School of Public Service

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Master of Public Administration
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The mission of the Master of Public Administration (MPA) program in the School of Public Service at Old Dominion University is to develop professionals with the knowledge, skills, and abilities to lead and advance public service in a diverse, multi-sector environment. We expect our graduates to be capable of critical problem solving, effective communication, skilful implementation of policy and programs, and ethical application of management and leadership concepts. The MPA program serves the region, state, and nation; supports the professions of public administration and public service; and advances the state of knowledge through applied and scholarly research.

Curriculum
The MPA curriculum consists of 39 credit hours (13 courses). Courses are required in two categories:

1. **Core Concentration** (seven required courses)
2. **Electives** (six courses)

Core Curriculum
The following courses are required of all public administration students.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>PADM 651</td>
<td>Administrative Theory I: The Context of Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 652</td>
<td>Administrative Theory II: The Process of Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 671</td>
<td>Public Budgeting and Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>PADM 701</td>
<td>Public Policy and Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>PADM 723</td>
<td>Ethics in Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 753</td>
<td>Research Methods in Public Administration</td>
<td>3</td>
</tr>
<tr>
<td>PADM 746</td>
<td>Capstone Seminar in Public Administration</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Hours</strong></td>
<td></td>
<td><strong>21</strong></td>
</tr>
</tbody>
</table>

Electives
Students choose their elective courses in the general area of public administration. With the approval of the MPA Program Director, students may take graduate-level courses outside of the Department. If a student elects to do an MPA-approved concentration or certificate program, those would count as elective hours.

MPA Elective courses include the following:

Select 6 of the following: 18

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>PADM 634</td>
<td>Regional Planning</td>
</tr>
<tr>
<td>PADM 653</td>
<td>Wicked Problems in Public Administration</td>
</tr>
<tr>
<td>PADM/PPCM 672</td>
<td>Public Financial Management</td>
</tr>
<tr>
<td>PADM 695</td>
<td>Advanced Topics</td>
</tr>
<tr>
<td>PADM/PPCM 704</td>
<td>Methods of Public Program Evaluation</td>
</tr>
<tr>
<td>PADM 708</td>
<td>Urban and Regional Economic Development</td>
</tr>
<tr>
<td>PADM 711</td>
<td>Tools of Government</td>
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<tr>
<td>PADM 712</td>
<td>Emergency Management and Policy</td>
</tr>
<tr>
<td>PADM 713</td>
<td>Fundraising for Nonprofit Organizations</td>
</tr>
<tr>
<td>PADM/PPCM 714</td>
<td>Public-Private Partnerships</td>
</tr>
<tr>
<td>PADM 715</td>
<td>Management and Governance of Nonprofit Organizations</td>
</tr>
<tr>
<td>PADM 716</td>
<td>Introduction to Nonprofit Sector</td>
</tr>
<tr>
<td>PADM 717</td>
<td>Nonprofit Financial Management</td>
</tr>
<tr>
<td>PADM 718</td>
<td>Public Sector Contract Administration</td>
</tr>
<tr>
<td>PADM/PPCM 719</td>
<td>Leadership</td>
</tr>
<tr>
<td>PADM 720</td>
<td>Public Personnel Administration</td>
</tr>
<tr>
<td>PADM 721</td>
<td>Transportation Policy</td>
</tr>
<tr>
<td>PADM 724</td>
<td>Administration of Human Services</td>
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<tr>
<td>PADM 725</td>
<td>Government, Society, and Business</td>
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<tr>
<td>PADM 726</td>
<td>Introduction to Public Procurement</td>
</tr>
<tr>
<td>PADM 727</td>
<td>Public Procurement and Project Management</td>
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<tr>
<td>PADM 728</td>
<td>Public Sector Contract Planning and Formation</td>
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<tr>
<td>PADM 730</td>
<td>Theoretical Conflict Resolution and Problem Solving</td>
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<tr>
<td>PADM 731</td>
<td>Public Sector Procurement Law and Ethics</td>
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<tr>
<td>PADM 733</td>
<td>Legal and Ethical Foundations of Public Administration</td>
</tr>
<tr>
<td>PADM/PPCM 734</td>
<td>Negotiation and Dispute Resolution</td>
</tr>
<tr>
<td>PADM 738</td>
<td>Conflict Mediation and Arbitration</td>
</tr>
<tr>
<td>PADM 739</td>
<td>Cultural Competency</td>
</tr>
<tr>
<td>PADM 740</td>
<td>Community Participation and Civic Engagement</td>
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<tr>
<td>PADM 745</td>
<td>Managing Development and Change in Organizations</td>
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<tr>
<td>PADM 750</td>
<td>Performance Measurement and Management</td>
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<tr>
<td>PADM 760</td>
<td>Collaboration in Public Administration</td>
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<tr>
<td>PADM 780</td>
<td>Local Government Management</td>
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<tr>
<td>PADM/PPCM 781</td>
<td>Intergovernmental Management</td>
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<tr>
<td>PADM 785</td>
<td>Social Marketing in the Public Sector</td>
</tr>
<tr>
<td>PPCM/PPDM 718</td>
<td>Public Sector Contract Administration</td>
</tr>
<tr>
<td>PPCM/PPDM 726</td>
<td>Introduction to Public Procurement</td>
</tr>
<tr>
<td>PPCM/PPDM 728</td>
<td>Public Sector Contract Planning and Formation</td>
</tr>
<tr>
<td>PPCM/PPDM 731</td>
<td>Public Sector Procurement Law and Ethics</td>
</tr>
</tbody>
</table>

* From time to time courses under the heading of PADM 695 “Advanced Topics” will be offered that students may choose to take as electives. Students may take more than one PADM 695, as long as the course is different.

Recommended Core Course Sequence
Students are required to enroll in Administrative Theory I: The Context of Public Administration (PADM 651) and Administrative Theory II: The Process of Public Administration (PADM 652) as early as possible in their program of study. The remaining core courses are not required to be taken in a specific order however, the Capstone Seminar (PADM 746) must be taken after the other core courses have been completed (or in the same semester as the last of the core courses are being completed). Students should note that core courses are rarely offered during the summer term and should plan accordingly.

Concentration in Multi-Sector Public Service
The Multi-Sector Public Service concentration will consist of one (1) required concentration course PADM 725 (Government, Society, and Business) and three (3) electives.

Students will analyze, synthesize, think critically, solve problems, and make decisions from a multi-sectoral perspective. They will examine the impact of different social, economic, and political forces/phenomena on multi-sectoral
management/policy issues. Students will understand how the changing public service landscape affects policy decision making, management, and governance.

The acceptable electives for the concentration are:

- **PADM 708** Urban and Regional Economic Development 3
- **PADM 714** Public-Private Partnerships 3
- **PADM 716** Introduction to Nonprofit Sector 3
- **PADM 721** Transportation Policy 3
- **PADM 734** Negotiation and Dispute Resolution 3
- **PADM 740** Community Participation and Civic Engagement 3
- **PADM 760** Collaboration in Public Administration 3

**Concentration in Nonprofit Management and Governance**

The Nonprofit Management and Governance concentration will consist of 12-credit hours, covering the theory underpinning the nonprofit sector, critical issues in the nonprofit sector, the management and governance of nonprofit organizations, budgeting and financial management, and fundraising.

Students will develop knowledge and skills relevant to analysis, synthesis, and critical thinking necessary to solve problems and make recommendations regarding issues faced by nonprofit organizations. Students will be able to articulate current issues and challenges of the nonprofit sector, develop recommendations rooted in theory and research evidence, and contribute to policy and practices of nonprofit organizations by actively and effectively engaging with its administrative processes.

