



Public Administration and Policy

School of Public & International Affairs

UNIVERSITY OF GEORGIA

Dear Prospective MPA Student:

We appreciate your interest in the Master of Public Administration (MPA) program in the Department of Public Administration and Policy within the School of Public and International Affairs (SPIA) at the University of Georgia (UGA). The SPIA MPA program at UGA has earned an outstanding national and international reputation for academic excellence. We have an exceptional faculty, with particular strengths in public management, public budgeting and finance, nonprofit administration, and public policy. We offer concentrations in numerous fields, including local government administration, public budgeting and financial management, nonprofit administration, higher education administration, and health policy and administration. Our recent graduates have gone on to serve the public in organizations including the Atlanta Regional Commission, Habitat for Humanity, the Georgia Department of Economic Development, the U.S. Government Accountability Office, the U.S. Centers for Disease Control, and the United Nations, among other prominent positions. We seek outstanding students who desire a terminal graduate degree in preparation for professional careers in public service.

Upon receiving your completed application, with supporting materials and a \$75 application fee for domestic applicants, the UGA Graduate School will forward your file to our MPA Admissions Committee and your application will be considered for acceptance into our program. Your application file must include a completed application form, transcripts (may be unofficial until accepted), official GRE scores, three letters of recommendation, resume, and a personal statement detailing your career goals and how the SPIA MPA from UGA will further those goals. Non-native English speakers and international applicants must also submit official TOEFL or IELTS scores. Students are encouraged to apply for admission into the fall or spring semesters but may, in special circumstances, apply for admission into the summer term. Those seeking to apply for assistantship funding, which typically begins in the fall semester, must apply by January 15th. Please be mindful of the various deadlines that must be met if your file is to be reviewed in a timely fashion. Consult our departmental website at <http://padp.uga.edu/> for more detailed information on the application process.

Please contact us if you have any questions about the SPIA MPA program at UGA. We look forward to receiving your completed application.

Sincerely,

Eric Zeemering, PhD
Associate Professor
MPA Director

The University of Georgia, Department of Public Administration and Policy, is committed to providing access to all people. If you have accessibility concerns, please contact us as soon as possible at (706) 542-9660 to arrange accommodations.

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Public Administration and Policy Faculty 15

The MPA Program
Department of Public Administration and Policy
School of Public and International Affairs
The University of Georgia

The central purpose of the SPIA MPA program at The University of Georgia (UGA) is to educate students for professional careers in public service, including management and policy analysis in government and nonprofit organizations. The program is open to students employed in the public, nonprofit, and private sectors who are seeking to advance their careers, as well as students without previous public service experience. While normally a terminal professional degree, some graduates of the MPA program have entered PhD or other programs to pursue academic careers.

Mission Statement

The MPA program at The University of Georgia strives to be a leader in educating and inspiring students for managerial and analytical careers in public service through teaching, research, and service to the community while emphasizing the professional values of ethics and accountability.

This mission is fulfilled by educating and inspiring students for careers in management, administration, and policy analysis in government and nonprofit organizations domestically and abroad. The program produces leaders with a wide range of analytic, communicative, and managerial abilities to meet the demands of contemporary public and nonprofit sectors. The MPA curriculum encourages the development of the intellectual capacities and professional skills necessary for the successful performance of critical public service jobs. The program accomplishes these goals by contributing to the advancement of the public administration and policy fields through teaching, research, and public service. The program also creates an awareness of and sensitivity to ethical concerns and accountability issues within the public service arena.

Public Service Values

The program's dedication to public service values permeates all teaching, curriculum, and conduct of students and faculty. This predominance originates from our mission statement, which emphasizes the following values that distinguish MPA programs from other graduate offerings.

Accountability, Transparency, and Ethical Considerations

Our mission statement specifically identifies the importance of an awareness of ethical concerns and accountability in the public service arena, so the Department operates according to these values. The Department's emphasis on accountability, inclusiveness, and transparency ensure all stakeholders are considered and informed of the processes and outcomes of the program.

Professional Competency and Service to the Public Good

The program emphasizes the necessity of professional skills and intellectual capacities to ensure students are capable of serving in government and nonprofits as leaders exemplifying

critical thinking, fairness, and decisiveness. Students are trained in analytic, communicative, and managerial skills that will enable them to become productive public leaders who involve all stakeholders, utilize fact-based evidence to make decisions objectively, and execute public initiatives for the welfare of others.

Upholding Democratic Principles of Equity, Due Process, and Representativeness

Students are trained to appreciate the importance of efficiency and effectiveness in executing public initiatives while maintaining a respect for the rule of law. The program curriculum focuses on the unique concerns and challenges faced by today's public administration and policy leaders, such as diversity and equity concerns, distinctive bureaucratic processes, and serving a variety of stakeholders and constituents.

National Recognition

Over the past several decades, UGA has become a major center of excellence for public service education. The University of Georgia was ranked number one worldwide for publishing output and named as undisputed leader in the field of Public Administration by a 2014 study by Steven Van de Valle and Roxanne van Delft. The most recent survey from *U.S. News & World Report* (2018 edition) ranked the SPIA MPA program at UGA as 6th in the nation among all public affairs programs. In addition, the SPIA MPA program continued to be ranked 2nd in the nation for its public management and leadership specialization and 3rd among all public affairs programs in the public budgeting and finance specialization. The program is fully accredited by the National Association of Schools of Public Affairs and Administration.

Partnership with the Carl Vinson Institute of Government

The MPA program is co-sponsored and supported by the Carl Vinson Institute of Government (CVIOG), a public service outreach unit of UGA that conducts research and provides direct assistance to state and local governments throughout Georgia, the nation, and internationally. Select faculty from the CVIOG offer courses in the program. This partnership also affords many students the opportunity to get involved in the work of the Institute. For more information go to the CVIOG website at <http://www.cviog.uga.edu/>.

The MPA Advisory Board

The MPA Advisory Board, composed of alumni and public service professionals from government and nonprofit organizations, helps in evaluating curriculum needs and setting standards and goals. Members of the Board also serve as important resource contacts for internship and employment opportunities.

Location

The University of Georgia is located in Athens, Georgia approximately 70 miles northeast of Atlanta. Courses for the MPA program are offered on campus in Athens and at the University of Georgia Gwinnett Campus at 2530 Sever Road, Lawrenceville, Georgia, 30043. All Gwinnett classes are offered in the evenings to accommodate working professionals, and classes in Athens are offered in the late afternoons and evenings.

Tuition

The University System of Georgia Board of Regents sets the tuition for the MPA program. For more information on tuition and fees, please visit: <http://www.bursar.uga.edu/tuition.html>.

Libraries and Technology

SPIA MPA students may utilize numerous campus resources while pursuing their programs of study. The University's library system includes the UGA Main Library, Law Library, Science Library, and Special Collections Library. The system contains vast holdings of periodicals and reference materials, is a government depository, and ranks among the leading research libraries in the nation. Our department also provides a specialized library and computer technology center to assist students in their studies. The Gwinnett Campus also houses a small library as well as a computer lab.

