pending approval by the instructor and the MPA Director. To request enrollment in an Independent Study course, students must develop a program of study with a faculty member, download and complete the appropriate form from the website (under The Field of Study drop down), and obtain a signature from the course instructor: [t.uga.edu/63B](http://t.uga.edu/63B).

### ***Internship Requirement***

Before graduating, students must complete an internship. The internship provides students with an experiential basis for linking their coursework to their future careers as public service professionals. Students reflect upon this experience and professional development in their Capstone Paper and Portfolio at the end of the MPA program. 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. Students must intern for a minimum of 300 hours at the same agency. Students will not receive course credit for

completing this internship, and cannot fulfill this requirement with an internship or other experience for which students have otherwise received course credit or fulfilled another degree requirement. The MPA Career Services Coordinator assists students with building their resumes, finding available internships, and application processes to satisfy this requirement. *Students must provide contact information for their internship supervisor to the MPA Career Services Coordinator and obtain approval of their internship before work begins.* For examples of the broad array of internships students have completed, please visit our website: [t.uga.edu/63z](http://t.uga.edu/63z).

Students concurrently working at a professional or managerial level within a government agency or nonprofit organization while pursuing their MPA degree may seek a waiver from the internship requirement. Students desiring such an exemption should complete the Internship Waiver Form ([t.uga.edu/5Zb](http://t.uga.edu/5Zb)) and submit it to the MPA Recruitment and Career Services Coordinator with justification for the waiver. Exemption from the internship does not, however, eliminate the requirement of the Capstone Paper and Portfolio.

### ***Capstone Paper and Portfolio Requirement***

In the final semester of the MPA program, students are required to write a capstone paper that reflects upon their mastery of MPA program competencies, assemble a portfolio of work from core classes in the program to illustrate mastery of these competencies, and complete an online exit survey. These requirements are included as part of the one credit hour PADP 6990 course.

The portfolio of student work is required for two reasons. First, the program wants to assess what students consider to be their best work from core MPA classes in each of the five core competency areas. Second, by assembling evidence of mastery in each area, students are organizing a set of work that can be discussed with prospective employers during job interviews. The portfolio illustrates the work contributions the student is prepared to make to an organization. After each class, students should reflect upon their learning and consider if any assignment or project from the class will be appropriate for inclusion in the portfolio. A professional resume must also be included in the portfolio.

The capstone paper is a critical reflection essay describing the student's professional development in the MPA program. The student can think of this paper as an integral part of the portfolio that provides context to the individual documents while more broadly discussing the student's development in the MPA program. The capstone paper includes three parts. First, the student reflects upon personal goals and public service values. Second, student reflects upon development in their career or internship experience. Third, the student reflects upon their development of the five core competencies for the MPA program. In this section, the student also discusses how material included in the portfolio illustrates mastery of the competency.

### ***Exit Survey Requirement***

Students must also complete the exit survey to provide feedback about the MPA program. Responses to the survey help program faculty and staff make adjustments to the curriculum and services provided by the Department. Your feedback is critical to the ongoing improvement of the Department and our ongoing assessment efforts. The survey will be distributed to students enrolled in PADP 6990 each semester.

### ***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.

### ***MPA/MUPD Joint Degree Program***

The UGA MPA program is collaborating with the College of Environment + Design's Master of Urban Planning and Design program (MUPD) to offer a dual MPA/MUPD degree. This academic program will allow a student to earn both degrees in three years, eliminating approximately one year of academic work. There is a need for individuals that have both knowledge and training in public policy and urban development in all levels of government. In order to be effective, city planners need to be conversant with authorities and jurisdictions of different governmental entities; intergovernmental politics and practices; rules governing installation, repair, and replacement of public infrastructure; and multiple other facets of public administration and policy-making. In the same vein, successful public managers and policy experts who are responsible for public well-being and quality of life can be more effective if they understand the principles of the built environment and physical planning.