The required courses are:

- **PADM 716** Introduction to Nonprofit Sector 3
- **PADM 715** Management and Governance of Nonprofit Organizations 3
- **PADM 717** Nonprofit Financial Management 3
- **PADM 713** Fundraising for Nonprofit Organizations 3

**Internship/Field Experience**

Practical professional experience in a public or nonprofit agency setting is an important component of the MPA curriculum. A formal internship is required for students who lack significant experience in a public or nonprofit agency. Internships give students the opportunity to gain professional level experience and provide government or nonprofit agencies with the services of graduate students with high potential for future achievement. MPA students have the opportunity to earn three semester credits for internships and apply these credits as one of their electives. **PADM 668 Internship/Field Experience** is a 300-hour public service experience in an approved agency. Please contact Dr. Chapman with specific questions you may have regarding internships, mpa@odu.edu.

**The Application Package**

The Old Dominion University Graduate Application can be downloaded from the website, https://www.odu.edu/admission/graduate, or a Graduate Application Package may be requested by calling (757) 683-3685. This package includes all forms necessary to apply to the Master of Public Administration program. To be considered for admission, applicants must submit the following:

1. An official transcript of previous college degree program(s);
2. A written statement describing how one’s experience in work and in other settings and the choice of graduate study in public administration will lead to achieving career goals;
3. Scores on the aptitude section of the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT), taken within the past six years. The requirement for the GRE or GMAT may be waived for applicants with at least three years supervisory, managerial or professional level experience in a local, regional, state, federal, military or nonprofit agency. Additionally, the requirement for the GRE or GMAT may be waived for a student with a 3.5 or above undergraduate GPA (unrounded across all courses). Applicants who wish to be exempted from the GRE or GMAT requirement should complete the “Request for GRE/GMAT Waiver” form and submit it with their application package for review by the admissions committee. The decision to waive the GRE or GMAT is the sole responsibility of the admissions committee and its decision is final;
4. Two letters of recommendation (forms provided) from academic sources or employment supervisors; and
5. Applicants whose native language is not English are required to submit an acceptable score on the Test of English as a Foreign Language (TOEFL).

**Financial Assistance**

Financial aid is available to graduate students at Old Dominion University. Financial aid may be available in the form of University fellowships, tuition grants, and research assistantships. The MPA program offers graduate research assistantships each semester. In addition to the financial aid offered by the University, graduate students may be eligible for aid and student loans administered by other agencies. For information about part-time employment, scholarships, and student loans, contact the Office of Student Financial Aid.

For information and forms concerning application, contact:

- **Admissions Office**
  - Old Dominion University
  - Norfolk, VA 23529
  - Phone: (757) 683-3685

For information concerning financial aid, contact:

- **Office of Student Financial Aid**
  - Old Dominion University
  - Norfolk, VA 23529
  - Phone: (757) 683-3683

For information about on-campus housing, contact:

- **The Director of Housing Operations**
  - Old Dominion University
  - Norfolk, VA 23529
  - Phone: (757) 683-4283

Visit the Old Dominion University MPA web site at http://www.odu.edu/mpa

**Doctor of Philosophy - Public Administration & Policy**

John Lombard, Graduate Program Director
Meg Jones, Graduate Program Manager

http://odu.edu/business/departments/sps/academics/paup

The mission of the Ph.D. in Public Administration & Policy program is to develop expert leaders and scholars in public and non-profit administration and policy who are capable of creating and disseminating knowledge that advances public service in a multi-sector environment with 37 hours of doctoral level course work and 12 hours of dissertation credit.

**Curriculum**

**Core Courses**

- **PADM 800** Colloquium - Public Administration and Policy 1
- **PADM 801** Policy Theory 3
- **PADM 802** Public Administration I 3
- **PADM 803** Public Administration II 3
- **PADM 804** Multi-Sector Administration 3

**Research Core**

- **PADM 805** Research Design 3

School of Public Service 2
Prospective students will submit the following for consideration:

- Applications for admission to the program will be considered once per year in March. Students begin classes in the fall.

GPD approval required for alternative courses.

**Electives**

Choose 3 courses from the following list:

- **CRIM 805** Multivariate Statistics in Criminological Research
- **CRIM 810** Qualitative Methods in Criminology and Criminal Justice
- **CRIM 815** Advanced Quantitative Techniques in Criminology & Criminal Justice
- **CRIM 820** Advanced Research Methods in Criminology & Criminal Justice
- **BNAL 712** Advanced Statistical Models in Business Research
- **FOUN 812** Research Design and Analysis
- **FOUN 815** Advanced Qualitative Research
- **FOUN 823** Analysis of Variance Applied to Educational Research
- **FOUN 826** Applied Structural Equation Modeling in Educational Research
- **FOUN 840** Educational Measurement and Assessment
- **GEOG 502** Geographic Information Systems
- **HLSC 810** Research Design and Application
- **HLSC 811** Quantitative Research Methods in Health Care
- **HLSC 812** Qualitative Research Methods
- **HLSC 813** Measurement of Health Phenomena
- **MKTG 813** Fundamentals of Survey Research

GPD approval required for alternative courses.

**Electives**

Choose 3 courses from the following list:

- **PADM 808** Urban and Regional Economic Development
- **PADM 810** Policy and Program Evaluation
- **PADM 814** Public-Private Partnerships
- **PADM 815** Management and Governance of Nonprofit Organizations
- **PADM 816** Introduction to Nonprofit Sector
- **PADM 820** Public Personnel Administration
- **PADM 823** Ethics in Public Administration
- **PADM 825** Government, Society and Business
- **PADM 830** Theories of Conflict Resolution and Problem Solving
- **PADM 850** Performance Measurement and Management
- **PADM 860** Collaboration in Public Administration
- **PADM 872** Public Financial Management
- **PADM 881** Intergovernmental Relations
- **PADM 895** Advanced Topics

GPD approval required for alternative courses.

**Dissertation**

- **PADM 899** Dissertation

**Total Hours**: 49

**Admission**

Applications for admission to the program will be considered once per year in March. Students begin classes in the fall.

Prospective students will submit the following for consideration:

- An online graduate application.
- Transcripts from a regionally-accredited institution or a comparable foreign institution showing completion of a master's degree by the time of enrollment with a minimum GPA of 3.25 on a 4.0 scale
- Aptitude scores on the GRE, or in cases of substitution, the GMAT, taken within five years prior to applying for admission. Scores from the Miller Analogies Test (MAT) are not accepted or considered for admission.
- A 3-6 page essay that addresses academic and professional goals.
- Résumé with educational and professional experience.
- For students whose native language is not English, a minimum score of 550 on paper based TOEFL, 79 on internet based TOEFL, or 6.5 on the IELTS.

**Prerequisites**

Depending on a student’s prior academic preparation and work experience, additional prerequisite courses may be required by the GPD. Such courses must be completed with a grade of B or better, and will not be included in the 49 semester credit hours required to complete the doctoral program. The prerequisites are as follows:

- **PADM 651** Introduction to Public Administration
- **PADM 671** Public Budgeting and Financial Management

**Requirements of Ph.D. Degree**

The following are the minimum requirements for the Ph.D. degree and must be considered in preparing the student's plan of study:

1. Satisfactory completion of 37 hours of coursework;
2. Acceptable performance on written and oral comprehensive exams for advancement to candidacy;
3. Completion of a dissertation representing the candidate's ability to conduct scholarly, original research; and

**Retention Standards**

The University has established 3.00 as the minimum Grade Point Average (GPA) for continuance in a graduate program and graduation. Probation by the University occurs when a student’s GPA falls below 3.00. Suspension occurs when the student is unable to raise the GPA above 3.00 within the next 12 credit hours taken. In order to remain in good standing in the Ph.D. program, students must maintain a GPA of at least 3.00. If a student earns a grade of C+ or lower in a course, that course will not count toward the student’s degree, and must be repeated and a grade of at least B- recorded for that course. Students may earn no more than one grade lower than B- in course work attempted while enrolled in the Ph.D. program. If a student earns a second grade lower than B-, the student will be indefinitely suspended from the Ph.D. program. Likewise, any student who earns a grade of F in any course work attempted while enrolled in the Ph.D. program will be indefinitely suspended from the program.