Assistantship Opportunities

The Department of Public Administration and Policy offers a limited number of highly competitive teaching and research assistantships that carry stipends for a nine-month academic year. The Department also seeks out and nominates SPIA MPA students for competitive assistantships within other campus units, including those funded by the UGA Graduate School and Carl Vinson Institute of Government, among others. Recipients of graduate assistantships automatically receive a tuition waiver, regardless of their residency status. Students receiving assistantships and meeting departmental standards of performance in their academic work are generally eligible for two to four semesters of financial support depending on the nature of their funding. The application deadline to be considered for assistantships, which typically begin in the fall semester, is January 15th for the following academic year. It should be noted that assistantship funding for the SPIA MPA program is generally only awarded to the most competitive applicants who have highly exceptional GPA and GRE scores and other qualifications.

The UGA Graduate School also provides a limited number of competitive out-of-state tuition waivers for non-Georgia residents. The availability of these awards is announced each spring, and students are nominated for these awards by the Department. These waivers do not automatically renew from one academic year to the next.

Students must generally possess both high GPA and GRE scores to be competitive for these limited funding opportunities, although other relevant information and experience are also considered in nomination decisions.

Employment

Graduates of the SPIA MPA program have obtained administrative and management positions at all levels of government and in nonprofit agencies. The MPA Career Services Coordinator assists students in the employment process. For examples of specific locations where our graduates have accepted employment, please visit our website: <http://spia.uga.edu/departments-centers/padp/career-services/>.

CURRICULUM OUTLINE

A total of 41 semester credit hours are needed to complete the SPIA MPA program. A mandatory socialization seminar and five core courses introduce students to the various fields of public administration and policy. In addition, two required courses in research methods assist students in developing a familiarity with quantitative techniques in public sector decision making. Students must also select six courses from among our elective specializations to complete their course requirements. Finally, students must complete an internship and capstone paper, as well as pass a final comprehensive exam to complete their degree.

The following provides an outline of the SPIA MPA curriculum:

1. MPA Socialization Seminar (1 semester hour)

PADP 6980 Socialization Seminar

2. Public Administration Core (15 semester hours)

PADP 6910 Public Administration and Democracy

PADP 6920 Public Personnel Administration

PADP 6930 Public Financial Administration

PADP 6950 Economic Foundations of Policy Analysis

PADP 6960 Public Management

3. Research Methods Sequence (6 semester hours)

PADP 7110 Research Methods in Public Administration

PADP 7120 Data Applications in Public Administration

4. Electives (18 semester hours)

5. Internship and Capstone Paper (1 semester hour)

PADP 6990 Socialization Seminar II

6. Comprehensive Exam

Elective Courses

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

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

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

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

1. Criminal Justice

PADP 6490	Administrative Law
PADP 8420	Leadership in Public Service OR PADP 8460 Organization Behavior
PADP 7520	Urban Policy
PADP 7500	Local Government Management
PADP 7930	Human Services Administration
PADP 8640	Program Evaluation
POLS 8450	Special Topics in Law, Courts, and Judicial
SOCI 6150	Criminal Punishment and Society
SOCI 6470	Deviance and Social Control
SOCI 6810	Sociology of Crime
SOCI 6830	Sociology of Law
SOCI 8820	Communities and Crime
SOCI 8840	Gender, Crime and Justice

2. Health Policy and Administration

PADP 7580	Local Government Practicum
PADP 8610	Economics of Health Policy
PADP 8640	Program Evaluation
PADP 8650	Demand Side of Health Economics
PADP 8670	Policy Analysis I
PADP 8680	Policy Analysis II
DMAN 7100	Introduction to Disaster Management
DMAN 7200	Disaster Management for Public Health Professionals
DMAN 7400	Public Health Crises and Disaster Management
EHSC 7010	Fundamentals of Environmental Health Science
HPAM 7010	Introduction to Health Policy and Management
HPAM 7700	Public Health and Healthcare Ethics
HPAM 8400	Policy and Economic Analysis in Public Health
HPAM 8600	Health Economics
HPAM 8650	Healthcare Finance
HPAM 8700	Management of Public Health Organizations

HPAM 8800	Leadership in Public Health
HPAM 8820	Global Health Policy
HPAM 8850	Cost Effectiveness in Health and Medicine
HPRB 7470	Program Evaluation in Health Promotion and Health Education
HPRB 7480	Global Health Promotion
HPRB 7500	Community Health

3. Higher Education Administration

PADP 7920	Equal Employment Opportunity, Affirmative Action, and Diversity
PADP 7930	Human Services Administration
PADP 8420	Leadership in Public Service
PADP 8430	Public Financial Management
PADP 8470	Bids and Contracting
PADP 8640	Program Evaluation
PADP 8830	Seminar in Public Budgeting
PADP 9200	Governmental and Nonprofit Accounting
ECHD 7400	Foundations of College Student Affairs Administration
EDAP 7040	School Law
EDAP 8130	Trends and Issues in Educational Administration and Policy*
EDAP 8210	Educational Policy Analysis
EDHI 8000	History of American Higher Education
EDHI 8010	Higher Education in the United States
EDHI 8300	The Law and Higher Education
EDHI 8400	Finance of Higher Education
EDHI 9020	Critical Issues in Higher Education*
EDHI 9050	Organization and Governance in Higher Education

4. Local Government Administration

PADP 7360	Managing Government Performance
PADP 7500	Local Government Management
PADP 7520	Urban Policy
PADP 7580	Local Government Practicum
PADP 7900	Managing Volunteers
PADP 7930	Human Services Administration
PADP 8420	Leadership in Public Service
PADP 8430	Public Financial Management
PADP 8460	Organization Behavior
PADP 8470	Bids and Contracting
PADP 8550	Intergovernmental Relations
PADP 8560	Case Study in Seoul
PADP 8560	Downtown and Urban Planning
PADP 8640	Program Evaluation
PADP 8810	State and Local Taxation
PADP 8820	Economic Development Policy and Financing
PADP 8830	Seminar in Public Budgeting
PADP 8840	Metropolitan Fiscal Problems
PADP 8870	Debt Management
PADP 9200	Governmental and Nonprofit Accounting
PADP 9200	Managing the Co-Production of Public and Non-Profit Services

GEOG 6370 Introduction to Geographic Information Systems
HACE 6310 Housing Policy
HIPR 6000 Introduction to Historic Preservation

5. Nonprofit Administration

PADP 7210 Introduction to the Nonprofit Sector
PADP 7220 Nonprofit Governance and Management
PADP 7900 Managing Volunteers in the Public and Nonprofit Sectors
PADP 7930 Human Services Administration
PADP 8420 Leadership in Public Service
PADP 8430 Public Financial Management
PADP 8470 Bids and Contracting
PADP 8640 Program Evaluation
PADP 8860 Nonprofit Financial Administration
PADP 9200 Managing the Co-Production of Public and Non-Profit Services
PADP 9200 Governmental and Nonprofit Accounting
MNPO 7060 Fundraising and Development for Nonprofit Organizations
MNPO 7106 Evaluation of Community and Institutional Practices
MNPO 7123 Theory and Management of Nonprofit Organizations
MNPO 7957 Grant Proposal Writing for Nonprofit Organizations

6. Public Budgeting and Financial Management

PADP 7580 Local Government Practicum
PADP 8430 Public Financial Management
PADP 8470 Bids and Contracting
PADP 8560 Case Study in Seoul
PADP 8810 State and Local Taxation
PADP 8820 Economic Development Policy and Financing
PADP 8830 Seminar in Public Budgeting
PADP 8840 Metropolitan Fiscal Problems
PADP 8860 Nonprofit Financial Administration
PADP 8870 Debt Management
PADP 9200 Governmental and Nonprofit Accounting
EDHI 8400 Finance of Higher Education
HPAM 8650 Healthcare Finance

