### Master of Public Administration

David Chapman, Graduate Program Director  
Meg Jones, Graduate Program Manager

The mission of the Master of Public Administration program at Old Dominion University is to prepare students for careers as professionals in public service and to provide students - who have considerable experience in the public sector - an opportunity to enhance their professional knowledge, skills, and abilities, enabling them to advance their careers.

### 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>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>
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</table>

**Total Hours:** 21

#### Electives

Students may also choose to take their elective courses in the general area of public management. With the approval of the MPA Program Director, students may take graduate-level courses outside of the Department.

**MPA Elective courses include the following:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>PADM 632</td>
<td>Environmental Planning</td>
<td></td>
</tr>
<tr>
<td>PADM 633</td>
<td>Methods of Urban Planning</td>
<td></td>
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<tr>
<td>PADM 634</td>
<td>Regional Planning</td>
<td></td>
</tr>
<tr>
<td>PADM 640</td>
<td>Urban and Regional Issues</td>
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<tr>
<td>PADM 655</td>
<td>Theories of Public Organization</td>
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<tr>
<td>PADM/PPCM 672</td>
<td>Public Financial Management</td>
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<tr>
<td>PADM 695</td>
<td>Advanced Topics</td>
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<tr>
<td>PADM 702</td>
<td>Urban Resource Allocation</td>
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<tr>
<td>PADM/PPCM 704</td>
<td>Methods of Public Program Evaluation</td>
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<td>PADM 705</td>
<td>Urban Law and Public Policy</td>
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<tr>
<td>PADM 708</td>
<td>Urban and Regional Economic Development</td>
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<tr>
<td>PADM 711</td>
<td>Urban Services Administration</td>
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<tr>
<td>PADM 712</td>
<td>Emergency Management and Policy</td>
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<tr>
<td>PADM/PPCM 714</td>
<td>Public-Private Partnerships</td>
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<tr>
<td>PADM 715</td>
<td>Management of Nonprofit Organizations</td>
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<tr>
<td>PADM 716</td>
<td>Introduction to Nonprofit Sector</td>
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<tr>
<td>PADM 717</td>
<td>Nonprofit Financial Management</td>
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<tr>
<td>PADM/PPCM 719</td>
<td>Leadership</td>
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<tr>
<td>PADM 720</td>
<td>Public Personnel Administration</td>
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<td>PADM 721</td>
<td>Transportation Policy</td>
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<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/PPCM 727</td>
<td>Public Procurement and Project Management</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 733</td>
<td>Legal and Ethical Foundations of Public Administration</td>
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<tr>
<td>PADM/PPCM 734</td>
<td>Negotiation and Dispute Resolution</td>
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<tr>
<td>PADM 737</td>
<td>Digital Government</td>
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<tr>
<td>PADM 738</td>
<td>Conflict Mediation and Arbitration</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 752</td>
<td>Introduction to Statistics for Public Administration</td>
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<tr>
<td>PADM 760</td>
<td>Collaboration</td>
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<tr>
<td>PADM/PPCM 781</td>
<td>Intergovernmental Management</td>
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<tr>
<td>PADM 795</td>
<td>Advanced Topics in Public Personnel Administration</td>
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<tr>
<td>PPCM/PPCM 718</td>
<td>Public Sector Contract Administration</td>
<td></td>
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<tr>
<td>PPCM/PPCM 726</td>
<td>Introduction to Public Procurement</td>
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<tr>
<td>PPCM/PPCM 728</td>
<td>Public Sector Contract Planning and Formation</td>
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<tr>
<td>PPCM/PPCM 731</td>
<td>Public Sector Procurement Law and Ethics</td>
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</tbody>
</table>

**Total Hours:** 18

* From time to time courses under the heading of PADM 695 “Advanced Topics” will be offered that students may choose to take as electives.

