MPA Program Guide

Public Administration & Policy

School of Public & International Affairs

UNIVERSITY OF GEORGIA

Master of Public Administration
UNIVERSITY OF GEORGIA

Welcome to the University of Georgia!

This guide provides an overview of the Master of Public Administration (MPA) program, including degree requirements, the admissions process, and resources available to support your success. Whether you are considering applying to the program or are joining us as a new student, this guide is designed to help you understand how the MPA prepares students for careers in public service.

Public administration—as a study and in practice—aims to improve how governments and public organizations serve communities. Our MPA graduates are dedicated to addressing complex public challenges, supporting decision-making processes, and delivering programs and services that improve people's lives. Their commitment to solving problems is reflected in their work across multiple sectors, the partnerships they build, their engagement with stakeholders, and their efforts to develop solutions that respond to public needs.

Opportunities for professional development at UGA extend well beyond the classroom. Student organizations, conferences, and networking events will help you connect with a diverse community of practitioners, scholars, and fellow students committed to public service. Through mentorship opportunities, career panels, and professional development workshops, you will gain skills, experiences, and a professional network needed to pursue your career goals. Together, these opportunities broaden your perspectives and prepare you for success in a wide range of public service careers.

Our program is nationally recognized for excellence in public affairs education. The U.S. News and World Report ranks us #5 in the nation as a public affairs program, with high specialization rankings in Public Management and Leadership (#3), Public Finance and Budgeting (#3), and Local Government Management (#4). Globally, the Shanghai Academic Rankings of World Universities marks us #10 in public administration. Our faculty's expertise spans a broad range of policy and management areas, and their engagement in cutting-edge research is reflected in both their teaching and mentorship. The flexibility of the curriculum also allows students to tailor their coursework to their interests while building the analytical, leadership, and management skills needed to address contemporary public challenges.

Staff and faculty in the Department of Public Administration and Policy, along with colleagues across the University of Georgia, are committed to supporting you throughout your graduate education. We encourage you to take advantage of the many opportunities available to learn, grow, and build connections during your time at UGA.

Thank you for your interest in the MPA program and for your commitment to public service. We look forward to supporting you as you pursue your professional goals!

Best regards,

Emily V. Bell
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The University of Georgia, Department of Public Administration & 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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The MPA Program
Department of Public Administration & Policy
School of Public & International Affairs
The University of Georgia

The central purpose of the 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.

Public Service Values

The MPA Program at the University of Georgia is guided by the values of wisdom, justice, and moderation, symbolized by the campus arch and represented in the Great Seal of the State of Georgia. Our classes explore public service values in the public administration research literature, and through experiential and active learning.

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 (2026 edition) ranked the SPIA MPA number 5 public affairs programs in the nation. 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. The program is 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 and offers a yearly professional skills seminar for students in the MPA program. For more information go to the CVIOG website at 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 year, 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: spia.uga.edu/degree/master-of-public-administration-mpa/program-overview/ under the *MPA Advisory Board* dropdown.

Mentor Program

The MPA Mentoring Program, in collaboration with the UGA Mentor Program, connects first-year students with accomplished alumni who serve as mentors throughout the student's first academic year. The program is designed to support students in successfully navigating the MPA program, while also providing career advice, networking opportunities, and guidance in exploring professional goals and interests. After the first year of facilitated mentorship, many mentoring pairs continue their connection informally. By fostering strong professional networks and a supportive community, the program enhances the student experience and helps prepare future public service leaders.

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.

Scholarship and Assistantship Opportunities

The Department of Public Administration & Policy offers a limited number of highly competitive teaching and research assistantships that carry stipends for a ten-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.

Additionally, the MPA program provides scholarship awards on a competitive basis. 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 relevant 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.

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 the Public Interest (PADP 6920 and 6960)

- Students will learn to work in groups and teams to make collaborative decisions, incorporate diverse viewpoints, and create a cohesive and professional product.
- Students will identify leadership and management demands across sectors, particularly in the public and non-profit sectors, including their similarities and differences as well as unique intergovernmental and inter-organizational challenges
- Students will describe the implications of public service motivation for management in the public and non-profit sectors.