7. Public Management/Organization Theory

PADP 6490 Administrative Law
PADP 7360 Managing Government Performance
PADP 7380 Ethics in Public Administration
PADP 7580 Local Government Practicum
PADP 7900 Managing Volunteers in the Public and Nonprofit Sectors
PADP 7920 Equal Employment Opportunity, Affirmative Action, and Diversity
PADP 7930 Human Services Administration
PADP 8420 Leadership in Public Service
PADP 8460 Organization Behavior
PADP 8470 Bids and Contracting
PADP 8630 Policy Implementation

PADP 8640	Program Evaluation
PADP 8650	Policy Seminar: Regulation
PADP 8830	Seminar in Public Budgeting
PADP 8940	Seminar in Comparative Administration
PADP 8960	Organization Development and Change
INTL 8210	International Organization

8. Public Policy

PADP 6490	Administrative Law
PADP 7520	Urban Policy
PADP 7580	Local Government Practicum
PADP 8550	Intergovernmental Relations
PADP 8560	Case Study in Seoul
PADP 8610	Economics of Health Policy
PADP 8620	Policy Process
PADP 8630	Policy Implementation
PADP 8640	Program Evaluation
PADP 8650	Demand Side of Health Economics
PADP 8650	Regulation
PADP 8670	Policy Analysis I
PADP 8680	Policy Analysis II
PADP 8810	State and Local Taxation
PADP 8820	Economic Development Policy and Financing
PADP 9200	State and Local Taxation
POLS 8000	Rational Choice
ECOL 8730	Environmental Policy
EDAP 8130	Trends and Issues in Educational Administration and Policy*
EDAP 8210	Educational Policy Analysis
EDAP 8220	Federal Education Policy 1965-Today
HACE 6310	Housing Policy
HPAM 7010	Introduction to Health Policy and Management
HPAM 8820	Global Health Policy
HPAM 8400	Policy and Economic Analysis in Public Health
HPAM 8600	Health Economics
HPAM 8850	Cost Effectiveness in Health and Medicine
HPRB 7470	Program Evaluation in Health Promotion and Health Education
SOWK 7106	Evaluation of Community and Institutional Practices

* Requires syllabus approval from Department

Independent Studies

Independent Study courses may be available for content not offered through a regularly scheduled course. Only two Independent Study courses may be used to fulfill elective requirements, pending approval by the instructor and the MPA Student Services Coordinator. To request enrollment in an Independent Study course, students must develop a program of study with a faculty member, download and complete the appropriate form from the website,

and obtain a signature from the course instructor: <http://spia.uga.edu/degree/master-of-public-administration-mpa/> .

Internship Requirement

Before graduating, students must complete a public sector internship and submit a capstone paper on their experience and mastery of the MPA program's core competencies. Internships must be completed at a public sector government agency or nonprofit organization that is non-partisan and non-sectarian in scope. This requirement helps to ensure that the degree candidate can perform responsibly and proficiently at a professional or managerial level. In addition, the internship provides students with an experiential basis for linking their coursework to their future careers as public service professionals. Students must intern for a minimum of 300 hours at the same agency. Students will not receive course credit for completing this internship, and cannot fulfill this requirement with an internship or other experience for which students have otherwise received course credit or fulfilled another degree requirement. The MPA Career Services Coordinator assists students with building their resumes, finding available internships, and application processes to satisfy this requirement. For examples of the broad array of internships students have completed, please visit our website: <http://spia.uga.edu/departments-centers/padp/career-services/> .

Students concurrently working at a professional or managerial level within a government agency or nonprofit organization while pursuing their MPA degree may seek a waiver from the internship requirement. Students desiring such an exemption should complete the Internship Waiver Form (<http://spia.uga.edu/wp-content/uploads/2016/04/Internship-Waiver-Petition-form.pdf>) and submit it to the MPA Recruitment and Career Services Coordinator with justification for the waiver. Exemption from the internship does not, however, eliminate the requirement of the Capstone Paper (see below).

Capstone Paper and Survey Requirement

After the internship work requirement has been completed or waived, students must submit a paper describing their internship/professional experience and relating their coursework to that experience. The paper provides an opportunity for students to demonstrate both analytical ability and writing skills and should consist of four parts:

Section 1: Description of Professional Work Experience (approximately 2 pages)

A description of the student's work at their internship or concurrent professional employment, including tasks performed, responsibilities assigned, and projects attempted.

Section 2: Applying Classwork to Career (approximately 3 pages)

A description of the skills and concepts learned in coursework that applied to the student's professional work, including what the student learned about the needs and challenges of working in the public sector. Students should also describe the specific lessons gained through the elective coursework in their specializations or generalist degrees.

Section 3: Mastery of the Five Core Competencies (approximately 5 pages)

Below are the Five Core Competencies the SPIA MPA program intends to teach. Students should provide an assessment with justification of whether he or she mastered each of these core competencies, including analysis of the classes/skills that applied to each respective competency.

1. *To Lead and Manage in Public Governance*

Students will learn the implications of the unique political and legal environments in the public sector and its human management implications. They will be able to understand the importance and dynamics of working in groups or teams to make collaborative decisions, incorporate diverse viewpoints, and create a cohesive and professional product. Furthermore, students will be equipped to identify leadership and management demands across sectors, particularly in the public and nonprofit sectors, including their similarities and differences as well as unique intergovernmental and inter-organizational challenges.

2. *The Public Policy Process*

Students will understand the public policy process at the federal, state, and local levels, including formulating, implementing, and evaluating policy. They will develop the ability to interpret and persuasively communicate information regarding policy alternatives through memoranda and presentations. In addition, students will analyze policy alternatives using quantitative and qualitative tools to evaluate decisions and explain potential ramifications for diverse constituencies. They will learn to manage financial resources and develop a comprehensive budget proposal to achieve organizational goals.

3. *Analyzing/Synthesizing to Solve Problems and Make Decisions*

Students will utilize various methods and analytical tools to analyze and interpret data to provide effective reasoning for decision-making and policy creation. Students will learn to effectively and concisely inform the public and other stakeholders of decisions and initiatives through the presentation of data and research findings. Furthermore, they will produce policy papers involving the synthesis of information, evaluation, and analysis of critical questions or problems currently facing the field of public administration and policy.

4. *The Public Service Perspective*

Students will understand and appreciate the intellectual history of American public administration, competing ideological frameworks, and major issues or controversies that have emerged over time. They will learn to apply the profession's code of ethics to decisions and value conflicts unique to the public sector, ensuring practices remain accountable and transparent. Moreover, students will demonstrate an appreciation of the complex legal/political/fiscal environment of public administration.

5. *Communicating with a Diverse Workforce and Citizenry*

Students will exhibit knowledge of principles and practices associated with effective public personnel management. Such skills will include the ability to recognize,

consider, and respect differing points of view in administrative and policy decisions. Students will execute specific strategies to enhance equity within and representativeness of the public workforce to ensure all people within a government's jurisdiction are well served. Finally, students will demonstrate an appreciation for diversity and will be able to work productively in teams by displaying composure, professionalism, and effective communication skills.