If a full-time funded student falls below a GPA of 3.20 (but above 3.00), he or she will be placed on probation by the academic program for a period of one semester. If, at the end of the probationary semester, the student’s GPA remains below 3.20, the student’s funding will be terminated. If a student’s GPA falls below a 3.00, the student’s funding will be terminated.

Earning a Ph.D. is more than an exercise in receiving acceptable course grades. Graduates of ODU’s Ph.D. program in Public Administration and Policy are expected to embody values such as honesty, integrity, and fairness, and are expected to conduct themselves in a manner consistent with the expectations of the academy. Likewise, students are expected to exhibit growth in their intellectual capabilities and the integration of the scholarly tenets of their chosen discipline. These expectations are ultimately critical to a successful dissertation experience, as well as the ability to maintain the quality and reputation of the Ph.D. program, the School of Public Service (SPS), and the university. Students who fail to meet these expectations may, in accordance with the Student Performance Review Policy, be dismissed from the Ph.D. program, regardless of the student’s current grade point.
average. Students have the right to appeal the decision of the faculty to the Dean of the Strome College of Business.

**Student Performance Review**

Each Ph.D. student undergoes a performance review by his/her Advisor and/or GPD at the end of each academic year. In addition to certifying that the student is making satisfactory progress toward the degree (i.e., in compliance with the continuance and retention policies), the evaluation will include an examination of the following factors:

- Professional integrity, professionalism, and ethical behavior, as reflected in the ASPA Code of Ethics, Student Code of Conduct.
- Socialization Activities
- Collegiality and personal behavior
- Non-academic performance (e.g., publication efforts, conference papers, participation in SPS and program events, etc.)
- Capability and desire to pass comprehensive examinations and complete a dissertation in a timely fashion

If a student receives an unacceptable review, the student will be brought before the faculty to discuss their past performance as well as their future in the Ph.D. program. An integral part of this meeting would be to counsel the student. In lieu of an appearance, students may elect to write a letter of explanation to the faculty. The faculty will have the ability, by majority vote of the tenure-track faculty, to place the student on probation for one semester or to dismiss the student immediately, regardless of academic standing or time in the program. If the faculty chooses to place the student on probation and the student fails to meet faculty expectations by the end of the semester following this decision, the student will be automatically dismissed.

If a student improves but then receives a second unacceptable review, they will be automatically placed on a one-semester suspension from the program; if there is a third occurrence, the student will be automatically dismissed, regardless of their academic standing or time in the program. As noted in the Retention Policy, students may appeal the faculty decision to the Dean of the Strome College of Business.

**Socialization Activities**

An integral component of successful doctoral study is the socialization of the student into the discipline and the academy. This socialization process is critical to the long-term success of any Ph.D. student, whether they seek a career in academia or elsewhere. All Ph.D. students are required to attend at least seven designated socialization events during their Ph.D. program. This is a non-credit program, but no student will be certified for graduation until this requirement is met as determined by the Graduate Program Director. The SPS will designate at least 3-4 of these events each year, and the events will be advertised in Ph.D. classes and via email. Events may also be held during the summer term.

Students can meet some of the socialization requirement by participating in the Graduate School’s Career Pathways certificate programs, Preparing Future Faculty (PFF) and Preparing Future Professionals (PFP), by completing one of the Certificates or attending the professional development events required for the Certificates. Additional activities that count as socialization activities include attendance at prospectus and dissertation defenses, local ASPA chapter events, conference research presentations, and Dean’s Research Seminar. Students must maintain records and ensure documentation of these events with the GPD by the end of the semester in which they occur.

**Candidacy Exams**

Candidacy exams take place at the end of coursework and prior to the writing of the dissertation prospectus. The structure is a committee-led exam with the student identifying an exam committee comprised of at least three University faculty of which at least 2 must be School of Public Service faculty members. Exam committee members must be certified for graduate instruction. The student works with the committee during the exam process. The chair of the committee must be an SPS faculty member graduate certified at Level I.

The entire candidacy exam process requires the application of concepts, literature, and methodology of the public administration and public policy field to the distinctive research interests of the student. Furthermore, the exercise of completing the proposed comprehensive exam process provides a valid testing of the student's ability to use the knowledge gained from coursework.

The exam consists of two portions, written and oral. The exam committee is responsible for evaluating both portions of the comprehensive exam. Students should select and meet with their exam committee prior to the completion of their 37th credit hour of coursework.

In the interim, Graduate Assistants must register for dissertation research credit during the Fall and Spring semesters, which would count towards the three years of funding. All students must be registered during the semester(s) in which they are scheduled to take the comprehensive exams.

**Written Candidacy Examinations**

Students are required to write a research paper that demonstrates substantial knowledge of public administration literature and theory and the ability to use that knowledge to design a viable research study. The written exam should include the following content: (1) introduction, (2) literature review, (3) theory/conceptual framework, (4) research design, data collection/availability, proposed analysis, limitations, and (5) contributions. The exam committee evaluates the student's written exam on quality and thoroughness of: literature, relevance of study, application of theory or conceptual framework, viability of research design, and contribution of proposed research. The student and her/his exam committee will determine when to commence the comprehensive exam research paper.

Students have a maximum of 3 semesters (excluding summer) to submit the written exam following completion of coursework. The 3 semester timeframe begins at the conclusion of the term where the student registered for his/her 37th credit hour. Students may submit as many drafts to the committee as deemed appropriate by the committee but can only submit one official written exam to the Test Administrator (by the end of the 3rd semester, excluding summer, following coursework completion). Due to the allowance for draft submissions, no retake of the written exam is permitted. The Test Administrator will test for plagiarism, and any student whose exam fails the plagiarism test will result in dismissal from the Ph.D. program.

Failure to meet the deadline will result in exam failure and dismissal from the Ph.D. program.

**Oral Candidacy Examination**

The oral exam is completed with a presentation and oral defense of the written exam to the exam committee. Students must complete the oral examination prior to the end of the semester after the written exam is completed (excluding summer). A student who completes the oral exam and fails must retest prior to the end of the next semester. Failure to meet the deadline will result in exam failure and dismissal from the Ph.D. program.

The oral candidacy exam may simultaneously serve as the oral dissertation prospectus defense if and only if the candidacy committee agrees to serve as the dissertation committee and concludes that the written exam meets the quality and rigor of the dissertation prospectus (See Dissertation Prospectus below). Public notification of oral dissertation prospectus defense and participation of SPS faculty are required.

**Dissertation Committee**

After the candidacy examination process has been completed, the collective responsibility of the faculty in guiding the student is transferred to the candidate’s dissertation committee. Refinement and final approval of the topic and the dissertation prospectus is the first responsibility of the dissertation committee. This committee is formed to supervise the dissertation research and is announced in writing to the Graduate Program Director. Any changes to an approved committee must be initiated on a Request for Change in Ph.D. Dissertation Committee.

The dissertation committee may not be formed until all course work is completed. The dissertation committee shall have at least three members, at least two of whom must serve on the faculty of the School of Public Service. A third member of the dissertation committee must be drawn from
eligible faculty outside of the School of Public Service and must meet the requirements to be certified as eligible to serve on graduate committees. In exceptional circumstances, faculty outside the University may serve as a fourth committee member. All dissertation committee members must be certified for graduate instruction. Adjunct professors who are certified for graduate instruction also may be appointed as voting members of the committee.

Dissertation
Dissertation Prospectus
The format of the dissertation prospectus is up to the student and the dissertation committee. Consistent with University policy, students are ABD (All But Dissertation) once they have an approved topic. The candidate will select a topic for dissertation research under the guidance of his/her dissertation committee. The dissertation prospectus, a plan detailing the need for the study and methods and procedures to be employed in implementing it, should be prepared according to University guidelines. In many cases, this may involve preparation of the Introduction, Literature, and Methods chapters of the dissertation, but the specific style and content of the prospectus is left to the student’s dissertation committee.