Competency 2: To Participate in, and Contribute to, the Public Policy Process (PADP 6930 and 6950)

- Students will develop the ability to interpret and persuasively communicate information regarding policy alternatives through concise written documents and oral presentations.
- Students will explain how theories and concepts from economics can inform policy decisions, using an economic lens, and develop experience using economic tools to assess likely impacts of public policy.
- Students will demonstrate understanding of the public sector budgetary process, important decision makers, and components of budget development.
- Students will analyze budget and policy alternatives using quantitative and qualitative tools to evaluate decisions and explain potential ramifications for diverse constituencies.
- Students will learn to manage financial resources and evaluate budgets and the fiscal health of governments.

Competency 3: To Analyze, Synthesize, Think Critically, Solve Problems and Make Evidence-Informed Decisions in a Complex and Dynamic Environment (PADP 6930, 6950, 7110, 7120)

- Students will be introduced to and practice various methods and analytical tools to analyze policy design and interpret data to provide effective reasoning for decision making, budget development, and policy creation.
- Students will learn approaches to inform the public and other stakeholders about prospective policy alternatives or retrospective program evaluation through the presentation of data and research findings.
- Students will produce research 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, Apply, and Advance a Public Service Perspective (6910, 6920)

- Students will understand and appreciate the intellectual history of American public administration, and compare the United States to other administrative systems around the globe.
- Students will analyze and explain tensions among competing public service values and identify strategies for the management and resolution of value conflict.
- Students will apply ¡ codes of ethics to decisions and value conflicts unique to the public sector, ensuring practices remain accountable and transparent.
- Students will analyze how the U.S. Constitution, law, and merit systems shape the work environment and public management.
- Students will demonstrate an appreciation of the complex political and fiscal environment of public management.

Competency 5: To Communicate and Interact Productively and in Culturally Responsive Ways with a Diverse and Changing Workforce and Society at Large (6910, 6920)

- Students will recognize, consider, and respect differing points of view in administrative and policy decisions.
- Students will execute specific strategies to enhance equity within and representatives of the public workforce to ensure all people within a government's jurisdiction are well served.
- Students will explain the contributions of a representative bureaucracy to an organization's work and performance.
- Students will demonstrate an appreciation for diversity and will be able to work productively in teams by displaying composure, fostering dialogue, and utilizing 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
- 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 Local Government Practicum and 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 7500 Local Government Management
PADP 7520 Urban Policy
PADP 7930 Human Services Administration
PADP 8420 Leadership in Public Service OR PADP 8460 Organization Behavior
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 8820 Communities and Crime
SOCI 8840 Gender, Crime and Justice
SOCI 8850 Sociology of Law

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 Health Professionals
DMAN 7400 Public Health Crises and Disaster Management
EHSC 7010 Fundamentals of Environmental Health Science
GLOB 7100 Foundations of Global Health
GLOB 8820 Global Health Policy
HPAM 7010 Fundamentals of Health Policy and Management
HPAM 7700 Leadership and Management of Public Health Organizations and Non-Governmental Organizations
HPAM 8400 Advanced Policy Analysis in Public Health
HPAM 8600 Advanced Health Economics
HPAM 8650 Healthcare Finance
HPAM 8700 Advanced 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 7200 Local Government specialization
PADP 7250 Grant Proposal Writing
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 And Administration

PADP 8240 Nonprofit Organization - International Perspective: INGOs & Globalization
PADP 8660 Climate and Environmental 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 Organizations
INTL 8279 Energy Security and Policy
INTL 8285 Human Rights
JURI 6640 Public International Law
JURI 7830 Law and Institutions of the European Union
JURI 7885 Global Governance
JURI 7890 Immigration Law

5. Local Government Administration

PADP 7130 Digital Governance and Information Technology
PADP 7250 Grant Proposal Writing
PADP 7360 Managing Government Performance
PADP 7500 Local Government Management
PADP 7520 Urban Policy
PADP 7540 Economic Development
PADP 7550 Intergovernmental Relations
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 8560 Special Topics in Urban Administration
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
FHCE 6310 Housing Policy
GEOG 6370 Geographic Information Science
HIPR 6000 Introduction to Historic Preservation
PLAN 6200 Urban Planning Law

6. Nonprofit Administration

PADP 7210 Introduction to the Nonprofit Sector
PADP 7220 Nonprofit Governance and Management
PADP 7230 Funding Nonprofit Organizations
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 7330 Innovation Management in Nonprofit and Government Organizations: From Creativity to Implementation
MNML 7947 Social Entrepreneurship
MNML 7957 Grant Proposal Writing for Nonprofit Organizations

7. Public Budgeting and Financial Management

PADP 7200 Education Finance & Policy
PADP 7220 Nonprofit Governance
PADP 7230 Funding Nonprofit Organizations
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 Organizations