Section 4: Program Assessment and Recommendations (approx. 5 pages)

An assessment of the SPIA MPA program and recommendations for improvement, including such topics as:

- Faculty involvement and mentorship
- Class offerings and frequency
- Career and internship services
- Classroom and meeting spaces
- Specializations
- Academic resources (library, computers, etc.)

The paper should be approximately 10-15 pages in length. Students should address all aforementioned sections (all underlined and italicized titles should be used as subtitles for the paper); otherwise, the paper will be considered incomplete. A hard copy or electronic copy of the paper must be delivered to the MPA Recruitment and Career Services Coordinator either before or within two weeks after students complete the final comprehensive exam. In addition, students are required to complete a brief survey on the MPA program when the Capstone Paper is due:

https://ugeorgia.qualtrics.com/SE/?SID=SV_eRwrejZLWW5wH9X

Comprehensive Exam

A comprehensive exam, administered during the student's last semester, provides students with an opportunity to integrate all of their course work into a professional memo that addresses a substantial public problem portrayed in a case. This is a take-home assignment, distributed early in the semester, and due back two weeks later. More details and sign-up information are made available at the start of each term. Two professors blindly grade each memo, and students' answers are assigned one of three grades: pass with distinction, pass, or fail. Students failing the exercise on the first attempt may retake it a second and final time.

MPA/JD Joint Degree Program

A joint MPA/JD degree is available through the Department of Public Administration and Policy and the UGA School of Law. Students must meet the admissions requirements of both academic programs to enroll. The joint program allows students to earn both degrees in four years, eliminating approximately one year of academic work. Applicants must take both the Graduate Record Examination (GRE) and the Law School Admissions Test (LSAT) to be considered for admission.

Students admitted into the joint program typically take coursework the first year in either the MPA program or the Law School and the second year in the other academic unit. In their third

year, students take classes primarily in the Law School. The fourth year students finish up their requirements in both academic units.

Double Dawgs

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

ACADEMIC HONESTY

Students must agree to abide by UGA's academic honesty policy and procedures known as *A Culture of Honesty* when applying for admission to the University of Georgia. *A Culture of Honesty* and the University of Georgia Student Honor Code work together to define a climate of academic honesty and integrity at the university.

The Department of Public Administration and Policy expects all students to follow UGA regulations on academic honesty. All academic work must be performed without plagiarism, cheating, lying, tampering, stealing, or receiving unauthorized or illegitimate assistance.

All members of the university community have a responsibility to uphold and maintain an honest academic environment and to report when dishonesty occurs. Where suspected violations of the academic honesty policy occur, appropriate procedures are designed to protect the integrity of the academic process while ensuring due process. The university's academic honesty system is an academic process founded on educational opportunities. Details on the University policy on academic honesty are located at <https://ovpi.uga.edu/academic-honesty>.

ADMISSION TO THE PROGRAM

To be considered for admission to the MPA program, students must hold a baccalaureate degree from an accredited college or university and must demonstrate potential for excellence in the study of public administration. MPA students come from diverse backgrounds and fields of study. Each year, 65-70 students begin their path to earning their MPA. Visit the MPA student profiles section of our departmental website for more information: <http://spia.uga.edu/directory/students/>

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

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

- **COMPLETE THE ONLINE APPLICATION:** [Complete the online application](https://www.applyweb.com/ugagrad/) located at the UGA Graduate School website (<https://www.applyweb.com/ugagrad/>) and pay the required application fee, which is \$75 for domestic applicants and \$100 for international applicants.
 - You will be prompted to upload a **resume, unofficial transcripts** (from all institutions attended), and a **statement of purpose**. The statement of purpose is your opportunity to communicate to us how this program fits with your future plans. You should use this document to convey why this area of study and this specific program are a good fit with your career and educational goals. You should also highlight your relevant experience and preparation for this program.
 - You will be asked to enter the email addresses of three recommenders. If you would rather submit paper letters to the department, you will need to list your name and e-mail three times in the boxes on the online application that ask for your recommenders. That way, only you will receive the electronic letter of recommendation requests, which you may delete.
2. **REQUEST OFFICIAL DOCUMENTS TO BE SENT TO THE UGA GRADUATE SCHOOL:** Transcripts and and score reports are accepted electronically and by mail. Allow 10-14 days for receipt and processing of these materials by the Graduate School Admissions Office.
- Transcripts - If accepted to the program, you will have to submit an official transcript from all institutions from which you have earned a degree.
 - Official Test Scores ([GRE](#) / [TOEFL](#) / [IELTS](#))
 - The [GRE](#) is required of all applicants. The average GRE score for incoming MPA students for fall 2017 was approximately 310; however, the GRE score is only one of several factors considered for admissions. Equally important are an applicant's personal statement and other application materials.
 - The departmental policy is to require [TOEFL](#) scores from any applicant whose primary language is not English, unless that student has received a degree within the past two years from an accredited institution where the language of instruction is English. The TOEFL scores can be no older than two years.
 - If an institutional code is required for score reporting for the computer-based Graduate Record Exam, list code 5813. Otherwise, select "The University of Georgia" and then "Public Affairs" when asked where scores should be sent.

Mail materials to:
 Office of Graduate Admissions
 The University of Georgia
 Terrell Hall, 210 S. Jackson St.
 Athens, GA 30602-4401

International Applicants - [additional requirements](http://grad.uga.edu/index.php/prospective-students/international-application-information/) can be found on the Graduate School website (<http://grad.uga.edu/index.php/prospective-students/international-application-information/>).

The MPA Admissions Committee reviews all completed applications and makes decisions regarding admissions into the SPIA MPA program. Students must also be admitted to the UGA Graduate School once admitted to the MPA program. Applicants receive official email or written notification of admissions decisions from both our department and the UGA Graduate School. The Socialization Seminar, which is a curriculum requirement for obtaining the SPIA MPA degree, is always held the week prior to the beginning of each fall and spring semester and attendance is mandatory.

ACADEMIC ADVISING AND REGISTRATION

New students receive academic advising during the week of the Socialization Seminar in the fall and at orientation in the spring. Continuing students are advised typically during October and March of each academic year. Online registration used by UGA requires students to be advised prior to gaining access to the registration system to enroll in classes.

Registration Guidelines

The UGA Graduate School enforces the following registration guidelines:

- Students who receive an assistantship and/or a tuition waiver must register for a minimum of 12 semester hours in the fall and spring. Students who are paid on assistantship over the summer must register for at least nine hours.
- Students must be registered for at least three hours during the term in which they complete their degree requirements.
- Students pursuing graduate degrees at UGA must maintain continuous enrollment from matriculation until completion of all degree requirements. Continuous enrollment is defined as registering for a minimum of three credit hours in at least two semesters per year (Fall, Spring, Summer) until the degree is attained.
- Students may apply for a leave of absence for well-documented causes that interfere with the ability to undertake graduate study on a continuous basis. An approved leave of absence stands in lieu of registering for the minimum of three credit hours each semester for which the leave of absence is granted.
- Students who fail to achieve continuous enrollment, or apply for a leave of absence, will become "inactive", and must reapply for admission.
- If it becomes necessary to add a class after the established deadline for registration, the MPA Student Services Coordinator may approve a request for late registration within a reasonable amount of time.