### ***SNU 1+1 Degree Program***

Select students may choose to apply to the 1+1 degree program with Seoul National University (SNU), in which students complete one year of study at the University of Georgia and one year of study at SNU, graduating with degrees from both universities. The dual-degree program helps provide students with a stronger understanding of increasingly global public policy and management issues by exposing them to international research, practices and culture. Graduates of this program will be uniquely qualified to work in international government and nongovernmental labor market sectors. Students interested in this program must discuss this interest with the MPA Director early in their first year and must apply to and be accepted to Seoul National University.

### ***Double Dawgs***

The Double Dawgs program was created to give ambitious and motivated students a competitive advantage in today's knowledge economy. By earning both a bachelor's degree and a master's degree in five years or less, students can save time and money while positioning themselves for success after graduation.

# ACADEMIC HONESTY

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 [t.uga.edu/63D](http://t.uga.edu/63D).

## ADMISSION TO THE PROGRAM

To be considered for admission to the 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. MPA students come from diverse backgrounds and fields of study. Each year, 65-70 students begin their path to earning their MPA. Visit the MPA student profiles section of our departmental website for more information: [t.uga.edu/63C](http://t.uga.edu/63C).

Application deadlines for students from the United States are January 15th to be considered for assistantship, July 1st for fall semester, and November 15th for spring semester. International applicants must apply by April 15th for fall semester and October 15th for spring semester.

Students interested in the MPA/JD program must apply separately to both programs and meet the admissions requirements for each. For more information about applying to the School of Law, please visit [law.uga.edu/admissions](http://law.uga.edu/admissions).

**1. COMPLETE THE ONLINE APPLICATION:** Complete the online application located at the UGA Graduate School website ([gradapply.uga.edu/apply](http://gradapply.uga.edu/apply)) and pay the required application fee, which is \$75 for domestic applicants and \$100 for international applicants.

- You will be prompted to upload a **resume**, **unofficial transcripts** (from all institutions attended), and a **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 this specific program are a good fit with your career and educational goals. You should also highlight your relevant experience and preparation for this program.
- You will be asked to enter the email addresses of three recommenders. If you would rather submit paper letters to the department, you will need to list your name and e-mail three times 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.

**2. REQUEST OFFICIAL DOCUMENTS TO BE SENT TO THE UGA GRADUATE SCHOOL:** Transcripts and score reports are accepted electronically and by mail. Allow 10-14 days for receipt and

processing of these materials by the Graduate School Admissions Office.

- 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 GRE ([ets.org/gre](https://ets.org/gre)), TOEFL ([ets.org/toefl](https://ets.org/toefl)), IELTS ([ielts.org](https://ielts.org)), Duolingo ([duolingo.com](https://duolingo.com))
  - The GRE is required of most\* applicants. The average GRE score for incoming MPA students for fall 2020 was approximately 310; however, the GRE score is only one of several factors considered for admissions. Equally important are an applicant's personal statement and other application materials.
    - \*Applicants with five years of work experience in the public or non-profit sector and an undergraduate GPA over 3.0 may request a waiver for the GRE during the application process. To discuss a GRE waiver, contact Brandon Solie.
  - The departmental policy is to require TOEFL scores from any applicant whose primary language is not English, unless that student has received a degree within the past two years from an accredited institution in a country where English is the primary language. The TOEFL scores can be no older than two years.
  - If an institutional code is required for score reporting for the computer-based Graduate Record Exam, list code 5813. Otherwise, select "The University of Georgia" when asked where scores should be sent.

**Mail materials to:**

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

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

**International Applicants-** additional requirements can be found on the Graduate School website here: [t.uga.edu/UO](https://t.uga.edu/UO) and here: [t.uga.edu/67s](https://t.uga.edu/67s).

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 email or 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 semester and attendance is mandatory.