The dissertation prospectus should show that the student has technical mastery of the subject area and is capable of doing independent, mature and scholarly work that will be in some respect a significant contribution to knowledge and practice and will modify or enlarge what has been previously known.

The candidate will present and orally defend the prospectus for the dissertation, demonstrating the originality of the research, its contribution to the literature of the discipline, requisite literature review, and the methodology that will be used in conducting the research. The committee will judge the merits of the proposal, making necessary suggestions and/or additions, and approve the proposal in writing, providing copies to the Graduate Program Director. Two week public notice prior to the oral defense of the dissertation prospectus is required so that SPS faculty may participate and other members of the University community may observe.

Dissertation
The candidate's program of study culminates in a dissertation representing a major research project that focuses on an issue directly related to public administration and/or public policy and offers new or unique insight; thus the work must make a clear contribution to knowledge in the discipline. Whether the dissertation is applied or theoretical in orientation, it must address some aspect of the field of public administration or public policy and must both document and respond to a managerial or policy problem in the field. While the dissertation is guided by the candidate’s dissertation committee, the purpose of the dissertation process to allow the candidate to demonstrate the knowledge, skills, creativity, and ability to conceive and define a problem or research question, ground the work in the appropriate existing literature in the discipline, choose and apply appropriate methods to collect and analyze empirical data to address the research question, and place the findings in the broader context of the state of knowledge within the discipline.

The defense is chaired by the dissertation committee chair who, acting as moderator, rules on questions of procedure and protocol that may arise during the defense. The aim of the defense is to explore, with the candidate, research methodologies employed in conducting the study, findings and conclusions revealed by the study, and contributions the study is expected to offer. In this way, the candidate and examiners reach a more extensive insight into the candidate's research area. During the oral defense, all members of the dissertation committee must render a judgment on the candidate's performance. In the case of extenuating circumstances, absent members of the committee may participate via teleconference.

Any final revisions must be made after the defense before the final copy of the dissertation is submitted to the dissertation committee, the GPD and the Dean for signature on the title page of the dissertation. In the event that the candidate fails to pass the dissertation defense, the dissertation committee may recommend that the candidate be allowed one additional chance at re-examination, or dismissed from the program.

Continued progress of dissertation will be based on dissertation chair’s approval of student’s written summary of progress in the term.

Time Limits for Degree Completion
All requirements for a doctoral degree must be completed within eight calendar years from the date of beginning the initial course of study following admission to the doctoral program. This time limit may be extended under exceptional circumstances, but will require validation of any course credit more than eight years old at the time of graduation.

Certificate in Public Administration and Policy
Meg Jones, Graduate Program Manager

The School of Public Service in the Strome College of Business at Old Dominion University offers a Graduate Certificate in Public Administration and Policy. The objective of the program is to help working professionals upgrade their skills in the areas of policy analysis and public management, by developing analytical and management knowledge and capabilities.

Courses are available in a live or online setting, depending on semester and demand.

Curriculum
The curriculum consists of the courses listed below. Students are required to take four courses, totaling 12 credit hours, to complete the certificate program. There are three required courses and a choice of one elective.*

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<th>Required</th>
<th>Elective (choose 1)</th>
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<td>PADM 651 Administrative Theory I: The Context of Public Administration</td>
<td>PADM 652 Administrative Theory II: The Process of Public Administration</td>
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<tr>
<td>PADM 701 Public Policy and Evaluation</td>
<td>PADM 671 Public Budgeting and Financial Management</td>
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<tr>
<td>PADM 723 Ethics in Public Administration</td>
<td>PADM 672 Public Financial Management</td>
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| Total Hours | 3 |

* Any alteration(s) in required or elective course selection require(s) prior faculty advisor approval.

Graduate Certificate in Public Procurement and Contract Management
Josh Steinfeld, Program Director
http://www.odu.edu/business/departments/sps/academics/procurement

This certificate program is designed for students to satisfy their elective requirements or it can be taken as a stand alone certificate program. This certificate program is designed for Public Administration graduate students, however, business administration students, engineering students, and students from other disciplines would also be eligible to participate in the program. The program consists of four required courses and one elective (15 credits total).
Admission Requirements
Admission to the certificate program will require a bachelor’s degree (or equivalent).

Program Requirements
The award of this certificate is based upon the student’s successful completion of 15 credit hours of graduate level courses in Public Administration:

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PPCM/PADM 718</td>
<td>Public Sector Contract Administration</td>
<td>3</td>
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<tr>
<td>PPCM/PADM 726</td>
<td>Introduction to Public Procurement</td>
<td>3</td>
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<tr>
<td>PPCM/PADM 728</td>
<td>Public Sector Contract Planning and Formation</td>
<td>3</td>
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<tr>
<td>PPCM/PADM 731</td>
<td>Public Sector Procurement Law and Ethics</td>
<td>3</td>
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Select one from the following:

- PPCM/PADM 672 Public Financial Management 3
- PPCM/PADM 704 Methods of Public Program Evaluation 3
- PPCM/PADM 714 Public-Private Partnerships 3
- PPCM/PADM 719 Leadership 3
- PPCM/PADM 727 Public Procurement and Project Management 3
- PPCM/PADM 734 Negotiation and Dispute Resolution 3
- PPCM/PADM 781 Intergovernmental Management 3

Total Hours 15

Business and Public Administration Affiliates
The college has several external units which enhance and support the academic programs. These units, listed below, offer opportunities for faculty members and students to interact with representatives of business, industry, and government in Eastern Virginia.

Center for Asian Business
The Center for Asian Business has been established to enhance the college’s capacity to teach and conduct research on the subjects related to Asian business practices. The center collects and disseminates information on Asian businesses, supports course offerings on Asian management, and publishes research monographs and articles on the subject. Also, the center provides managerial training and consulting services for Asian companies and executives.

The Center for Economic Education
The center is an integral part of the national effort dedicated to improving economic literacy and promoting a greater understanding of the free enterprise system. A nonpartisan, nonprofit organization, the center is an affiliate of the Virginia Council on Economic Education and the National Council on Economic Education. The center works cooperatively with school systems promoting increased effectiveness of economics instruction in grades K-12 through workshops, credit classes, and consultations.

Executive Development Center
The center’s mission is to provide businesses, organizations, and individuals with high quality professional development and continuing education programs in virtually all areas of business, management, and executive education. The center offers public programs for individuals seeking professional certificate programs, preparation for certification exams, career advancement, and career change. In addition, the center develops and delivers custom training programs and consulting services to meet specific organizational and employee development needs of businesses and organizations regionally, nationally and internationally.

Center for Economic Analysis and Policy
The primary objectives of the center are to conduct research and develop a knowledge base on regional issues in the Eastern Virginia area. In addition, it provides a forum for regional collaboration involving educational, business, and government organizations.

Insurance and Financial Services Center
The Insurance and Financial Services Center supports undergraduate and graduate curricula in the disciplines of professional financial planning and risk and insurance. In addition, it provides for active involvement with the Eastern Virginia financial services community as a placement, research, consultative, and resource agency. The center further supports educational programs and seminars for the profession including a professional development program for practitioners that leads to the designation of Professional Financial Planner (FPF).

E.V. Williams Center for Real Estate and Economic Development
The mission of the center is to provide information and resources for the Hampton Roads real estate and economic development communities in their quest to improve the regional economy through job creation and investment. The center fosters relationships with the development community by hosting topical seminars on key development issues affecting the region and works closely with all related professional service organizations. The center maintains a comprehensive collection of information including detailed demographic and real estate data and employs the latest in geographic information and mapping software. The center publishes annual real estate market reviews on the office, industrial, retail, single family and multi-family real estate markets, and sponsors the Hampton Roads Real Estate Market Review and Forecast.