Withdrawals

Students who are considering withdrawal from a class after the established dates for registration should first discuss that decision with their instructor. Withdrawal is initiated through the UGA online registration system. To receive a grade of 'W', a student must withdraw before the midpoint of the semester. Withdrawals from courses after the withdrawal deadline will only be permitted in cases of hardship as determined by the Office of Student Care and Outreach.

Incompletes

Under limited circumstances, an instructor may decide to grant a student an "Incomplete" in a course, which puts a hold on the course grade until the student completes the required coursework. When an "Incomplete" is granted, the student has a maximum of three terms (one year) in which to satisfy the requirement(s) and convert the grade. If the grade is not converted after three terms, it automatically converts to an "F". All "Incompletes" must be converted before graduation

FACULTY

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

Amanda J. Abraham, Assistant Professor (PhD, Louisiana State University, 2006), specializes in addiction health services research. Her work focuses on the adoption, diffusion and implementation of evidence-based practices for substance use disorder treatment, organizational change, workforce development, and the impact of federal and state policy on the organization, accessibility and quality of SUD treatment services. She currently serves as Principal Investigator and Co-Investigator on numerous federal grants including a grant from the National Institute on Drug Abuse to evaluate the impact of Georgia Medicaid policy on inappropriate prescribing of opioid analgesics and opioid overdose deaths. Dr. Abraham's work has been published in top addiction and health services journals, including *Health Affairs*, *Health Services Research*, *Psychiatric Services*, *Drug and Alcohol Dependence*, and *Journal of Studies on Alcohol and Drugs*. Email: aabraham@uga.edu

L. Jason Anastasopoulos, Assistant Professor (PhD, University of California, Berkeley, 2013), is coming to UGA after spending time as a data science fellow at UC Berkeley's School of Information and a Democracy Fellow at the Harvard Kennedy School of Government. His current research interests in the fields of statistics and computing include causal inference, experimental design and analysis, machine learning methods for text and image classification with a special interest in Bayesian nonparametrics and stochastic optimization methods. His substantive interests include political behavior, political violence and American politics with a focus on race, ethnicity and migration in the United States. His current work has been published in *Electoral Studies* and the *Journal of Legal Studies*. Email: ljanastas@uga.edu

Matthew R. Auer, Matthew R. Auer is Dean and Arch Professor of Public and International Affairs at the School of Public and International Affairs, University of Georgia (UGA). Prior to his appointment at UGA, Auer served as Vice President for Academic Affairs and Dean of the Faculty at Bates College in Lewiston, Maine. Prior to Bates, Auer was Dean of the Hutton Honors College at Indiana University (IU) and Professor of International Environmental Affairs at the School of Public and Environmental Affairs at IU.

Auer has authored or co-authored more than 50 peer-reviewed articles and book chapters on environmental, energy, and foreign aid policy. In recent years, he has collected and analyzed data from social media platforms, such as Twitter, to elucidate flows of information and patterns of influence on topics like climate change. Auer is a member of the Executive Council of the Society of Policy Scientists and former editor in chief of the journal, *Policy Sciences*.

Auer has served in a variety of public policy roles at national and international levels. He was senior adviser to the U.S. Forest Service from 2001 to 2006, and during that time was a member of the U.S. delegation to the United Nations Forum on Forests and to the International Tropical Timber Council. Auer has implemented and evaluated energy and environmental aid programs for the U.S. Agency for International Development and for foreign aid agencies in, among other countries, Mexico, Ecuador, Bolivia, Chile, the Dominican Republic, Estonia, Poland, Azerbaijan, Georgia, Laos, Vietnam and Thailand.

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

W. David Bradford, Busbee Chair in Public Policy (PhD, Economics, Louisiana State University, 1991), was formerly the Director and founder of the Center for Health Economic and Policy Studies at the Medical University of South Carolina (MUSC) and has been a visiting faculty member at Yale Medical School and a tenured faculty member in the Department of Economics at the University of New Hampshire. Dr. Bradford has numerous publications (both in peer-reviewed outlets and in book chapters) and professional presentations and is co-editor of the peer-reviewed journal *Health Economics Letters*. He is also on the editorial board for the journal *Health Economics*, serves on the editorial board of the newsletter of the American Society of Health Economists. He is a Board Member for the International Health Economics Association, and is on the oversight boards for both the American Health Economics Conference and the Southeastern Health Economics Study Group. Dr. Bradford has significant experience with funded research, serving or having served as Principal Investigator on 19 extramurally funded research projects, and has been a permanent member of the Health Services Organization and Delivery study section for the National Institutes of Health.

A significant component of Dr. Bradford's current research involves the origins of time and risk preferences, and their effects on health care related decisions; he also explores other aspects of behavioral economics, including integrating the adaptation into neoclassical models of consumer choice. His work on intertemporal decision-making includes several projects that assess time and risk preferences of individuals and that determine the effects of those preferences on the demand for health care and on health insurance choices. His other primary current research area involves evaluating the impact of various reproductive health policies on individual health and behavioral outcomes. He is also active in the area of prescription pharmaceutical markets, including the role of FDA polices, off-label utilization and advertising. Email: bradfowd@uga.edu

Gene A. Brewer, Associate Professor (Ph.D., University of Georgia, 2001), is an internationally recognized public management scholar. His current research interests include public sector reform, policy implementation, government performance, organization theory and behavior, international and comparative administration, and bureaucratic accountability in democratic political systems. He is currently a partner and advisor on several domestic and international research projects and consortiums in the United States, United Kingdom, Western Europe, Australasia and East Asia. Dr. Brewer has more than forty years of work experience in the public and nonprofit sectors and regularly lectures, consults and conducts research in the United States and internationally on a wide range of topics related to public administration, management, and the policy process. He is Visiting Professor of Public Management at Utrecht University School of Governance in the Netherlands, Guest Fellow at Catholic University's Public Governance Institute in Leuven, Belgium, and has informal affiliations with several other universities and public institutions around the world. Dr. Brewer is the North American Vice President of the International Research Society for Public Management and a study group chair of the International Institute of Administrative Sciences. He recently co-authored and co-edited *Public Service Performance: Research Directions* (Cambridge University Press, 2010; Korean version published in 2012).

Dr. Brewer teaches graduate courses in public administration, public management, and the policy-making process. In recent years, he has taught seminars on public administration and democracy, government performance improvement, human resource management, organization theory and behavior, policy implementation, international/comparative administration, research methods and design, data applications, and emerging topics in public management research such as public values, leadership, networks, public service motivation, rules and red tape, and public service performance. Email: cmsbrew@uga.edu

Delmer D. Dunn, Vice President for Instruction and Regents Professor Emeritus (Ph.D., Wisconsin, 1967), specializes in American government and public administration. His book, *Politics and Administration at the Top: Lessons from Down Under* (University of Pittsburgh Press, 1997), won the Charles H. Levine Book Prize, given by the Structure and Organization of Government Research Committee of the International Political Science Association, for the best book in the fields of public policy and administration. His research has appeared in several journals, including *Public Administration Review*, *Journal of Public Administration Research and Theory*, *Social Science Quarterly*, and others. His current research interest focuses on accountability and responsibility of the public service in democratic countries. He has been an American Political Science Association Congressional Fellow, a Research Associate at The Brookings Institution, Director of the Institute of Higher Education, and Director of the Carl Vinson Institute of Government at the University of Georgia. Email: ddunn@uga.edu

J. Edward Kellough, Professor and PhD Director in the Department of Public Administration and Policy (PhD Miami University, 1987). He served previously as the Head of the Department of Public Administration and Policy and as MPA Director. Dr. Kellough specializes primarily in the field of public personnel management. He teaches graduate courses in public personnel administration; public sector labor relations; EEO, affirmative action, and diversity; public sector job evaluation and compensation; public administration and democracy; and research methods.