## **ACADEMIC ADVISING AND REGISTRATION**

New students receive academic advising during the week of the Socialization Seminar in the fall and at orientation in the spring. 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 UGA Graduate School enforces the following registration guidelines:

- Students who receive an assistantship and/or a tuition waiver must register for

a minimum of 12 semester hours in the fall and spring. Students who are paid on assistantship over the summer must register for at least nine hours.

- Students must be registered for at least three hours during the term in which they complete their 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 credit hours in at least two semesters per academic 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 on a continuous basis. An approved leave of absence stands in lieu of registering for the minimum of three credit hours 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 and pay a re-enrollment fee if re-accepted into the program.
- If it becomes necessary to add a class after the established deadline for registration, the MPA Student Services Coordinator may approve a request for late registration within a reasonable amount of time.

### ***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 ‘W’, a student must withdraw before the midpoint of the semester. Withdrawals from courses after the withdrawal deadline will only be permitted in cases of hardship as determined by the Office of Student Care and Outreach.

### ***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.







## FACULTY

The faculty of the Department of Public Administration and Policy includes scholars of national and international reputation. For more information, visit: [spia.uga.edu/directory/faculty/](http://spia.uga.edu/directory/faculty/).

**Amanda J. Abraham**, Associate Professor (PhD, Louisiana State University, 2006), specializes in addiction health services research and health policy. Her current work focuses on the impact of federal and state policy on the accessibility and quality of substance use disorder treatment. Dr. Abraham currently serves as Principal Investigator and Co-Investigator on numerous federal grants including a grant from the National Institute on Alcohol Abuse and Alcoholism (NIAAA) to examine the effects of Medicaid managed care organization (MCO) benefit design for alcohol use disorder on the receipt of treatment and adverse alcohol-related health outcomes. In addition, she currently serves as an Associate Editor for the *Journal of Substance Abuse Treatment (JSAT)*. 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*, and *Drug and Alcohol Dependence*. Email: [aabraham@uga.edu](mailto:aabraham@uga.edu)

**L. Jason Anastasopoulos**, Assistant Professor (PhD, University of California, Berkeley, 2014), is also an Adjunct Professor in the Department of Statistics and a faculty affiliate at the Institute for Artificial Intelligence. He teaches classes on the governance and regulation of technological innovation, technology and international politics and statistical methodology. His research focuses on governance and technology, behavioral public administration, international political economy, and statistical methodology with a focus on causal inference and machine learning. His work has been published in political science, public administration, and computer science journals including: *The American Political Science Review*, *Political Analysis*, *The Public Administration Review*, *The Journal of Public Administration Research and Theory*, and *Electoral Studies & Governance*. Dr. Anastasopoulos has also held visiting appointments at Princeton, Emory, UC Berkeley and Harvard. Email: [ljanastas@uga.edu](mailto:ljanastas@uga.edu)

**Matthew R. Auer**, Dean and Arch Professor of Public and International Affairs at the School of Public and International Affairs (PhD, Yale University 1996), Prior to his appointment at UGA, Auer served as Vice President for Academic Affairs and Dean of the Faculty at Bates College, 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. 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. Email: [matthew.auer@uga.edu](mailto:matthew.auer@uga.edu)

**Emily V. Bell**, Assistant Professor (PhD, University of Arizona, 2018) is a faculty affiliate at the UGA's River Basin Center, and a faculty fellow at the Center for International Trade and Security. Her research focuses on policy coordination, collaboration, and stakeholder cognition in environmental governance. She examines these factors as they relate to adaptation, hazard mitigation, and navigating uncertainty and complexity in aspects such as planning and policy innovation. To address core questions in her work, she uses inferential and descriptive techniques, including social network analysis, linear modeling, and automated text analysis.