PUBLIC ADMIN/URBAN POLICY Courses
PAUP 801. Theories of Public Policy. 3 Credits.
Exploration of key theories and approaches to public policy. This course covers all phases of the policy process, from formulation to evaluation, with particular focus upon the substance, political dynamics, and evolution of public policy.

PAUP 802. Logic of Social Inquiry. 3 Credits.
Social inquiry, the production and application of social science knowledge in the field of public administration/ public management and urban policy, is replete with contending philosophical and paradigmatic points of view. The goal of this course is to provide a forum for students to review and critique the major issues within social inquiry: ways of knowing (questions of epistemology and methodology), ways of deciding and ways of acting upon decisions.

PAUP 803. Multivariate Quantitative Analysis for Public Administration. 3 Credits.
This course explores the proper use, calculation, and interpretation of multivariate statistics as commonly found in the literature in public administration. The course will prepare students to choose the appropriate statistical tools, generate testable hypotheses, correctly apply the statistical tool, analyze the results, and present and interpret the results of those tests in a manner appropriate for public in the field.

PAUP 804. Policy and Program Evaluation. 3 Credits.
Examination of various methodologies for designing and conducting public urban program evaluation and research. Experimental, quasi-experimental and nonexperimental procedures will be covered. Prerequisite: PADM 753 or URBN 607.

PAUP 807. Urban Theory and Practice. 3 Credits.
The purpose of this course is to convey an understanding of urban theory and practice in the culturally diverse urban environment. The course focuses on the process of urbanization, social differentiation, and social and political organization. Special emphasis is given to the role of technology in contributing to urban change. Prerequisites: permission of instructor or graduate program director.

PAUP 808. Intellectual Foundations of Public Administration. 3 Credits.
The course reviews the broad topics of administration theory, behavior and practice in organizations and focuses on the development of management thoughts, as well as the macro and micro organizational processes in public and non-profit organizations.
PAUP 809. Public Organization Behavior and Theory. 3 Credits.
This course is intended to provide a forum for students to discuss and advance their knowledge of the broad classical and modern organizations theories and behavior. The goal is that in the process of discussing the theories of organization, students will develop expertise in specific, cutting edge areas of academic thoughts of the field.

PAUP 810. Governance and Accountability. 3 Credits.
Public law defines the structure and authorized practices of public institutions in urban settings. The course reviews the legal powers of state and local government in the U.S., of cities, counties, public authorities and special districts, and of nontraditional forms of governance including principal-agent relations in the production of public services, regulatory governance, delegation of public authority to private entities, and citizen roles in governance.

PAUP 811. Urban Services Administration. 3 Credits.
Analysis of the range of administrative tools and strategies for the delivery of urban services. Emphasizes new administrative alternatives under conditions of urban change.

PAUP 812. Public Policy Formulation and Implementation. 3 Credits.
This course focuses on public policy formulation and implementation. The purpose of this course is to examine the bases upon which public policy discussions take place, both at the formulation and implementation stages of the policy process. The goal is to develop a solid understanding of theory and empirical research bearing on critical dimensions of policy and the policy process.

PAUP 813. Contemporary Public Administration Theory. 3 Credits.
The purpose of this course is to enhance the knowledge inventory of doctoral students and better prepare them for academic careers in the field of public administration in the long term. Students will be exposed to a discussion of the current literature on legitimacy issues, phenomenological issues, gender issues, and Postmodernism in public administration.

PAUP 814. Public-Private Partnerships. 3 Credits.
An in-depth analysis of the forces behind the privatization movement. Examines the context of privatization, the theoretical and empirical arguments on both sides of the debate, and the different forms of privatization practiced in the U.S. The course draws on a wide range of disciplines in a quest for an understanding of the privatization phenomeno-political science, public administration, public policy, sociology, economics, management, and others.

PAUP 817. Nonprofit Financial Management & Fundraising. 3 Credits.
This course provides students with the knowledge to become effective financial managers by giving them practical applications of theory and skill-building in fiscal processes and fundraising of nonprofit organizations.

PAUP 820. Public Personnel Administration. 3 Credits.
Examines the basic framework of the public personnel system beginning with the legal requirements imposed by federal and state laws and regulations. General considerations of policy and procedures development, the organization of the public personnel system, the adoption of the personnel ordinance, the determination of various levels of employee status and the coverage of the personnel system are included.

PAUP 821. Transportation Policy. 3 Credits.
This course focuses on surface transportation policy and planning, and highways and roads in particular. Topics include local, state and federal policies, public involvement in transportation planning, transportation and highway finance, privatization and public-private partnerships, critical issues and policy questions.

PAUP 823. Ethics in Public Administration. 3 Credits.
This course reviews the theory and application of ethics in the public sector, identifying public values and how they apply in the administration of government. It reviews sources of values employed in public sector decision-making, and reviews how values in public administration are managed and applied. Systems of professional ethics are reviewed in the context of public professions. Case studies and best practices are examined to help the student understand the application of administrative ethics in public management. Prerequisite: PADM 651.

PAUP 825. Business, Governance, and Society. 3 Credits.
An overview of business-government-society interactions, with special attention to the influence of public policy and corporate strategy on corporate social responsibility. An important theme is the ethical component of management decision making. Prerequisite: six completed hours of graduate work in MBA or MPA program.

PAUP 830. Theories of Conflict Resolution and Problem Solving. 3 Credits.
An introduction to the field of alternative dispute resolution methods and problem solving. The first part of the course focuses on conflict theory at all levels of human social systems and the second part examines collaborative problem solving strategies.

PAUP 834. Negotiation and Dispute Resolution. 3 Credits.
The course provides conceptual and practical skills in negotiations. It examines the underlying cultural, legal, and organizational issues and problems that affect managing human resources in the workplace.

PAUP 837. Digital Government. 3 Credits.
This course provides public administrators knowledge of current technology issues in the public sector and familiarizes them with technological tools used in delivering public services. The course explores administrative responsibility and accountability in digital government, and problems in managing technology in the public sector. Issues concerning citizen privacy, freedom of information requirements, planning, coordinating and sharing information among public sector agencies and the private sector, and building community networks are reviewed.

PAUP 838. Conflict Mediation and Arbitration. 3 Credits.
Surveys the field of third-party intervention in dispute resolution. Provides practical skills in mediation and arbitration. Examines the nature and effectiveness of mediation in a wide variety of disputes including labor relations, community, family, environmental, and international conflicts.

PAUP 845. Managing Development and Change in Public Organizations. 3 Credits.
Examination of the theory and practice of organization development. Participants will take the role of change agent and public manager and apply a range of organization development techniques to public agency situations while giving attention to the particular cultural, political, legal and organizational characteristics of public organizations.

PAUP 850. Performance Measurement and Management. 3 Credits.
This course focuses on performance-based management approaches in public and non-profit settings. It addresses the performance measurement and management process, the identification of appropriate performance measures, and the implementation of a performance measurement system, as well as managing for performance.

PAUP 853. Research and Evaluation Design. 3 Credits.
The course examines advanced research design and evaluation methods used in public administration and management research. Experimental, quasi-experimental, and non-experimental procedures in the context of urban settings will be emphasized. Includes usage of various statistical software.

PAUP 860. Collaboration. 3 Credits.
An examination of the fundamental concepts of intra-sectoral and cross-sectoral collaboration. Emphasis is placed on the management and process of collaboration.

PAUP 868. Urban Services Internship. 3 Credits.
Urban field experience for students in the Ph.D. in Public Administration and Urban Policy program. Supervised work experience in a public agency. A written report is required.

PAUP 881. Intergovernmental Relations. 3 Credits.
Analysis of relationship among federal, state, and local governmental units in the delivery of governmental programs. Focus on intergovernmental issues in urban metropolitan regions.

