PhD Program Guide

Doctor of Philosophy in Public Administration & Policy

UNIVERSITY OF GEORGIA
School of Public & International Affairs

Department of Public Administration & Policy

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Welcome 2
The Doctor of Philosophy in Public Administration & Policy 3
The Georgia Advantage 3
Tuition and Financial Aid 3
Resources 4
Apply Now 5
Placement 6
Program Description 6
Substantive Fields of Study 6
Methodology Requirement 8
Comprehensive Examinations 8
Prospectus and Dissertation 9
Faculty 11

Welcome

Dear Prospective PhD Student:

Thank you for your interest in the Doctor of Philosophy (PhD) in Public Administration and Policy at the University of Georgia (UGA). Our program is recognized worldwide as premier in the preparation of future scholars and teachers of public administration and policy. Our stellar, highly diverse faculty are committed to providing you with a firm academic foundation in the field in addition to exposure to a broad range of niche areas of study within it. These include public management and organizational theory, public budgeting and finance, human resource management, local government administration, nonprofit management, and health policy, to name a few. The fundamental objective of our doctoral program is to prepare students for exceptional academic careers as scholars and core faculty at Research I Doctoral Universities.

Upon receiving your completed application with supporting materials and the application fee ($75 for domestic applicants/$100 for international applicants), the UGA Graduate School will forward your file to our departmental PhD Admissions Committee and your application will be considered. Your application file must include a completed application form, transcripts, official GRE scores, three letters of recommendation, and a personal objectives statement. Non-native speakers of English must also submit official TOEFL or IELTS scores.

Admitted students enter as a cohort in the fall each year. Our program is a full-time, in the classroom, on campus one with students enrolling on a full-time basis beginning in the fall semester. We support our PhD students financially through departmental assistantships. Students complete two years of coursework, prepare for and take comprehensive written and oral exams and defend a dissertation prospectus in their third year, and complete and defend their dissertation in the fourth year of the program.

Please be mindful of all materials necessary to apply as well as application deadlines. Consult our Department's website at https://spia.uga.edu/degree/doctor-of-philosophy-phd-in-public-administration/ for more details about the program, application materials and process. If you have any questions, please write, e-mail, or call me. We look forward to receiving your application and extend our very best wishes to you as you pursue your academic and career goals.

Sincerely,

Katherine Willoughby
PADP PhD Program Director
Golembiewski Professor of Public Administration
E-mail: kwilloughby@uga.edu
Cell: 678.642.7248

The Doctor of Philosophy in Public Administration & Policy

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

The Georgia Advantage

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

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

Tuition and Funding

Information on tuition and fees can be found on the UGA Registrar Office's website. However, the Department of Public Administration and Policy places most PhD students on teaching or research assistantships that provide tuition waivers and stipends ranging from approximately $18,000 to $22,000 for a nine-month academic year. While summer funding is not guaranteed, we work with students to help them secure summer assistance by way of providing teaching opportunities, helping with grant applications, and/or matching students with faculty to work on funded projects. Assistantships also require at least a 17 hour per-week work commitment and are renewable for up to four years depending upon satisfactory academic success. To achieve renewal for years two and three, students must maintain a 3.7 GPA and avoid grades of Incomplete except in cases of documented medical hardship. In order to continue funding in year four, students must have passed all comprehensive exams and successfully defended a dissertation prospectus before July 31 of the third year.

Students are required to maintatin satisfactory academic progress each year in order to maintain their funding.

Satisfactory Progress for Student Entering directly into the PhD program:
Year 1:

- Cumulative GPA of 3.7 or greater
- Successful completion of required and elective coursework

□ Successful performance of teaching/research assistantship responsibilities
□ Demonstration of ethics and a professional attitude

Year 2:
□ Cumulative GPA of 3.7 or greater
□ Successful completion of required and elective courses
□ Successful performance of teaching/research assistantship responsibilities
□ Demonstration of ethics and a professional attitude
□ Formation of comprehensive exam committee of 3 faculty members

Year 3:
□ Successful completion of written and oral comprehensive examinations
□ Successful performance in teaching/research assistantship responsibilities
□ Demonstration of ethics and a professional attitude
□ Demonstrated engagement in the intellectual life of the Department
□ Submission of at least one paper for publication in a peer-reviewed journal
□ Successful defense of dissertation prospectus by July 31

Year 4:
□ Successful performance in teaching/research assistantship responsibilities
□ Demonstration of ethics and a professional attitude
□ Evidence of on-going efforts to revise/submit research papers for publication
□ Successful defense of dissertation

Students meet with the PhD Program Director during the summer of their first and second year to discuss their performance in the program during the previous year. Students in their third or fourth years meet with their major professors annually to discuss their performance in the program.