Dr. Bell has published in journals including the *Journal of Public Administration Research and Theory* and *Environmental Science and Policy*. Currently, she is advancing NSF-funded work on collaborative efforts to re-envision urban stormwater management, and is leading research in collaborative processes in both regional water planning and procedural decisions for waste disposal. Email: [evbell@uga.edu](mailto:evbell@uga.edu)

**W. David Bradford**, is a health economist in the Department of Public Administration and Policy at UGA. His research ranges across diverse fields, including substance use policy, pharmaceutical policy, housing instability, and the role of time and risk preferences in individual decision-making. Currently, a significant portion of his research efforts involves understanding the impact of cannabis and opioid policies on health behaviors and outcomes. He also has active research projects investigating the interrelationship between landlord-tenant policies, eviction, homelessness, and deaths of despair. Dr. Bradford is Co-Editor for *Health Economics*, one of the top two journals in his field, and is an Associate Editor for *Implementation Research and Practice*. He is an elected member of the governing board for the American Society of Health Economists and serves on the oversight board of the Southeastern Health Economics Study Group annual conference. Finally, Dr. Bradford frequently provides expert witness testimony in health care related litigation. Email: [bradfowd@uga.edu](mailto: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). Email: [cmsbrew@uga.edu](mailto:cmsbrew@uga.edu)

**Alex Combs**, Assistant Professor (PhD, University of Kentucky, 2018), Dr. Combs' research involves state and local finance in education. His work focuses on the adequacy and equity of K-12 funding in response to school finance equalization, tax and expenditure limits, and various features of the property tax, with particular interest in differences between rural and non-rural communities. He also studies the impacts of state funding for higher education on student outcomes and institutional budgets. Before arriving at UGA, he was a Postdoctoral Researcher for the University of Kentucky and Kentucky Center for Statistics. Prior to pursuing a Ph.D., he worked in the nonprofit sector organizing philanthropic initiatives and developing educational programming. Email: [alex.combs@uga.edu](mailto:alex.combs@uga.edu)

**Inkyu Kang**, Assistant Professor (Ph.D., Rutgers University- Newark, 2022), Prior to his academic career, he served as an Inspector in the National Police in South Korea for more than four years, which inspired his interest in various aspects of policing and public service. His overarching research theme is to reconcile public management with democratic values such as equity, representation, and accountability. Within this framework, he addresses various questions that are centered around street-level bureaucracy, citizen-state interactions, and performance management and leadership. His methodological approaches are varied, including vignette and conjoint experiments, natural and quasi-experiments, observational studies using surveys and administrative data, and mixed-methods approach. He is passionate about producing quality research that connects to pressing issues in the real world. Email: [inkyu.kang@uga.edu](mailto:inkyu.kang@uga.edu)

**J. Edward Kellough**, Professor of Public Administration and Policy (PhD Miami University, 1987), specializes in the field of public personnel management. He 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), and served as Chair of the Section on Public Administration of the American Political Science Association. He is on the editorial boards of several academic journals. Dr. Kellough received the John Gaus Award from the American Political Science Association in 2019, Honoring a Lifetime of Excellence in Scholarship in the Joint Tradition of Political Science and Public Administration. Books by Dr. Kellough include *The New Public Personnel Administration*, seventh edition, with Lloyd G. Nigro and *Understanding Affirmative Action: Politics, Discrimination, and the Search for Justice*. His research has appeared in numerous academic journals. He has lectured 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](mailto:kellough@uga.edu)

**George A. Krause**, Alumni Foundation Distinguished Professor of Public Administration (PhD, West Virginia University, 1994). His core research interests center on governance, accountability, and representation in the United States. His current research activities investigate both the selection and the role of administrative leadership in U.S. federal government agencies, the exercise of executive authority, the implications of shared power arrangements for democratic governance and policymaking within the administrative state, and the institutional and organizational aspects of fiscal policymaking in the realm of democratic politics. Dr. 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. His article with Daniel Carpenter, Reputation and Public Administration, was selected as one of the 75 Most Influential Articles Published in the 75 Year History of *Public Administration Review* (2014). Email: [gkrause@uga.edu](mailto:gkrause@uga.edu)