PAUP 890. Dissertation Seminar. 3 Credits.
A multidisciplinary seminar that focuses on the design, implementation, and evaluation of urban programs under real-life conditions in the field. Students and faculty work with urban decision makers utilizing problem-solving skills and analysis.
PAUP 895. Advanced Topics. 3 Credits.
Advanced topics in public administration.

PAUP 898. Directed Research. 1-6 Credits.
Supervised research on a specific problem. A written report is required.

PAUP 899. Dissertation. 1-12 Credits.
An approved research project, written under the supervision of a faculty advisor, in which the student demonstrates the capacity of design and completes independent applied research. The completed project must be approved by the dissertation committee.

PUBLIC ADMINISTRATION Courses

PADM 634. Regional Planning. 3 Credits.
The course analyzes the origins of regional planning agencies, current organizational structures, financing and functional activities. The focus is on the application of the systems approach to metropolitan planning issues. This latter objective is achieved through participation in exercises dealing with economics, transportation and land-use allocation modeling.

PADM 651. Administrative Theory I: The Context of Public Administration. 3 Credits.
Introduction to the profession of public administration; the evolution and development of the field, the role of organizations in contemporary American government, and the roles of politics and administration. The course also provides an introduction to the necessary skills for successful graduate study.

PADM 652. Administrative Theory II: The Process of Public Administration. 3 Credits.
Introduction to management in the public sector. Topics include: organizing public agencies, managing people and work groups, introduction to organizational systems (human resources, budget, and information systems), and effective leadership and decision-making processes.

PADM 653. Wicked Problems in Public Administration. 3 Credits.
This course deals with some of the many complex, intractable, or “wicked’’ problems that public and non-profit sector professionals will struggle with during the course of their careers. In the context of public administration, a wicked problem is a set of conditions and circumstances that seems to defy resolution or even amelioration because of the incredibly complex nature of the situation.

PADM 668. Internship/Field Experience. 3-6 Credits.
Required of all students without previous experience in government service. Supervised work experience in a public agency. A written report will be required.

PADM 671. Public Budgeting and Financial Management. 3 Credits.
The purpose of this course is to examine the institutions, principles, and techniques of national, state, and local budgeting processes and financial administration. The course explores the allocation as well as the redistribution of government and the market. While applying information technology, students will analyze the practices and fundamental concepts of government budgeting, financial management, and public finance, with an emphasis on revenue, expenditure, capital budgeting and debt structures.

PADM 672. Public Financial Management. 3 Credits.
Examination of public sector financial management principles, practices and processes. Emphasis on financial auxiliary services employed in local government financial management. Introduction to governmental accounting practices and financial statements. Micro computer applications to public sector financial decision-making techniques. (Cross listed with PPCM 672).

PADM 695. Advanced Topics. 1-3 Credits.
Topics vary each semester.

PADM 696. Directed Readings. 1-3 Credits.
Specifically planned readings for the graduate student who wishes to pursue special interests outside the scope of formal studies. Supervised on an individual basis.

PADM 698. Directed Research. 1-6 Credits.
Supervised research on a specific program. A written report will be required.

PADM 699. Thesis. 3-6 Credits.
An approved research project, written under the supervision of a faculty committee, in which the student demonstrates the capacity to design and complete independent scholarly investigation. The completed project must be approved by the thesis committee.

PADM 701. Public Policy and Evaluation. 3 Credits.
Exploration of key theories and approaches to public policy. This course covers all phases of the policy process, from formulation to evaluation, with particular focus upon the substance, political dynamics, and evolution of public policy.

PADM 704. Methods of Public Program Evaluation. 3 Credits.
Examination of various methodologies for designing and conducting program evaluation and research. Experimental, quasi-experimental and nonexperimental procedures will be covered. (Cross listed with PPCM 704)

PADM 708. Urban and Regional Economic Development. 3 Credits.
This course examines the theory and practice of urban and regional economic development. The tools, institutions, and analytical techniques of urban and regional economic development are examined in light of relevant public policy issues.

PADM 711. Tools of Government. 3 Credits.
Analysis of the range of administrative tools and strategies for the delivery of government services. Emphasizes new administrative alternatives under conditions of constant change.

PADM 712. Emergency Management and Policy. 3 Credits.
Explores policy and regulatory issues of emergency management; intergovernmental responsibilities and relationships among local, state and federal agencies in an “all hazards’’ approach to preparing and responding to manmade and natural disasters. Examines challenges faced by local, state, and federal managers during a large scale disaster.

PADM 713. Fundraising for Nonprofit Organizations. 3 Credits.
This course introduces students to fundraising principles of nonprofit organizations with an emphasis on different types of philanthropy, fundraising theories and practices, and motivations of givers. They will develop skills in creative problem solving for fundraising practice while learning to analyze and evaluate the fundraising process and methods. Additionally, students will develop the ability to synthesize and integrate current information and emerging ideas into a fundraising strategy and to think critically and analytically about a variety of fundraising perspectives.

PADM 714. Public-Private Partnerships. 3 Credits.
An in-depth analysis of the forces behind the privatization movement. Examines the context of privatization, the theoretical and empirical arguments on both sides of the debate, and the different forms of privatization practiced in the U.S. The course draws on a wide range of disciplines in a quest for an understanding of the privatization phenomenon-political science, public administration, public policy, sociology, economics, management, and others. (Cross listed with PPCM 714).

PADM 715. Management and Governance of Nonprofit Organizations. 3 Credits.
Successful nonprofit organizations require substantial capability in key areas of management such as developing a strong board of directors, recruiting and motivating talented staff and volunteers, creating a strategic plan, and wisely managing fiscal and human resources. The course is built around understanding nonprofit governance structures, relationships, and responsibilities as well as unique management issues associated with them. This course addresses these topics from theoretical and practitioner perspectives.

PADM 716. Introduction to Nonprofit Sector. 3 Credits.
This course offers a broad introduction to the study and practice of the nonprofit sector. The course explores the history, scope, and significance of the nonprofit sector as it relates to philanthropy, voluntary action, civil society, and civic engagement.

PADM 717. Nonprofit Financial Management. 3 Credits.
This course provides students with the knowledge to become effective financial managers by giving them practical applications of theory and skill-building in fiscal and accounting processes of nonprofit organizations.
PADM 718. Public Sector Contract Administration. 3 Credits.
Examines the actions that must be taken following the award of a contract, including assurance of required outcomes, assurance of compliance, proper contract launch, proper contract close-out, and documentation and carrying forward lessons learned. Connections to steps that must be taken in the other two phases of the procurement process are noted. (Course is cross listed with PPCM 718).

PADM 719. Leadership. 3 Credits.
Examines leadership through theoretical and practice-based frameworks. Offers analytical and intellectual examination and reflection on core issues in the practice of leadership. These objectives will be achieved through open discussion, honest self-assessment, experiential exercises, and observation of real-life leadership practice. (Cross listed with PPCM 719).

PADM 720. Public Personnel Administration. 3 Credits.
Examines the basic framework of the public personnel system beginning with the legal requirements imposed by federal and state laws and regulations. General considerations of policy and procedures development, the organization of the public personnel system, the adoption of the personnel ordinance, the determination of various levels of employee status and the coverage of the personnel system are included.

PADM 721. Transportation Policy. 3 Credits.
Lecture, 3 hours; 3 credits. This course focuses on surface transportation policy and planning, and highways and roads in particular. Topics include local, state and federal policies, public involvement in transportation planning, transportation and highway finance, privatization and public-private partnerships, critical issues and policy questions.

PADM 723. Ethics in Public Administration. 3 Credits.
This course reviews the theory and application of ethics in the public sector, identifying public values and how they apply in the administration of government. It reviews sources of values employed in public sector decision-making, and reviews how values in public administration are managed and applied. Systems of professional ethics are reviewed in the context of public professions. Case studies and best practices are examined to help the student understand the application of administrative ethics in public management.