All student should provide the following items to the PhD Program Director or major professor in advance of any major review:

- Statement of Accomplishments -- a statement of no more than 3 pages outlining progress in the program and plans for the immediate future
- Curriculum Vitae
- Copies of papers that have been published, accepted for publication, or are under review.

Resources

PhD students may utilize numerous campus resources while pursuing their program of study. The University's library system includes the UGA Main Library, Law Library, and Science Library. The system contains vast holdings of periodicals and reference materials, is a government depository, and ranks among the leading research libraries in the country. Our Department also provides a small specialized library and state-of-the art computer technology center to assist students in their studies. The Department offers travel assistance for students presenting research at conferences. This information is sent out quarterly and is open to all students with at GPA of at least 3.7.

Apply Now

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

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

Placement

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

- American University
- Arizona State University
- Brigham Young University
- Binghamton University – SUNY
- City University of Hong Kong
- City University of New York
- Cleveland State University
- DePaul University
- Emory University
- Florida State University
- Georgia State University
- Indiana University, Bloomington
- Johnson Hopkins University
- Louisiana State University
- National University of Singapore
- New Mexico State University
- New York University
- Ohio University
- Ohio State University
- Pennsylvania State University
- Portland State University
- Rutgers University
- Seoul National University
- Syracuse University
- University at Albany, SUNY
- University of Arizona
- University of Colorado, Denver
- University of Deleware
- University of Florida
- University of Illinios, Chicago
- University of Kansas
- University of Minnesota
- University of Missouri
- University of North Carolina, Chapel Hill
- University of North Carolina, Charotte
- University of Oklahoma
- Universiity of Tennessee
- University of Texas, Dallas
- University of Washington
- University of Wyoming
- Western Carolina University
- West Virgina University

Program Description

SUBSTANTIVE FIELDS OF STUDY

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

Public Administration and Management

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

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

Policy Process and Analysis

This required field involves intensive course work in issues of and approaches to the study of public policy generally, as well as in substantive policy areas that are of interest to the student

(e.g., educational policy or public welfare). All students are required to complete PADP 8620.

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

Public Management or Policy Specialization

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

Local Government Administration
PADP 7500 Local Government Management
PADP 7540 Economic Development
PADP 7930 Human Services Administration
PADP 8550 Intergovernmental Relations and Network Governance
PADP 8560 Special Topics in Urban Administration: Poverty
PADP 8810 State and Local Taxation
PADP 8840 Metropolitan Fiscal Problems
GEOG 6370 Geographic Information Science
GEOG 8630 Seminar in Urban Geography

Public Budgeting and Finance
PADP 6930 Public Financial Administration
PADP 7540 Economic Development
PADP 7840 Budget Practicum
PADP 8430 Public Financial Management
PADP 8830 Seminar in Public Budgeting
PADP 8840 Metropolitan Fiscal Problems
PADP 8850 Public Sector Decision-Making
PADP 9200 State and Local Taxation
ACCT 6000 Financial Accounting

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

Public Personnel Administration
PADP 6920 Public Personnel Administration
PADP 7900 Managing Volunteers in the Public and Nonprofit Sectors

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

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

Health Policy
PADP 8610 Economics of Health Policy
PADP 8640 Program Evaluation
EHSC 7010 Fundamentals of Environmental Health Science
HPAM 7010 Introduction to Health Policy and Management
HPAM 7700 Public Health and Healthcare Ethics
HPAM 8400 Advanced Policy Analysis in Public Health
HPAM 8700 Advanced Management of Public Health Organizations
HPAM 8800 Leadership in Public Health
HPAM 8810 Health Policy Planning and Evaluation
HPAM 8900 Special Topics in Health Administration
HPRM 7070 Program Planning in Health Promotion and Disease Prevention
HPRB 7270 Resource Development and Implementation in Health Promotion
HPRB 7470 Program Evaluation in Health Promotion and Health Education
HPRB 7500 Community Health Promotion

Methodology Requirement

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

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

Starting in Fall 2022, all PhD students will be required to take GRSC 7001 GradFirst: First-year Research and Scholarship Training Seminar. The PhD Program Director and Enrolled Student Services Coordinator will assist students in enrolling in the course seminar of their choice.

Comprehensive Examinations

As a requirement for admission to doctoral candidacy, all PhD students must pass written and oral comprehensive examinations on their three substantive fields of study: public administration and management, policy process and analysis, and a field of specialization intended to direct the student's development towards preparation for a specific, substantive dissertation topic. Following successful completion of the 2-year, 13-course sequence, students take comprehensive

examinations at the beginning of their third year in the program.