**Thomas P. Lauth**, 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](mailto:tplauth@uga.edu)

**Emily C. Lawler**, Assistant Professor (PhD, Vanderbilt University, 2018) specializes in the fields of health economics and applied microeconomics. Her recent work focuses on the effects of public policies on maternal and child health, with a particular emphasis on the impacts of vaccination and pharmaceutical policy on health and health behaviors. Dr. Lawler's work has been published in the *American Economic Journal*, *Economic Policy*, *Journal of Health Economics*, *American Journal of Health Economics*, *Annals of Internal Medicine*, and *Psychiatric Services*. Email: [Emily.lawler@uga.edu](mailto:Emily.lawler@uga.edu)

**Jerome S. Legge**, Professor Emeritus (PhD, Emory, 1975), 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)

**Michelle L. Lofton**, Assistant Professor (PhD, Syracuse University, 2018), is an Assistant Professor of Public Budgeting and Finance in the Department of Public Administration and Policy. Her core research agenda investigates financial tools used for public cash flow management and the impacts of fiscal institutions on government finances. Dr. Lofton's substantive research

topic interests include subnational public financial management, state and local budgeting implementation, and the intersection between public finance and public management. She teaches graduate student courses in public financial administration and public management. Dr. Lofton's publications appear in *Public Budgeting & Finance*, *Public Finance Review*, *Municipal Finance Journal*, *International Journal of Public Sector Management*, and *Journal of School Choice*. Professionally, she serves as an Association for Budgeting and Financial Management Executive Committee Member (2022-2024 term) and Treasurer for American Society for Public Administration Georgia Chapter (2021-22 and 2022-23 terms). Email: [mlofton@uga.edu](mailto:mlofton@uga.edu)

**Felipe Lozano-Rojas**, Assistant Professor (PhD, Indiana University Bloomington, 2020), His research lies in the intersection between public finance and social policy. His research focuses on taxation, individual behavior, and on revenue-generating social-policies that provide different levels of governments with fiscal independence. He studies both the intended and unintended consequences of such policies. Dr. Lozano-Rojas' specific interests include sugar-sweetened beverages taxation, local government sales tax rate setting, higher education financial aid, sales tax holidays, and, more recently, public finance and policy responses to the opioid epidemic and to the COVID-19 epidemic. Dr. Lozano-Rojas earned his Ph.D. in Public Affairs from Indiana University, and his research has been portrayed by the Tax Foundation, AUSTax Blog, the Wall Street Journal, and NPR. Previously, Dr. Lozano-Rojas served as a Consultant for the World Bank, in matters related to student financial aid, and was the Chief Planning Officer for ICETEX, the student loan agency in his home country, Colombia. Email: [flozano@uga.edu](mailto:flozano@uga.edu)

**Rebecca Nesbit**, Associate Professor (PhD, Indiana University, Bloomington, 2008), teaches classes on the nonprofit sector, nonprofit management and governance, managing volunteers, and other special topics. Dr. Nesbit's research explores volunteerism, volunteer management, and philanthropy. 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*. Dr. Nesbit currently serves as an area editor for *Nonprofit and Voluntary Sector Quarterly*. Email: [nesbit7@uga.edu](mailto:nesbit7@uga.edu)

**Laurence J. O'Toole Jr.**, Distinguished Research Professor Emeritus (PhD, Syracuse University, 1975), has lectured and conducted basic and applied research on public administration, policy, and networks widely in North America, Eastern and Western Europe, Africa, Asia, and Australia. He has authored, co-authored, or edited 12 books and has published more than 170 journal articles and chapters. His research has been supported by many governments and government agencies. Dr. 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: [cmsotoole@uga.edu](mailto:cmsotoole@uga.edu)