PADM 724. Administration of Human Services. 3 Credits.
Analysis of human services involving direct client/agency interaction. Problems of discretion and control are examined as alternative service delivery strategies which can deal with these problems.

PADM 725. Government, Society, and Business. 3 Credits.
This course studies the interdependencies and interactions among three broad entities - business, government, and society - in the delivery of public services, paying special attention to their implications for public policy. Prerequisites: six completed hours of graduate work in MBA or MPA program.

PADM 726. Introduction to Public Procurement. 3 Credits.
This course provides an overview of procurement and contract management as a core function in public sector organizations. The course introduces the student to how properly-aligned, best practice acquisitions can support public entities' strategic goals. Challenges and opportunities for all stakeholders are addressed. Special attention is given to ongoing changes in public procurement. (Cross listed with PPCM 726).

PADM 727. Public Procurement and Project Management. 3 Credits.
Course covers each phase of the public procurement project cycle, with an emphasis on tools and techniques to manage a public procurement project. (Cross listed with PPCM 727).

PADM 728. Public Sector Contract Planning and Formation. 3 Credits.
This course provides insight into why and how public sector contracts should be planned and formed properly. A strong emphasis is placed on the strategic role that procurement can play in public sector organizations and how procurement planning and source selection, in particular, fit into that role. (Cross listed with PPCM 728.).

PADM 730. Theoretical Conflict Resolution and Problem Solving. 3 Credits.
An introduction to the field of alternative dispute resolution methods and problem solving. The first part of the course focuses on conflict theory at all levels of human social systems and the second part examines collaborative problem solving strategies.

PADM 731. Public Sector Procurement Law and Ethics. 3 Credits.
This course surveys the laws and ethics applicable to public sector procurement and contract management. A theoretical and problem-based, interdisciplinary approach is used to address the major legal and ethical issues that arise when public sector organizations plan, form, and administer contracts. Attention is given to the role of professionalization in socializing appropriate ethics. (Cross listed with PPCM 731).

PADM 733. Legal and Ethical Foundations of Public Administration. 3 Credits.
Introduces the role of law in ordering public administration through the application of constitutional values and administrative law principles in administrative practice. Introduces ethical theories and applications in the public sector, examining values within administrative environments. Topics include privacy in information systems management, whistleblowing, and other cases of applied ethical reasoning in the practice of public administration.

PADM 734. Negotiation and Dispute Resolution. 3 Credits.
The course provides conceptual and practical skills in negotiations. It examines the underlying cultural, legal, and organizational issues and problems that affect managing human resources in the workplace. (Cross listed with PPCM 734).

PADM 738. Conflict Mediation and Arbitration. 3 Credits.
Surveys the field of third-party intervention in dispute resolution. Provides practical skills in mediation and arbitration. Examines the nature and effectiveness of mediation in a wide variety of disputes including labor relations, community, family, environmental, and international conflicts.

PADM 739. Cultural Competency. 3 Credits.
This course focuses on the growing challenges and opportunities created by our interconnected world and the knowledge and abilities necessary to lead through situations in which there are misunderstandings or conflicts rooted in differences. The course explores the structure and dynamics of all forms of diversity in public, non-profit, and governmental organizations, the resulting implications for organizational health, and the critical role of cultural-competent leadership.

PADM 740. Community Participation and Civic Engagement. 3 Credits.
This course examines the importance of social, economic, cultural, religious, and civic organizations in building or restoring communities. The course focuses on the revitalization, restoration, or upgrading of communities, cities, and localities or neighborhoods within or adjacent to cities, by the residents themselves. Viewed through the lens of social capital theory, the course further explores examples of short- and long-term change accomplished by community members on their own, within organizations, or in partnership with government officials.

PADM 741. Managing Development and Change in Organizations. 3 Credits.
Examination of the theory and practice of organization development. Participants will take the role of change agent and public manager and apply a range of organization development techniques to public agency situations while giving attention to the particular cultural, political, legal and organizational characteristics of public organizations.

PADM 745. Managing Development and Change in Organizations. 3 Credits.
Examines the theory and practice of organization development. Participants will take the role of change agent and public manager and apply a range of organization development techniques to public agency situations while giving attention to the particular cultural, political, legal and organizational characteristics of public organizations.
PADM 750. Performance Measurement and Management. 3 Credits.
This course focuses on performance-based management approaches in public and non-profit settings. It addresses the performance measurement and management process, the identification of appropriate performance measures, and the implementation of a performance measurement system, as well as managing for performance.

PADM 753. Research Methods in Public Administration. 3 Credits.
This course examines various methods for designing and conducting research, collecting and organizing data, and disseminating results. Information technology and applications to practical management problems and public research topics are emphasized.

PADM 760. Collaboration in Public Administration. 3 Credits.
An examination of the fundamental concepts of collaborative governance in the field of public administration and public policy. Emphasis is placed on the government and/or nonprofit management and process of collaborative problem solving and policy implementation in cross-sector and intra-sector environments.

PADM 780. Local Government Management. 3 Credits.
This course provides students with the professional knowledge, skills, and abilities to engage successfully with local governments from the following perspectives: as a generalist public administrator, as a local government specialist, and as a citizen, non-profit leader, or businessperson. In addition, this course provides students with the theoretical and policy context within which local governments operate. Students will master that knowledge by researching how local governments use those concepts in every day administration.

PADM 781. Intergovernmental Management. 3 Credits.
Analysis of relationships among federal, state, and local governmental units in the delivery of governmental programs. Focus on intergovernmental issues in urban metropolitan regions. (Cross listed with PPCM 781).

PADM 785. Social Marketing in the Public Sector. 3 Credits.
The course is an examination of the principles, practices, and use of Social Marketing - the use of techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups, or society as a whole - in the public sector. In addition, the course will familiarize students with current and potential uses of Social Marketing to accomplish public sector goals.

PADM 800. Colloquium - Public Administration and Policy. 1 Credit.
This course introduces students to the field, the academy, the School of Public Service faculty, and university resources; it also sets program expectations for students. Topics include: research process, developing a research agenda, critical analysis of literature, professional development, comprehensive exams process, and academic v. nonacademic careers.

PADM 801. Policy Theory. 3 Credits.
This course provides an overview of theories of public policy. It provides a solid foundation for knowledge in this area. Students will be introduced to the leading theories, frameworks, and models that help describe and explain the policy process. The course examines the historical heritage of the policy sciences and the bases upon which public policy discussions take place at all stages of the policy process.

PADM 802. Public Administration I. 3 Credits.
The course reviews the history of administrative theory and the broad topics of administrative theory. The course is intended to address the impact that organizational structure and political/social environment have on administration. This course will not cover every theory, model, or framework relevant to public administration. However, this course is intended to provide the doctoral student with the theoretical foundations of public administration and understanding of their historical context in the field.

PADM 803. Public Administration II. 3 Credits.
This course is a continuation of PADM 802 and is intended to provide a framework for doctoral students to develop their understanding of public and nonprofit management organizational practices in the American context. The course is not exclusively directed to any one level of government, but includes national, state, and local management and organizational behavior. The course provides material on the concepts and perspectives on managerial rationale, responsibilities, decision making, and approaches to administration. Prerequisite: PADM 802.

PADM 804. Multi-Sector Administration. 3 Credits.
The course explores public administration from Neoliberalism and beyond to focus on the development of multi-sector administration, where multi-sector is defined as policy action across governments, nonprofit organizations, for-profit organizations, and/or grass-roots groups and individuals. The course is expected to cover the methods, challenges, and consequences of multi-sector administration. This course will also address the management and evaluation of multi-sector relationships. This is not an introduction to organizational structure or theory.

PADM 805. Research Design. 3 Credits.
The course examines advanced research design and evaluation methods used in public administration and management research. Experimental, quasi-experimental, and nonexperimental procedures in the context of urban settings will be emphasized. Includes usage of various statistical software.