### Recommended 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.

### 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, dchapman@odu.edu.

### The Application Package

The Old Dominion University Graduate Application can be downloaded from the website, www.odu.edu , or a Graduate Application Package may be received 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. 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 web site at: http://www.odu.edu

Doctor of Philosophy - Public Administration and Urban Policy

John C. Morris, Graduate Program Director
Meg Jones, Graduate Program Manager

The principal objective of the Ph.D. in Public Administration and Urban Policy is to assure that graduates become content area experts with 48 hours of doctoral level course work and 12 hours of dissertation credit. Through this approach, all program graduates will have the opportunity to develop a substantive knowledge of a body of work in public administration and public policy as well to acquire analytical and research skills that will enable them to become educators, leaders and researchers in their chosen specialty areas. The Ph.D. program in Public Administration and Urban Policy, therefore, will focus on:

1. developing effective public, non-profit sector and policy leaders throughout Hampton Roads. The Commonwealth of Virginia, and the nation who have both content knowledge and research skills;

2. educating individuals who intend to pursue teaching as a vocation in colleges and universities in Virginia as well as nationally and internationally;

3. building collaborative research and demonstration initiatives with community and government (state, national, and international) agencies that link research initiatives to public management and policy improvement and economic development; and

4. providing the linkages among content knowledge, research, and field experiences for all doctoral students.

Admission

Applications for admission to the program will be considered once per year in April (see the website for specific details). Students generally begin classes in the fall, but admitted students may enroll in the summer after they are admitted.

Candidates for admission to the doctoral program must have a master’s degree in an appropriate discipline in a program that is accredited by an appropriate specialized accrediting agency and from an institution of higher education that is regionally and/or nationally accredited. A minimum grade point average of 3.25 (on a 4.0 scale) overall and in the major area of study in the master’s degree and an acceptable score on the Graduate Record Examination (GRE) is required; a minimum score of 500 on the verbal section is required. Applicants whose native language is not English must score a minimum of 550 on the Test of English as a Foreign Language.

Upon admission, the student must contact the Ph.D. Program Director in the School of Public Service for advisement.

A student seeking admission to the doctoral program should request an application from the Office of Graduate Admissions of Old Dominion University. The application should be filled out completely and promptly returned to the Office of Graduate Admissions.

Each application must contain the following materials:

1. Three letters of recommendation, including at least one from an academic source;

2. A three to six-page double-spaced written statement of academic and professional goals.

3. Official copies of transcripts from all institutions of higher education attended and

4. Aptitude scores on the Graduate Record Examination (GRE) taken within five years prior to application for admission must be sent directly to the Office of Admissions.

Time Limitation and Retention Standards

The Ph.D. program assumes that well-qualified and highly motivated student can complete all degree requirements in four years of full-time work. If a student is unable to pursue the degree on a full-time basis, or if the major field is different from previous academic training, more time to complete the degree is usually required. The maximum time allowed to complete all degree requirements is eight calendar years from the date of initial enrollment in the program. To remain in good standing after admission to the program, students must maintain a minimum grade point average of 3.25 in all course work attempted in the Plan of Study. Students who fall below this minimum standard will have one semester to remedy this deficiency. Further, students may learn no more than three hours with a grade of C+ or lower. Any
student receiving a grade of F in any course work will be immediately removed from the program.

Financial Aid
Old Dominion University offers financial assistance to graduate students. Types of aid include research assistantships, teaching assistantships, fellowships, grants, scholarships, and part-time employment. Nearly all forms of aid require that the student be engaged in full-time graduate study, and in the case of assistantships, students are required additionally to work 20 hours per week with an assigned faculty member.

Students may receive an assistantship or fellowship. Amounts for assistantships are typically $6,000 to $12,000 and fellowships from $7,500 to $15,000 per academic year. College funds affect fellowship and assistantship amounts, as well as the continuation of funding. Tuition is waived for research assistants. All assistants and fellowship recipients are evaluated each semester; satisfactory progress toward the degree and acceptable work output are required for the continuation of funding. Funding students must be full-time students, and full-time or part-time work outside of the assistantship or fellowship is not allowed without the express written permission of the Graduate Program Director.