Dr. Kellough is an elected Fellow of the National Academy of Public Administration. He has served as President of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), has been a member of the NASPAA Executive Council and served on the NASPAA Commission on Peer Review and Accreditation. He has served also as Chair of the Section on Public Administration of the American Political Science Association and as Chair of the American Society for Public Administration, Section on Public Administration Education. He is on the editorial boards of numerous academic journals.

Books by Dr. Kellough include *The New Public Personnel Administration*, seventh edition, with Lloyd G. Nigro (Wadsworth, Cengage Learning, 2014); *Understanding Affirmative Action: Politics, Discrimination, and the Search for Justice* (Georgetown University Press, 2007); and *Civil Service Reform in the States: Personnel Policy and Politics at the Sub-National Level*, edited with Lloyd G. Nigro (State University of New York Press, 2006). His research has also appeared in *Public Administration Review*, *The Journal of Public Administration Research and Theory*, *Administration and Society*, *The Review of Public Personnel Administration*, *The American Review of Public Administration*, *Public Personnel Management*, *American Journal of Political Science*, *Social Science Quarterly*, and other journals. He has lectured or made presentations in Australia, Canada, China, Denmark, Germany, Italy, the Republic of Georgia, the Netherlands, Russia, Saudi Arabia, South Korea, Ukraine, and the United Arab Emirates. Email: kellough@uga.edu

Sun Young Kim, Assistant Professor (PhD, Indiana University, 2017), specializes in public management, organizational behavior, and human resource management. She is broadly interested in understanding the roles of organizational contexts and managerial practices in shaping public employees' motivation, attitudes, and behavior. Her current research focuses on ethics management, employee empowerment, leadership, and flexible work arrangements in public organizations. Dr. Kim's work has been published in the *American Review of Public Administration* and the *Review of Public Personnel Administration*. Email: kimsun@uga.edu

George A. Krause, Alumni Foundation Distinguished Professor of Public Administration (PhD, West Virginia University, 1994). His previous faculty appointments include serving both as an Assistant and Associate Professor of Political Science at the University of South Carolina (1994-2005), and more recently, Professor of Political Science at the University of Pittsburgh (2005-2017).

Krause's core scholarly interests center on issues pertaining to governance, accountability, and representation in the United States. Much of his research focuses on topics pertaining to public administration & bureaucracy, executive authority, fiscal policymaking and governance, and organizational theory applied to better understand the functioning of government institutions (both elected and unelected). His current research activities investigate the role of bureaucratic leadership in U.S. federal government agencies; the exercise of executive authority; understanding the implications of shared power arrangements for democratic governance and policymaking within the administrative state; and behavioral decision-making in the realm of both democratic politics and government policymaking.

Krause is the author of two books (*Two-Way Street: Institutional Dynamics of the Modern Administrative State*. 1999. University of Pittsburgh Press; *The Diversity Paradox: Political Parties, Legislatures, and the Organizational Foundations of Representation in America*. 2012. Oxford University Press, with Kristin Kanthak), and also co-editor of an edited volume of essays (*Politics, Policy, and Organizations: Frontiers in the Scientific Study of Bureaucracy*. 2003. University of Michigan Press, with Kenneth J. Meier). In addition, he has published nearly fifty articles and chapters in a variety of leading academic journals and edited volumes, including the *American Political Science Review*, *American Journal of Political Science*, *Journal of Politics*, *British Journal of Political Science*, *Journal of Public Administration Research and Theory*, *Journal of Policy Analysis and Management*, *Journal of Law, Economics, and Organization*, *Public Administration Review*, *Political Analysis*, *Political Science Research and Methods*, *Rationality & Society*, *The Oxford Handbook of American Bureaucracy*, and *The Oxford Handbook of State and Local Government*.

Krause is the 2012 recipient of the Herbert A. Simon Award [for significant career scholarly contributions to the scientific study of bureaucracy], administered by the Midwest Political Science Association, as well as the 2005 recipient of the Donald B. Russell Award for Research in the Humanities and Social Sciences at the University of South Carolina [a university-wide career research award given to one faculty member in the Humanities and Social Sciences per academic year]. His book with Kristin Kanthak, *The Diversity Paradox: Political Parties, Legislatures, and the Organizational Foundations of Representation in America*. 2012. Oxford University Press, was the 2013 recipient of the Alan Rosenthal Prize [for Best Book or Article in Legislative Studies that has Potential Value to Legislative Practitioners], administered by the Legislative Politics Organized Section, American Political Science Association. His co-

authored article with Daniel Carpenter “Reputation and Public Administration” (2012, January/February issue, pp. 26–32) was selected as one of the 75 Most Influential Articles Published in the 75 Year History of *Public Administration Review* (2014).

In addition, Krause has served in numerous capacities within various professional organizations, including as an editorial board member of the *American Journal of Political Science*, *Journal of Politics*, *Journal of Public Administration Research & Theory*, and *Political Analysis*. He previously served as President, Midwest Public Administration Caucus, Midwest Political Science Association, during the 2007-2008 academic year. He will be serving as President, Presidents and Executive Politics Organized Section, American Political Science Association, during the 2017-2018 academic year. Email: gkrause@uga.edu

Thomas P. Lauth, Dean and Professor Emeritus of the School of Public and International Affairs (PhD, Syracuse University, 1976), was a faculty member at the University of Georgia from 1981-2013, served as Head of the Department of Political Science, 1988-2001, and Dean of the School of Public and International Affairs, 2001-2013. He is the author or co-author of more than 50 peer reviewed journal articles and invited book chapters; the coauthor of *Compromised Compliance: Implementation of 1965 Voting Rights Act* (1982) and *The Politics of State and City Administration* (1986); and the co-editor of *Governors, Legislatures, and Budgets: Diversity Across the American States* (1991) and *Budgeting in the States: Institutions, Processes and Politics* (2006). In 1998, he received the Aaron B. Wildavsky Award for Lifetime Scholarly Achievement in Public Budgeting, presented by the Association for Budgeting and Financial Management. He is an elected Fellow of the National Academy of Public Administration (NAPA), and was President of the National Association of Schools of Public Affairs and Administration (NASPAA), 2000-01. He has taught courses, delivered lectures, and presented papers in China, Korea, Taiwan, Ukraine, and U.K. In 2010, he delivered the 100th Anniversary Graduate Commencement Address at the University of Georgia. During his years as an active faculty member he directed 30 Ph.D. dissertations. He earned the B.A. in Government from the University of Notre Dame, and the Ph.D. in Political Science from the Maxwell School of Citizenship and Public Affairs, Syracuse University. Email: tplauth@uga.edu