PADM 806. Multivariate Analysis in Public Administration. 3 Credits.
This course explores the proper use, calculation, and interpretation of multivariate statistics as commonly found in the literature in public administration. The course will prepare students to choose the appropriate statistical tools, generate testable hypotheses, correctly apply the statistical tool, analyze the results, and present and interpret the results in a manner appropriate for public administration in the field. Prerequisite: FOUN 722.

PADM 808. Urban and Regional Economic Development. 3 Credits.
This course examines the theory and practice of urban and regional economic development. The tools, institutions, and analytical techniques of urban and regional economic development are examined in light of relevant public policy issues.

PADM 810. Policy and Program Evaluation. 3 Credits.
Examination of various methodologies for designing and conducting public policy and program evaluation and research. Experimental, quasi-experimental and non-experimental procedures will be covered.

PADM 813. Fundraising for Nonprofit Organizations. 3 Credits.
This course introduces students to fundraising principles of nonprofit organizations with an emphasis on different types of philanthropy, fundraising theories and practices, and motivations of givers. They will develop skills in creative problem solving for fundraising practice while learning to analyze and evaluate the fundraising process and methods. Additionally, students will develop the ability to synthesize and integrate current information and emerging ideas into a fundraising strategy and to think critically and analytically about a variety of fundraising perspectives.

PADM 814. Public-Private Partnerships. 3 Credits.
An in-depth analysis of the forces behind the privatization movement. Examines the context of privatization, the theoretical and empirical arguments on both sides of the debate, and the different forms of privatization practiced in the U.S. The course draws on a wide range of disciplines in a quest for an understanding of the privatization phenomenon-political science, public administration, public policy, sociology, economics, management, and others.

PADM 815. Management and Governance of Nonprofit Organizations. 3 Credits.
Successful nonprofit organizations require substantial capability in key areas of management such as developing a strong board of directors, recruiting and motivating talented staff and volunteers, creating a strategic plan, and wisely managing fiscal and human resources. The course is built around understanding nonprofit governance structures, relationships, and responsibilities as well as unique management issues associated with them. This course addresses these topics from theoretical and practitioner perspectives.
PADM 816. Introduction to Nonprofit Sector. 3 Credits.
This course offers a broad introduction to the study and practice of the nonprofit sector. The course explores the history, scope, and significance of the nonprofit sector as it relates to philanthropy, voluntary action, civil society, and civic engagement.

PADM 818. Public Sector Contract Administration. 3 Credits.
Examines leadership through theoretical and practice-based frameworks. Offers analytical and intellectual examination and reflection on core issues in the practice of leadership. These objectives will be achieved through open discussion, honest self-assessment, experiential exercises, and observation of real-life leadership practice.

PADM 820. Public Personnel Administration. 3 Credits.
Examines the basic framework of the public personnel system beginning with the legal requirements imposed by federal and state laws and regulations. General considerations of policy and procedures development, the organization of the public personnel system, the adoption of the personnel ordinance, the determination of various levels of employee status and the coverage of the personnel system are included.

PADM 823. Ethics in Public Administration. 3 Credits.
This course reviews the theory and application of ethics in the public sector, identifying public values and how they apply in the administration of government. It reviews sources of values employed in public sector decision-making, and reviews how values in public administration are managed and applied. Systems of professional ethics are reviewed in the context of public professions. Case studies and best practices are examined to help the student understand the application of administrative ethics in public management.

PADM 825. Government, Society and Business. 3 Credits.
An overview of business-government society interactions, with special attention to the influence of public policy and corporate strategy on corporate social responsibility. An important theme is the ethical component of management decision making.

PADM 826. Introduction to Public Procurement. 3 Credits.
This course provides an overview of procurement and contract management as a core function in public sector organizations. The course introduces the student to how properly-aligned, best practice acquisitions can support public entities' strategic goals. Challenges and opportunities for all stakeholders are addressed. Special attention is given to ongoing changes in public procurement.

PADM 827. Public Procurement and Project Management. 3 Credits.
Course covers each phase of the public procurement project cycle, with an emphasis on tools and techniques to manage a public procurement project.

PADM 828. Public Sector Contract Planning and Formation. 3 Credits.
This course provides insight into why and how public sector contracts should be planned and formed properly. A strong emphasis is placed on the strategic role that procurement can play in public sector organizations and how procurement planning and source selection, in particular, fit into that role.

PADM 830. Theories of Conflict Resolution and Problem Solving. 3 Credits.

PADM 831. Public Sector Procurement Law and Ethics. 3 Credits.
This course surveys the laws and ethics applicable to public sector procurement and contract management. A theoretical and problem-based, interdisciplinary approach is used to address the major legal and ethical issues that arise when public sector organizations plan, form, and administer contracts. Attention is given to the role of professionalization in socializing appropriate ethics.

PADM 834. Negotiation and Dispute Resolution. 3 Credits.
The course provides conceptual and practical skills in negotiations. It examines the underlying cultural, legal, and organizational issues and problems that affect managing human resources in the workplace.

PADM 838. Conflict Mediation and Arbitration. 3 Credits.
Surveys the field of third-party intervention in dispute resolution. Provides practical skills in mediation and arbitration. Examines the nature and effectiveness of mediation in a wide variety of disputes including labor relations, community, family, environmental, and international conflicts.

PADM 845. Managing Development and Change in Organizations. 3 Credits.

PADM 850. Performance Measurement and Management. 3 Credits.
This course focuses on performance-based management approaches in public and non-profit settings. It addresses the performance measurement and management process, the identification of appropriate performance measures, and the implementation of a performance measurement system, as well as managing for performance.

PADM 860. Collaboration in Public Administration. 3 Credits.
An examination of the fundamental concepts of collaborative governance in the field of public administration and public policy. Emphasis is placed on the government and/or nonprofit management and process of collaborative problem solving and policy implementation in cross-sector and intra-sector environments.

PADM 872. Public Financial Management. 3 Credits.
Examination of public sector financial management principles, practices and processes. Emphasis on financial management and reporting employed in local government financial management. Introduction to governmental accounting practices and financial statements.

PADM 880. Local Government Management. 3 Credits.
This course provides students with the professional knowledge, skills, and abilities to engage successfully with local governments from the following perspectives: as a generalist public administrator, as a local government specialist, and as a citizen, non-profit leader, or businessperson. In addition, this course provides students with the theoretical and policy context within which local governments operate. Students will master that knowledge by researching how local governments use those concepts in every day administration.

PADM 881. Intergovernmental Relations. 3 Credits.
Analysis of relationship among federal, state, and local governmental units in the delivery of governmental programs. Focus on intergovernmental issues in urban metropolitan regions.

PADM 885. Social Marketing in the Public Sector. 3 Credits.
Analysis of relationships among federal, state, and local governmental units in the delivery of governmental programs. Focus on intergovernmental issues in urban metropolitan regions.

PADM 895. Advanced Topics. 3 Credits.
Advanced topics in public administration.

PADM 898. Directed Research. 3 Credits.
Supervised research on a specific problem. A written report is required.

PADM 899. Dissertation. 1-12 Credits.
An approved research project, written under the supervision of a faculty advisor, in which the student demonstrates the capacity of design and completes independent applied research. The completed project must be approved by the dissertation committee.

PADM 998. Master's Graduate Credit. 1 Credit.
This course is a pass/fail course for master's students in their final semester. It may be taken to fulfill the registration requirement necessary for graduation. All master's students are required to be registered for at least one graduate credit hour in the semester of their graduation.

PADM 999. Doctoral Graduate Credit. 1 Credit.
This course is a pass/fail course doctoral students may take to maintain active status after successfully passing the candidacy examination. All doctoral students are required to be registered for at least one graduate credit hour every semester until their graduation.