8. Public Management/Organization Theory

PADP 6490 Administrative Law
PADP 7130 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 Public Policy Seminar
PADP 8830 Seminar in Public Budgeting
PADP 8850 Public Sector Decision-Making
PADP 8940 International and Comparative Administration
PADP 8960 Organization Development and Change
INTL 8210 International Organization
MGMT 7220 Project Management
SOWK 7118 Power, Oppression, Social Justice, Evidence-Informed Practice, Advocacy, and Diversity

9. Public Policy

PADP 6490 Administrative Law
PADP 7130 Digital Governance and Information Technology
PADP 7520 Urban Policy
PADP 7540 Economic Development
PADP 7550 Intergovernmental Relations
PADP 7580S Local Government Practicum
PADP 7940 Social Justice and Participation
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 8810 State and Local Taxation
PADP 8850 Public Sector Decision Making
PADP 9200 Governmental and Nonprofit Accounting

ECOL 8730 Environmental Policy

EDAP 8210 Educational Policy Analysis

EDAP 8220 Evolution of PreK-12 Federal Education Policy from 1965 through the Present

FHCE 6310 Housing Policy

HPAM 7010 Fundamentals of Health Policy and Management

HPAM 8400 Advanced Policy Analysis in Public Health

HPAM 8600 Advanced Health Economics

HPAM 8820 Global Health Policy

HPAM 8850 Economic Evaluation Methods in Health

HPRB 7470 Program Evaluation in Health Promotion and Health Education

POLS 8000 Introduction to Rational Choice Theory

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 *Fields of Study* drop down), and obtain a signature from the course instructor: spia.uga.edu/degree/master-of-public-administration-mpa/program-overview/.

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.

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) and submit it to the MPA Career Services Coordinator with justification for the waiver. Exemption from the internship does not, however, eliminate the requirement of the Capstone Paper and Portfolio. Students who receive an internship waiver would write about their current job experience in the capstone paper.

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 & 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 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 mangers 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. Students in the Double dawg pathway are not eligible to pursue other Dual Degree Programs.

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 & 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.

USE OF ARTIFICIAL INTELLIGENCE (AI)

Purpose

As students within the Department of Public Administration and Policy (PADP), students are preparing for leadership roles where they will use and integrate artificial intelligence (AI) tools within complex public service environments. This preparation includes developing familiarity with AI tools and the judgment and ethical awareness necessary to use and govern them responsibly. These are the general principles and expectations for the use of AI in academic work and professional preparation within PADP programs.

Broad Expectations

• Use AI to support learning, not replace it. Coursework is designed to help develop analytical reasoning, communication skills, and subject-matter knowledge. When completing an assignment, ask: "What am I supposed to be learning here and will using AI support or replace that learning?"

• Take full responsibility for any work submitted. If AI is used, students must review its output carefully and make sure it is accurate, complete, and free from bias before relying on it.

• Clearly disclose when and how AI tools are used in preparing assignments, following the guidance provided in each course.

• Build understanding by completing assigned readings rather than substituting AI-generated summaries. AI may be used as a study aid after engaging directly with the course materials.

• Think carefully about when AI use is appropriate and when independent work is best. Not every assignment or professional situation calls for AI assistance.

• Be familiar with the University of Georgia Academic Honesty Policy and apply its principles when using AI tools in academic work.

• Whenever possible, use University of Georgia–approved enterprise AI tools, such as Microsoft Copilot, Google Gemini, Google NotebookLM, and approved enterprise versions of Gemini or ChatGPT. These tools offer stronger data security and privacy protections.

• Be aware that certain AI tools and applications (e.g., DeepSeek) are not permitted on state- or university-owned devices due to data security risks. Avoid using such tools when accessing or working with sensitive or restricted information. Refer to UGA EITS resources for current guidance on approved tools.

Clear Prohibitions

• Submit AI-generated content as original work without clear disclosure.

• Use AI tools in ways that bypass or undermine the learning objectives of an assignment. If uncertain about the purpose of an assignment or whether AI use is appropriate, ask the instructor for clarification.

• Enter confidential, proprietary, or sensitive information into free or public AI platforms.

• Fabricate data, citations, sources, or analysis using AI tools.

Faculty Authority and Course-Level Variation

Instructors may choose different AI policies depending on the goals of a course or a specific assignment. Some assignments are designed to build foundational skills or demonstrate independent analysis, and in those cases AI use may be limited or prohibited. In other assignments, instructors may encourage the use of AI tools as part of the learning process.