In addition to financial aid offered by the University, graduate students may be eligible for aid administered by other agencies. For information about part-time employment, scholarships, and student loans, contact:

Office of Student Financial Aid
Old Dominion University
Norfolk, VA 23529-0052
(757) 683-3683

Program Policies
The School of Public Service maintains an official Ph.D. Program Handbook that contains information about degree requirements, advising, comprehensive examinations, dissertation planning and execution, and many other program policies. Please refer to the department’s website for a downloadable copy of the program handbook.

Prerequisites
Applicants who have insufficient background in any of the prerequisite competency areas (PADM 651 Administrative Theory I: The Context of Public Administration, FOUN 722 Quantitative Research Design or (or any course so designated by the GPD) will be required to enroll in courses in the area(s) of deficiency. Such courses must be completed with a grade of B or better. Depending on previous qualifications, students may be advised to take additional prerequisite courses as well. These prerequisite courses will not be included in the required credit hours to complete the doctoral program.

Course Offerings
Students are required to complete a minimum of 45 hours of course work and maintain a minimum grade point average of 3.25 or better. Up to 12 hours of appropriate course work beyond the master’s degree and with a grade of B or better may be transferred into the program with the approval of the Ph.D. Program Director. In addition to course work, students are required to take three hours of dissertation seminar and a minimum of 12 hours of dissertation credit.

Core courses
- PAUP 801 Theories of Public Policy 3
- PAUP 808 Intellectual Foundations of Public Administration 3
- PAUP 809 Public Organization Behavior and Theory 3
- PAUP 810 Governance and Accountability 3

Research Core courses
- PAUP 802 Logic of Social Inquiry 3
- PAUP 803 Multivariate Quantitative Analysis for Public Administration 3
- PAUP 853 Research and Evaluation Design 3

Major Concentration (select one of the following) 12

Public Administration
- PAUP 813 Contemporary Public Administration Theory
- Select three from the following:
  - PAUP 820 Public Personnel Administration
  - PAUP 823 Ethics in Public Administration
  - PAUP 830 Theories of Conflict Resolution and Problem Solving
  - PAUP 845 Managing Development and Change in Public Organizations
  - PAUP 895 Advanced Topics
- PAUP 898 Directed Research (may register for up to two, with consent of the student’s Advisory Committee and the Graduate Program Director)

Public Policy
- PAUP 812 Public Policy Formulation and Implementation
- Select three from the following:
  - PAUP 804 Policy and Program Evaluation
  - PAUP 811 Urban Services Administration
  - PAUP 814 Public-Private Partnerships
  - PAUP 881 Intergovernmental Relations
  - PAUP 895 Advanced Topics
- PAUP 898 Directed Research (may register for up to two, with consent of the student’s Advisory Committee and the Graduate Program Director)

Minor (Cognate) 12

Dissertation 12
PAUP 890 Dissertation Seminar 3

Total Hours 63

* Other courses may be considered for substitution for courses listed in each concentration track. In addition, students may take up to one course from the concentration area other than their chosen area, with the permission of the student’s Advisory Committee and the Graduate Program Director.

** Students will take at least nine credit hours designated by their Advisory Committee, in consultation with the student’s cognate Professor and the Graduate Program Director. Cognates may be formed of courses offered within USPA, or a combination of both. Students may include up to two Independent Study/Directed Research courses in their cognate area.

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 capabilities.

All courses are taught in the evening.

Curriculum
The curriculum consists of five options listed below. Students are required to take four courses, totaling 12 credit hours, to complete the certificate program. Each is to be seen as a subspecialty in the field of public
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 (PFP).

Maritime Institute

The mission of the institute is to provide world quality maritime, ports and logistics management education, training, and research to meet regional, national and international needs. The Maritime Institute serves as a positive catalyst for the delivery of education, training, research, and service programs, thus supporting the economic growth and international competitiveness of greater Hampton Roads and Virginia. Courses are available at both the undergraduate and graduate levels. Professional and executive-level seminars, workshops, and short courses will also be offered.

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.

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.