Emily C. Lawler, Assistant Professor (PhD, Vanderbilt University, 2018) specializes in health economics, development economics, and applied microeconomics. Her research focuses on the effects of public policies on maternal and child health, both in the United States and the developing world. Her current work studies the effects of vaccination policies on health and health behaviors. Dr. Lawler’s work has been published in the *Journal of Health Economics*, and she was recently awarded the 2018 Student Paper Award by the American Society of Health Economists for her paper “*Effectiveness of Vaccination Recommendations versus Mandates: Evidence from the hepatitis A vaccine.*” Email: Emily.lawler@uga.edu

Jerome S. Legge, Associate Provost for Academic Planning and Professor Emeritus (PhD, Emory, 1975), has served as the Director of the MPA program (1981-2002), the Associate Dean of SPIA (2002-2011), and is currently serving as the University’s Associate Provost for Academic Planning where he is responsible for strategic planning, program assessment, and University accreditation. His most important works are *Abortion Policy: An Evaluation of the Consequences for Maternal and Infant Health* (SUNY, 1985), *Traffic Safety Reform in the United States and Great Britain* (Pittsburgh, 1991), and *Jews, Turks, and Other Strangers: The Roots of Prejudice in Modern Germany* (University of Wisconsin Press, 2003). His primary current interests are in the areas of immigration policy, ethnic politics, comparative privatization with

an emphasis on Europe, and on the attitudes of Europeans toward genetically modified foods and support for stem cell research. His articles have been published in the *American Journal of Political Science*, *Journal of Politics*, *Administration and Society*, *Political Research Quarterly*, *Policy Studies Review*, *Social Science Quarterly*, *Public Administration Review*, and numerous other journals. Dr. Legge has taught, researched, or lectured in Estonia, Italy, Germany, the Czech Republic, Hungary, Poland, Switzerland, Israel, China, Korea, and Canada. Email: jlegge@uga.edu

Michelle L. Lofton, Assistant Professor (PhD, Syracuse University, 2018), teaches graduate courses in public financial administration and public management. She has primary research interests in subnational financial management, state and local budgeting, and public management. In particular, Dr. Lofton's current research focuses on the impacts of financial managers' decision-making on a government's ability to manage its resources and the effects of state-imposed fiscal and economic constraints on a government's ability to manage resources. Email: mlofton@uga.edu

Tima T. Moldogaziev, Associate Professor (PhD, Indiana University, 2012), has primary research and teaching interests in subnational public finance, state and local capital markets & regulation, municipal market intermediaries & innovations in financial securities. In public management, he conducts research on organizational management, performance, innovativeness, and implementation of public sector innovations. Professor Moldogaziev is a coauthor of *State and Local Financial Instruments: Policy Changes and Management* (2014). His most recent work has been published in refereed journals such as *Public Budgeting & Finance*, *Public Administration*, *Public Administration Review*, *Municipal Finance Journal*, *the American Review of Public Administration*, and *the Journal of Public Administration Research and Theory*. In the past, Professor Moldogaziev held academic position at the University of South Carolina, Indiana University, and the American University of Central Asia in the Kyrgyz Republic. Currently at UGA, he teaches graduate courses in applied econometrics, public financial administration, as well as seminars in public budgeting and debt finance. Email: timatm@uga.edu

Rebecca Nesbit, Associate Professor (PhD, Indiana University, Bloomington, 2008), teaches classes on the nonprofit sector, nonprofit management and governance, managing volunteers and other special topics. She also teaches statistics and research methods. Dr. Nesbit's research explores issues of philanthropy, volunteerism, public policy, and management in the public and nonprofit sectors. In particular, she conducts research on volunteer programs in public and nonprofit organizations, situational influences on volunteers' characteristics and motivations, and volunteer management in public and nonprofit organizations. Her work has appeared in *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Management and Leadership*, *Public Administration Review*, *the Journal of Public Administration Research and Theory*, and *Administration & Society*. Dr. Nesbit currently serves as an area editor for *Nonprofit and Voluntary Sector Quarterly*. Email: nesbit7@uga.edu

Laurence J. O'Toole, Professor Emeritus (PhD, Syracuse University, 1975), was the inaugural Head of that Department (2002-2008). Professor O'Toole is a graduate of Clarkson University (B.S. in chemistry with high honors), with M.P.A. and Ph.D. degrees in public administration from the Maxwell School, Syracuse University. He has lectured and conducted basic and applied research widely in North America, Eastern and Western Europe, Africa, Asia, and Australia. O'Toole has held visiting appointments at the International Institute of Management,

Science Center Berlin, Germany; the Joint Research Program in Public Administration, Leiden University and Erasmus University, The Netherlands; the Centre for Local and Regional Government Research, Cardiff University, Wales; and the School of Public Policy and Management, Xi'an Jiaotong University, China. Currently he is advisor to a research center in the School of Management and Governance, Twente University, The Netherlands and has been appointed as Professor of Comparative Sustainability Policy Studies there. He is also Research Fellow at the Danish National Centre for Social Research in Copenhagen.

He is past chair, Section on Public Administration, American Political Science Association and past President of the Public Management Research Association. He has been elected as a fellow of the National Academy of Public Administration and a senior member of the Netherlands Institute of Governance. He has authored, co-authored, or edited 12 books, including most recently the co-authored *Public Management: Organizations, Governance, and Performance* (Cambridge University Press, 2011) and the co-edited *American Intergovernmental Relations* (5th edition, CQ Press/Sage, 2013), and has published more than 150 journal articles and chapters. His research has been supported by numerous federal agencies, as well as the Danish Council for Strategic Research, the Economic and Social Research Council of the United Kingdom, and the European Commission. He has also undertaken applied research aimed at improving public policy and public management for such agencies as the U.S. Centers for Disease Control and Prevention (for improving systems of primary care for those experiencing strokes), the U.S. Geological Survey (for improving policy and management of the nation's wetlands), and the U.S. Agency for International Development (for addressing environmental threats to public health) – in this last-mentioned case field activities included working with and making recommendations to stakeholders and public officials in the U.S. as well as in such settings as Egypt and Botswana. His current research focuses on public management and public program performance, particularly in networked settings. These include public education, sustainable development, and health policy and management.

Professor O'Toole has received numerous awards for his teaching and research, including the Charles Levine Award from the American Society for Public Administration and the National Association of Schools of Public Affairs and Administration (2002); the Dwight Waldo Award (2005) from the American Society for Public Administration, for outstanding contributions to the literature and leadership of public administration through an extended career; and the John Gaus Award and Lectureship (2009) from the American Political Science Association, in honor of his "lifetime of exemplary scholarship in the joint tradition of political science and public administration." Email: cmsotool@uga.edu

Hal G. Rainey, Professor Emeritus (PhD, Ohio State, 1978), teaches public administration and organization theory. His research has concentrated on identifying the distinctive features of organizations and management in the public sector, especially as contrasted with business organizations, and on leadership, incentives, performance, and organizational change in government. His book, *Understanding and Managing Public Organizations* is forthcoming in its fifth edition in 2014. His research has appeared in such journals as *Administration & Society*, *American Journal of Political Science*, *Journal of Politics*, *Journal of Public Administration Research and Theory*, *Public Administration Review*, and *Social Science Quarterly*.