**Hal G. Rainey**, Professor Emeritus (PhD, Ohio State, 1978), is a Fellow of the National Academy of Public Administration and has received numerous national awards including the Charles Levine Award for Excellence in Teaching, Research and Service (1995), the Dwight Waldo Award for career contributions to scholarship in public administration (2009), John Gaus Award for a “lifetime of exemplary scholarship in the joint tradition of political science and public administration,” the Duncombe Award for Excellence in Doctoral Education (2015), and the Frederickson Award for Career Contributions to Public Management Research (2016). 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. Email: [hgrainey@uga.edu](mailto:hgrainey@uga.edu)

**Cory Struthers**, Assistant Professor (PhD, University of California, Davis, 2018), studies how public demands, scientific information, special interests, and institutional settings shape policymakers’ decisions on climate and the environment. Her work has been published in the *Journal of Public Administration Research and Theory*, *American Politics Research*, *Current Opinion on Environmental Sustainability*, and *Oxford University Press*. She has received funding from the UGA Presidential Interdisciplinary Seed Grant and the USDA National Institute for Food and Agriculture (NIFA). Dr. Struthers is an affiliate of several UGA organizations, including the Georgia Initiative on Climate and Society, River Basin Center, and Center for Integrative Conservation Research. She teaches courses on climate and environmental policy, policy process, and social justice. Before arriving at UGA, she was a Postdoctoral Researcher in the Department of Forest Resources at the University of Minnesota and a member of the Center for Environmental Policy and Behavior at UC Davis. Email: [cory.struthers@uga.edu](mailto:cory.struthers@uga.edu)

**Andrew B. Whitford**, Alexander M. Crenshaw Professor of Public Policy, (PhD, Washington University in St. Louis, 1997). His current research centers on moral hazard and emerging technologies. Recent papers have focused on expert systems, cameras, robotics, and cryptocurrency. His most recent book discusses the management of scientists at the CDC. He is also an Honorary Professor at University College London, a Member in the UGA Center for Cyber-Physical Systems, 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, at University College London as Visiting Honorary Senior Research Associate, 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)

**Katherine G. Willoughby**, Margaret Hughes and Robert T. Golembiewski Professor of Public Administration, Professor of Public Administration and Policy, and PhD Director in the Department of Public Administration and Policy (PhD, University of Georgia, 1991). In her +30 year career, she has taught courses in public management, budgeting, finance, statistics, and research methods. Her scholarship appears in journals and books, professional publications, and is disseminated through blogs, podcasts, and media. She serves on the editorial boards of several academic journals, was chair and treasurer of the Association of Budgeting and Financial Management (ABFM), and is a fellow with the National Academy of Public Administration. Dr. Willoughby received the 2016 ABFM Wildavsky Award for lifetime scholarly achievement in public budgeting and finance. She is experienced in consulting with entities such as The World

Bank, USAID, The Pew Trusts, and the Sloan Foundation, among others. She serves as an invited speaker, guest lecturer, course trainer, and advisor to governments globally. Her research regards public management and budgeting, focusing on decision making, process innovation, fiscal health, emergency management, and government resiliency. Email: [kwilloughby@uga.edu](mailto:kwilloughby@uga.edu)

**Bradley E. Wright**, Professor and Head of the Department of Public Administration and Policy (Ph.D., State University of New York at Albany, 2001), specializes in organizational behavior. Dr. Wright's research focuses on how employee attitudes and behavior are influenced by the interaction between characteristics of employees and their organizational work environment. Dr. Wright is a Fellow of the National Academy of Public Administration and the former editor of the *Journal of Public Administration Research and Theory*. Prior to joining the University of Georgia, he was on the faculty at Georgia State University and the University of North Carolina at Charlotte, and has held several positions in public higher education administration in both Michigan and New York. Email: [bew@uga.edu](mailto:bew@uga.edu)