Instructors will explain when and how AI tools may be used. Students are responsible for reviewing those expectations carefully and asking for clarification if unsure.

Learning to navigate these differences is part of professional development. In public service careers, one will often need to decide when technology can appropriately support the work and when independent human judgment is essential. The variation encountered across PADP courses reflects that real-world complexity.

Preparing for Public Service Leadership

Developing AI literacy and other AI competencies in PADP is part of preparing for public service leadership. In their careers, students will encounter AI tools that influence policy analysis, management decisions, and service delivery. They need to know how to question AI outputs, recognize their limits, and decide when human judgment is essential. The habits built now, such as intellectual independence, transparency, careful evaluation, and accountability, are the same habits that will be relied upon as a public service professional.

AI systems also raise important ethical, equity, environmental, and governance concerns. They can reflect bias, affect vulnerable communities, consume significant resources, and shape public trust in government and nonprofit institutions. Our goal is to help students develop the judgment to use AI thoughtfully and responsibly, with careful attention to its impact on stakeholders and the legal, political, and cultural context in which public decisions are made.

Review and Adaptation

As AI technologies and professional expectations evolve, this guidance will be revisited and refined to ensure it continues to reflect our commitment to preparing ethical, capable, and forward-thinking public servants.

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.

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. Double Dawgs need to apply 4 weeks early. 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.

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

- You will be prompted to upload a resumé, 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 unofficial transcript from all institutions from which you have earned a degree.
- Official Test Scores GRE (ets.org/gre), TOEFL (ets.org/toefl), IELTS (ielts.org)
  - The GRE is optional for any applicant, domestic or international, whose GPA as calculated by the UGA Graduate School falls at or above a 3.5 on a 4.0 scale. Applicants with five years of work experience in the public or non-profit sector and an undergraduate GPA over 3.0 on a 4.0 scale may request a waiver for the GRE during the application process. If you fall within the second category and would like more information about a GRE waiver, contact Aaron Redman (aredman@uga.edu).
    - All other applicants are required to submit official GRE scores along with their application. The average GRE score for incoming MPA students for 2021 was approximately 309; 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.
- The departmental policy is to require English Proficiency Exam 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. Please review the Graduate School's policy at https://grad.uga.edu/admissions/requirements/international-applications/english-language-proficiency-requirement/

- 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

International Applicants - additional requirements can be found on the Graduate School website here: t.uga.edu/U0 and here: 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 or an out-of-state tuition waiver must register for a minimum of 12 semester hours in the fall and spring semesters. 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, Kristin Lawrence (krabney@uga.edu) 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.

Dismissal from the MPA Program

Students may be dismissed by the Department of Public Administration & Policy for the following reasons:

- Insufficient academic progress
- Failure to meet program requirements
- Failure to adhere to the honor code
- Failure to adhere to the UGA Code of Conduct
- Title IX/Non-Discrimination and Anti-Harassment violations
- Research misconduct

Students who have been dismissed by the department have 30 calendar days following receipt of notice of dismissal to initiate their appeal. The Department Head will appoint an ad hoc committee to review the letter of appeal from the student and will render a decision. If the student receives an unfavorable decision, the student may appeal to the Dean of the School of Public & International Affairs, then the Appeals Committee of the Graduate Council, the Educational Affairs Committee, the President of the University of Georgia, and ultimately, the Board of Regents for the University System of Georgia. Appellants can find more information about the appeals process on the Graduate School's website (policy.uga.edu/policies/#/programs/SkqcrwuO6) and the Educational Affairs Committee website (honesty.uga.edu/Student-Appeals/). If a student has been dismissed by the Graduate School, the student has 30 days following receipt of notice from the Graduate School to appeal the dismissal. Please visit the Graduate School's website for more information on this type of dismissal appeal.

Grade Appeals

Students have the right to appeal the final grade of a course. The student has one calendar year to contact the instructor of the course to appeal the grade. If the student receives an unfavorable response, the student may then appeal the grade to the Department Head. The Department Head will review the appeal and render a decision. If there is a conflict of interest with the Department Head, the Department Head will appoint another faculty member to review the appeal. If the student receives an unfavorable response, then the student can send the appeal to Dr. Paul Welch of the School of Public & International Affairs. If the student receives an unfavorable response from SPIA, the student may continue the grade appeal to the next level, the Appeals Committee of the Graduate Council. If the student still wishes to continue the appeal, the student may appeal to the Educational Affairs Committee, the President of the University of Georgia, and ultimately, the Board of Regents for the University System of Georgia. Please note that grade appeals resulting from an "I" converting to an "F" will start at the Educational Affairs Committee.