Rainey is a Fellow of the National Academy of Public Administration. He received the Charles Levine Award for Excellence in Public Administration, conferred jointly by the American

Society for Public Administration and the National Association of Schools of Public Affairs and Administration. In 2009 he received the Dwight Waldo Award for career contributions to scholarship in public administration. In 2011 he received the John Gaus Award from the American Political Science Association and delivered the Gaus lecture at the Annual Meeting of the Association. The Gaus Award honors “the recipient’s lifetime of exemplary scholarship in the joint tradition of political science and public administration.” In 2015, Rainey received the Duncombe Award for Excellence in Doctoral Education, conferred by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). In 2016, he received the Public Management Research Association’s Frederickson Award for Career Contributions to Public Management Research. He has served as chair of the Public Administration Section of the American Political Science Association and chair of the Public and Nonprofit Division of the Academy of Management.

Rainey has served on governmental commissions at the state and local levels, and in a variety of training, consulting and practical research roles with federal, state, and local agencies. Before entering academics, he served as an officer in the U.S. Navy and a VISTA volunteer. Email: hgrainey@uga.edu

Andrew B. Whitford, Alexander M. Crenshaw Professor of Public Policy, (PhD, Washington University in St. Louis, 1997). His research centers on strategy and innovation in public policy and organization studies, often at the intersection of business and government. He is currently Field Editor of the *Journal of Public Policy* and an elected Fellow of the National Academy of Public Administration.

His latest book, *Above Politics: Bureaucratic Discretion and Credible Commitment*, written with Gary J. Miller of Washington University in St. Louis, was published in the *Political Economy of Institutions and Decisions* series of Cambridge University Press in 2016. *Presidential Rhetoric and the Public Agenda: Constructing the War on Drugs*, written with Jeff Yates of Binghamton University, was published by Johns Hopkins University Press. His papers have appeared in peer-reviewed journals such as the *Administrative Science Quarterly*, the *Journal of Public Administration Research and Theory*, the *Journal of Policy Analysis and Management*, the *American Journal of Public Health*, and the *American Journal of Political Science*. His Erdős number is 3.

Whitford also serves as Visiting Honorary Senior Research Associate in the School of Public Policy at University College London and Research Fellow in Arizona State University’s Center for Organization Research and Design. He has also spent time at the University of Manchester as Hallsworth Visiting Professor in Political Economy, at the National University of Singapore as a Rotary International Ambassadorial Scholar, in Germany as a Fulbright German Studies Seminar Scholar, and at the University of Michigan as a Robert Wood Johnson Scholar in Health Policy Research. Email: aw@uga.edu

Katherine G. Willoughby, Margaret Hughes and Robert T. Golembiewski Professor of Public Administration (PhD, Public Administration, University of Georgia, 1991), was professor of public management and policy in the Andrew Young School of Policy Studies at Georgia State University for three decades, where she taught graduate courses in public management,

budgeting and finance, financial management, and research methods, and has taught undergraduate, graduate and doctoral courses in public budgeting and finance. Dr. Willoughby has an extensive publication record (in peer-reviewed journals and books) as well as professional publications and presentations regarding public management, budgeting and financial management. She has served on the editorial boards of several academic journals, including *Public Administration Review* and *Public Budgeting & Finance*, was past chair and treasurer of the Association of Budgeting and Financial Management (ABFM), and is a fellow with the National Academy of Public Administration (NAPA). Dr. Willoughby was the 2016 ABFM Aaron B. Wildavsky Award recipient for lifetime scholarly achievement in the field of public budgeting and finance.

Dr. Willoughby has significant experience conducting funded research, having served as Principal Investigator (PI), Co-PI or team member on projects funded by The World Bank, UK Department of International Development, USAID, The Pew Trusts, Alfred P. Sloan Foundation, as well as other foundations, governments and public agencies. In addition to research produced from such work, Dr. Willoughby has served as an invited speaker, guest lecturer, course trainer and government consultant as part of project completion. Significant areas of focus of Dr. Willoughby's research regards public management and budgeting, including decision making practices, process innovations and reforms, government fiscal health, and public financial management capacities. She has conducted a substantial body of research about the legal foundations of performance budgeting in U.S. states as well as in governments around the world. Her authored books include the 2001 text co-authored with Dr. Kurt Thurmaier (Northern Illinois University) that examines the relationship between budgeting and policy development on the part of analysts employed in executive budget offices in 11 U.S. state governments in the South and Midwest. Her sole authored 2014 book, *Public Budgeting in Context*, examines budgeting at every level of government in the United States, with comparison to such practices in six other countries around the world. Her studies of U.S. state gubernatorial budget and policy agenda-setting are presented annually in The Council of State Government's *Book of States*.

Current projects of Dr. Willoughby include: 1) a book project with Dr. Elaine Yi Lu (CUNY) about performance budgeting applications for juvenile justice programming and services in U.S. state governments; 2) a study of innovation in state revenue departments with Dr. Marilyn Marks Rubin (CUNY) and Jekyung Lee (PhD candidate, University of Georgia); and 3) an examination of punctuated equilibrium theory in the context of local government budgetary agenda-setting and spending before, during and after major crisis, focusing on implications for Binghamton, New York as a consequence of major floods in 2011; for Tuscaloosa, Alabama as a consequence of the 2011 tornado; and for Richmond, Virginia as a consequence of the 2011 earthquake. This latter project is being conducted with Dr. Komla Komla Dzigbede (SUNY, Binghamton) and Dr. Sarah Beth Gehl (Agnes Scott College). Email: Katherine.Willoughby@uga.edu

Bradley E. Wright, Professor and Head of the Department of Public Administration and Policy (Ph.D., State University of New York at Albany, 2001), specializes in organizational behavior. Dr. Wright's research focuses on how employee attitudes and behavior are influenced by an interaction between characteristics of employees and their organizational work environment. Much of his most recent research has focused on public service motivation, leadership and performance management. His work has been published in the top

public administration and management journals, including *Administration & Society*, *American Review of Public Administration*, *International Public Management Journal*, *Journal of Public Administration Research and Theory*, and *Public Administration Review*. Dr. Wright currently serves as the editor of the *Journal of Public Administration Research and Theory* and is a Fellow of the National Academy of Public Administration. Prior to joining the University of Georgia, he was on the faculty at Georgia State University and the University of North Carolina at Charlotte as well as several positions in public higher education administration in both Michigan and New York. Email: bew@uga.edu

Eric S. Zeemering, Associate Professor and MPA Director, (Ph.D., Indiana University, 2007), studies local governance and intergovernmental relations. He has published research on interlocal contracting for municipal services and the design and performance of networks for local environmental governance. He has conducted research in the United States and Canada, and received funding from the Canadian government to analyze intergovernmental coordination on sustainability efforts by local governments across the border between the U.S. and Canada. During the winter semester of 2014, he was Fulbright Visiting Research Chair in Governance and Public Administration at the University of Ottawa. His book *Collaborative Strategies for Sustainable Cities: Economy, Environment and Community in Baltimore* investigates how local actors define sustainability, and how these definitions shape policy implementation networks.

Dr. Zeemering's interest in local government led to his elected service on the city council in Rockford, Michigan (1999-2001), and appointed service on the Kent County Housing Commission (2003-2006) and the Daly City Parks and Recreation Commission (2009-2011). He currently serves on the editorial board of *Urban Affairs Review*, and is the immediate past chair of ASPA's Section on Intergovernmental Administration and Management (SIAM). Eric.zeemering@uga.edu

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



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