The written exams are administered in person in Baldwin Hall on three consecutive Fridays early in the fall semester of each year. Exams are completed on departmentally issued laptops which have been disabled from accessing the Internet. Each exam has a 5,000-word limit, and students have 8 hours on the given examination day to complete it. Exam questions are drafted to emphasize theory as well as research design and analysis. The public administration and management and the policy process and analysis exams are written and evaluated by departmental committees consisting of the PhD Program Director and other members of the faculty appointed by the PhD Program Director. The examination in the field of specialization is written and evaluated by a committee selected by the student. All exams consist of 3 sets of questions with 2 questions in each set. Students choose 1 question from each set to craft a response. Committee members read and will assign grades of: (1) high pass, (2) pass, or (3) fail.

Students who fail one of the three written exams will be given one opportunity to retake that exam at the beginning of the following spring semester. Students who fail two or more of the exams must retake all three exams and will be given one opportunity to do so at the beginning of the following spring semester. The Department maintains a file of previous examination questions for students to consult in preparation for the written field examinations.

The oral examination will be administered by the specialization examination committee selected by the student once all written exams are passed. The oral exam may address any issues from the student's three written field exams, but the focus of the exam will be on the student's presentation of a sole-authored research paper suitable for submission to an academic journal or presentation at an academic conference. Once written exams have been completed successfully, students work with their specialization examination committee to schedule the oral exam by late fall semester or early spring semester of the third year. Students must present their paper to their committee at least two weeks prior to the scheduled oral exam. The intent of the paper is to allow students to explore a topic that may be related to their dissertation interests. As such, the paper is expected to reflect the student's own thoughts, analyses, and writing, or as understood in the Academy, reflective of the student's independent scholarly thought. Students must disclose any faculty or other assistance provided to them regarding the paper prior to submitting it to their committee so the extent to which the paper represents requisite independent scholarly thought can be determined.

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

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

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

Prospectus and Dissertation

After a student is admitted to Doctoral Candidacy, the final requirement for the degree is completion of a dissertation. The dissertation must be based on an original research project that makes a substantial contribution to scholarship in the fields of public administration or public policy. The first step in this process requires that the student choose a major professor from the Department of Public Administration and Policy and two additional dissertation committee members—one of whom may be from outside of the Department—that are members of UGA's

Graduate faculty. The major professor will chair the committee. Additional voting members, with proper rank, may be appointed to the committee, including no more than one non-UGA faculty, who must hold the terminal degree in their field of study. If there are more than three members, more than 50% must be members of the UGA Graduate Faculty. The student will work closely with the major professor on all aspects of the dissertation but may also seek advice from other committee members. The committee may be comprised of the same individuals who served on the committee for the specialized field examination. Ultimately, the dissertation committee must formally approve the dissertation.

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

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

Use of Generative AI

Per the UGA Graduate Bulletin, a dissertation represents originality in research, independent thinking, scholarly ability and technical mastery of a field of study. It is the responsibility of the advisory committee to review and evaluate the dissertation as a representation of a student's individual effort. As such, the use of gerenative AI in disserations is considered unauthorized assistance per the Academic Code of Honesty and is prohibited unless specifically authorized by members of the advisory committee for use within the approved scope. If approved by the advisory committee, the extent of generative AI usage should be disclosed in a statement within the dissertation.

Faculty

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

Amanda J. Abraham, Associate Professor (PhD, Louisiana State University, 2006), specializes in addiction health services research 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, 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

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

Emily 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

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

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

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 (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

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 and 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, 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), has been a member of the NASPAA Executive Council and served on the NASPAA Commission on Peer Review and Accreditation. He has served also as Chair of the Section on Public Administration of the American Political Science Association and as Chair of the American Society for Public Administration, Section on Personnel Administration and Labor Relations. He is on the editorial boards of numerous academic journals. Dr. Kellough served previously as the Head of the Department of Public Administration and Policy, as MPA Director, and PhD Director. He received the John Gaus Award from the American Political Science Association, Honoring a Lifetime of Excellence in Scholarship in the Joint Tradition of Political Science and Public Administration, in 2019. He has published widely in the field of public administration. Email: 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

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 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. Email: heewon.lee25@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

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

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

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, 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*, P*ublic 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 (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: cmsotool@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

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

Katherine G. Willoughby, Margaret Hughes and Robert T. Golembiewski Professor of Public Administration, Professor of Public Andministration 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

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

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