**Eric S. Zeemering**, Associate Professor and MPA Director, (Ph.D., Indiana University, 2007), His research investigates local governance and intergovernmental relations, including interlocal contracting for municipal service delivery and the design and performance of networks for local environmental governance. Currently, he is completing research on the local government response to the COVID-19 pandemic, including state and local use of federal aid stemming from the pandemic. He serves as the co-editor of *State and Local Government Review* and co-edited the recent book *Conflict and Cooperation between State and Local Government*. 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). Email: [eric.zeemering@uga.edu](mailto:eric.zeemering@uga.edu)





**The University of Georgia is an equal opportunity educational institution. No applicant will be discriminated against because of race, sex (including sexual harassment), sexual orientation, ethnic or national origin, religion, age, disabled status, or status as a disabled veteran or veteran of the Vietnam era.**



# Appendix A

## ***Comprehensive List of PADP Course Offerings***

PADP(POLS) 6490	Administrative Law
PADP 6910	Public Administration and Democracy
PADP 6920	Public Personnel Administration
PADP 6930	Public Financial Administration
PADP 6950	Economic Foundations in Policy Analysis
PADP 6960	Public Management
PADP 6980	Socialization Seminar in Public Administration
PADP 6990	Capstone Paper and Portfolio
PADP 7000	Master's Research
PADP 7005	Graduate Student Seminar
PADP 7110	Research Methods in Public Administration
PADP 7120	Data Applications in Public Administration
PADP 7130	Digital Governance Information Technology*
PADP 7150	Policy Capstone
PADP 7160	Survey Research Methods*
PADP 7200	Directed Study in Public Administration: Education Finance and Policy
PADP 7200	Directed Study in Public Administration: Social Justice and Participation
PADP 7210	Introduction to the Nonprofit Sector: Theory and Practice
PADP 7220	Nonprofit Governance and Accountability
PADP 7230	Funding Nonprofit Organizations
PADP 7250	Grant Proposal Writing
PADP 7350	Internship in Government
PADP 7360	Managing Government Performance
PADP 7380	Ethics in Public Administration*
PADP 7500	Local Government Management
PADP 7520	Urban Policy
PADP 7540	Economic Development
PADP 7580S	Local Government Practicum
PADP 7840	Budget Practicum
PADP 7900	Managing Volunteers in the Public and Nonprofit Sectors
PADP 7920	Equal Employment Opportunity, Affirmative Action, and Diversity in the Public Sector
PADP 7930	Human Services Administration in Government*
PADP 8220	Selected Topics in Nonprofit Management

PADP 8240	Nonprofit Organization in an International Perspective: INGOs and Globalization*
PADP 8420	Leadership in Public Service
PADP 8430	Public Financial Management
PADP 8440	Big Data and Artificial Intelligence for Public Administration and Policy
PADP 8460	Organizational Behavior*
PADP 8470	Bids and Contracting
PADP 8550	Intergovernmental Relations and Network Governance
PADP 8560	Special Topics in Urban Administration*
PADP 8610	Economics of Health Policy
PADP 8620	Policy Process
PADP 8630	Policy Implementation
PADP 8640	Program Evaluation
PADP 8650	Public Policy Seminar
PADP 8660	Climate and Environmental Policy
PADP 8670	Policy Analysis I
PADP 8710	Ideas and Issues in Public Administration
PADP 8720	Seminar in Selected Problems in Public Personnel Administration
PADP 8740	Frontiers of Public Management Research
PADP 8810	State and Local Taxation
PADP 8830	Seminar in Public Budgeting
PADP 8840	Metropolitan Fiscal Problems
PADP 8850	Public Sector Decision-Making
PADP 8860	Nonprofit Financial Administration*
PADP 8870	Debt Management
PADP 8940	International and Comparative Administration*
PADP 8960	Organization Development and Change
PADP 9200	Independent Study in Public Administration

*\*course not offered on a regular basis*

*Please note that not all classes are offered every semester, or even every year. Some course offerings rotate to provide more options. Please work with the MPA advisor on a plan to obtain the courses you require.*

## **NOTES**







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