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/.

Amanda J. Abraham, Professor (Ph.D., 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

L. Jason Anastastasopoulos, Associate Professor (Ph.D., 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

Matthew R. Auer, Dean and Arch Professor of Public and International Affairs at the School of Public and International Affairs (Ph.D., 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

Emily V. Bell, Associate Professor and MPA Director (Ph.D., 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

W. David Bradford, George D. Busbee Professor of Public Policy (Ph.D., Louisiana State University, 1991), is a health economist in the Department of Public Administration & 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

Gene A. Brewer, 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.

Brewer 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

Brandon Charles, Assistant Professor (Ph.D., Syracuse University, 2026), studies energy policy and governance, including the local impacts of energy resource development. His current projects analyze the accumulation of municipal debt during the U.S. shale boom and future fiscal implications, regulatory policymaking at state public utility commissions, and the relationship between complexity in policy design and outputs. These projects draw on theories from the environmental economics, public finance, and policy process fields. Prior to beginning graduate study, Dr. Charles worked for more than a decade in the utility industry, including consulting for a variety of public and private sector clients and serving as an expert witness in public utility commission proceedings. Email: bcharles@uga.edu

Alex Combs, Assistant Professor (Ph.D., 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

Ning He, Assistant Professor (Ph.D., New York University, 2025), Dr. He is a joint professor in the Department of International Affairs and the Department of Public Administration & Policy. His research interests lie in the areas of comparative politics, international relations, and public administration. His work studies authoritarian politics, bureaucracy, civil and international conflicts, and historical political development. He is currently working on a book project that examines the consequences of political control over bureaucracy in authoritarian states. Email: ning.he@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

J. Edward Kellough, Thomas P. and M. Jean Lauth Professor of Public Affairs (Ph.D. 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

George A. Krause, Alumni Foundation Distinguished Professor of Public Administration (Ph.D., 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

Emily C. Lawler, Associate Professor (Ph.D., 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 P*sychiatric Services*. Email: emily.lawler@uga.edu

Heewon Lee, Assistant Professor (Ph.D., Florida State University, 2022), studies the management of collaborative governance for the successful transition to sustainable and smart cities. Specifically, she investigates the strategies employed by federal and local governments for effective collaborative governance with non-governmental actors in the sustainability policy arena. Her second area of research focuses on digital governance, addressing urban public service delivery problems and exploring the drivers of citizen engagement through technology. Dr. Lee's work has been published in the Journal of Public Administration Research and Theory, Governance, Public Administration, Public Performance & Management Review, and the International Journal of Public Administration.
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Jerome S. Legge, Professor Emeritus (Ph.D., Emory University, 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

Michelle L. Lofton, Associate Professor (Ph.D., Syracuse University, 2018), is an Associate Professor of Public Budgeting and Finance in the Department of Public Administration & 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

Felipe Lozano-Rojas, Associate 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

Austin McCrea, Assistant Professor of Public Administration and Policy (Ph.D., American University, 2021). Prior to joining UGA, Dr. McCrea was an Assistant Professor of Public Administration at Texas Tech University. His active research agendas span questions of bureaucratic representation, social equity, administrative capacity, and public perceptions towards bureaucracy. Email: austin.mccrea@uga.edu

Rebecca Nesbit, Professor of Public Administration and Policy (Ph.D., 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

Laurence J. O'Toole Jr., Distinguished Research Professor Emeritus (Ph.D., 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: cmsotool@uga.edu

Hal G. Rainey, Professor Emeritus (Ph.D., Ohio State University, 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

Andrew B. Whitford, Alexander M. Crenshaw Professor of Public Policy, (Ph.D., Washington University in St. Louis, 1997), has current research that 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

Katherine G. Willoughby, Margaret Hughes and Robert T. Golembiewski Professor of Public Administration, Professor of Public Administration and Policy, and Ph.D. Director in the Department of Public Administration & Policy (Ph.D., 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.
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Bradley E. Wright, Professor (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

Eric S. Zeemering, Professor and Head of the Department of Public Administration & Policy, (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 metropolitan policy agenda in Atlanta. 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

Appendix A

Comprehensive List of PADP Course Offerings

PADP 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 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
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 7550	Intergovernmental Relations
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 7940	Social Justice and Participation
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 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.

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Master of Public Administration

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