

Ph.D. Handbook, after July, 2016  
Updated March 30, 2019

**UIC** Department of  
UNIVERSITY OF ILLINOIS  
AT CHICAGO **Public Administration**  
COLLEGE OF URBAN PLANNING  
& PUBLIC AFFAIRS

**Ph.D. Student Handbook**

**Doctor of Philosophy in Public Administration**

FOR STUDENTS WHO BEGAN PROGRAM AFTER JULY, 2016

Department of Public Administration  
University of Illinois at Chicago  
412 S. Peoria St.  
Chicago, IL 60607

<http://cuppa-pa.uic.edu/>

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### **Important Dates, AY 2018-19**

<b><u>Day, Date</u></b>	<b><u>Time</u></b>	<b><u>Event</u></b>	<b><u>Location</u></b>
October 9 - 27		Exams scheduled as needed	
March 6 - 27		Exams scheduled as needed	

## I. INTRODUCTION

The College of Urban Planning and Public Affairs (CUPPA) was established in 1994 with the merger of the Urban Planning and Policy Program and the Graduate Program in Public Administration. The current Department of Public Administration (DPA) offers a Masters in Public Administration (MPA) in both an accelerated and regular format and it offers only Doctorate in Philosophy in Public Administration in the state of Illinois. The DPA also offers a Bachelor of Arts in Public Policy (BAPP)

The purpose of this handbook is to bring together in one document the policies of the Graduate College of the University, CUPPA, and DPA related to the Ph.D. degree. The handbook is designed to be useful to the faculty and staff of DPA as well as to doctoral students.

The preparation and maintenance of the handbook are the responsibility of the Ph.D. Director of Graduate Studies (DGS) of the DPA. The handbook is reviewed annually by the DGS to insure compliance with the policies of the Graduate College and the DPA. In the event of conflict between the policies of the Graduate College and those of the DPA, those of the Graduate College prevail. Interested parties are encouraged to refer to the Graduate College catalog (available online at <http://www.uic.edu/gcat/>) for clarification.

The policies listed herein are in effect for doctoral students who begin their studies in or after the fall semester 2016.

## II. PROGRAM OBJECTIVES

The doctoral program in the Department of Public Administration is designed in accordance with the “Policy on Doctoral Education in Public Affairs/Administration” of the National Association of Schools of Public Affairs/Administration which states:

*Doctoral programs in public administration should prepare students to undertake significant research in their subsequent careers, whether in government, academic life, or other settings: the capacity to do significant research, rather than access to a particular career setting, is the appropriate goal of doctoral training..... Whether in governmental, academic or other career settings, holders of the doctorate add to the ranks of those who are able to generate and share knowledge of public administration and its related fields...*

*The goal of doctoral training is [to equip] individuals to add to knowledge of public administration and related fields through disciplined research. When practicing professionals undertake the doctorate they should recognize the need to demonstrate substantial research skills and to interact with a research faculty on a continuing basis as they design and execute their dissertation projects.*

Research skills are underlined to emphasize that the Ph.D. in public administration is, fundamentally, a degree in research. It is not simply more specialized study of how to manage or administer government. In other words, it is not a higher level MPA degree, and most students want to pursue a career in academics or research in association with government or the non-profit sector. Although the student body in this program, like several others that offer a Ph.D. in

public administration or public policy, is a mixture of full-time students and part-time students please be aware that students who pursue the degree part-time and work full time face significant challenges in completing their Ph.D. Obtaining a Ph.D. requires sustained and concentrated learning over an extended period of time. In addition to learning how to do research, students are expected to become experts in the research being conducted within their chosen areas of concentration.

Examples of positions held by recent graduates of the Ph.D. program include:

- Assistant Professor, School of Public Affairs, University of Colorado- Denver (2008)
- Associate Professor, School of Public Policy and Urban Affairs, Northeastern University (2010)
- Assistant Professor, Department of Political Science and Public Administration, Middle East Technical University- Turkey (2010)
- Program Director, Public Policy and Administration, Adler University- Chicago (2011)
- Assistant Professor, Department of Public Administration, Tamkang University- Taiwan (2011)
- Post-Doctoral Researcher; Center for Science, Technology, and Environmental Policy; Arizona State University (2013 and 2014)
- Research Analyst, Slover Linett Audience Research- Chicago (2014)
- Assistant Professor, Department of Political Science, Michigan State University (2015)
- Assistant Professor, Department of Political Science, Indiana University of Pennsylvania (2016)
- Assistant Professor, Department of Public Administration, Pace University (2016)
- Assistant Professor, Department of Public Administration, University of North Texas (2016)

See Comer, Douglas. "A PhD in Public Affairs?" NASPAA Doctoral Committee, September 2007 for an excellent discussion of why someone should pursue a PhD and caveats.

<http://glenn.osu.edu/graduate/doctoral/doctoral-attributes/PhD-in-Public-Affairs.pdf>

### **III. ADMISSION REQUIREMENTS**

All applicants must show a record of previous academic success, strong potential for continued success in the Ph.D. program, and a logical rationale for seeking admission to the program. Applicants to the Ph.D. program must hold a master's degree. All admitted applicants are required to have completed at least one masters-level statistics course.

All applicants should have a minimum grade point average (GPA) of 3.5 [out of 4] in their graduate work and scores that are least in the 50<sup>th</sup> percentile of all portions of the Graduate Record Examinations (GRE). On both the quantitative and verbal portions of the GRE, a score of 150 is approximately at the 50<sup>th</sup> percentile, and the 50<sup>th</sup> percentile is about 4.0 on the analytical writing portion. A basic knowledge of American government, statistics, and familiarity with computers is a prerequisite for admission. Scores on other graduate level entrance exams such as the GMAT (Graduate Management Admission Test) or LSAT (Law School Admission Test) can generally be substituted for the GRE scores.

All applicants are reviewed by the Ph.D. Committee. The Committee will review all evidence of the following, but not be limited to:

1. Trend of graduate grades
2. Type of graduate program
3. Mature work experience
4. Letters of recommendation
5. Statement of intent
6. Writing sample
7. GRE scores

The Ph.D. committee will normally recommend that applicants are either admitted with “full standing” or they will deny the applicant admission to the programs. On rare occasions an applicant to the Ph.D. Program will be admitted with limited standing.” According to the Graduate College guidelines, “Limited status is a probationary status for degree students who have not met all of the admission requirements, such as those who have less than a 3.5 [Masters] grade point average; have specified course deficiencies to be removed; must submit additional credentials required by the program...Students can be admitted on limited status for no more than two semesters (including summer) or 16 semester hours, whichever occurs earlier...If the conditions are not met within the time limit, the program will notify the Graduate College and the student will be dismissed from the Graduate College.”

#### IV APPLICATION PROCEDURES

All applicants are required to upload their documents and academic credentials electronically to satisfy both program-specific requirements and admission/institutional requirements. Please visit the Graduate Admissions website for more details on the document upload process [http://oar.uic.edu/grad/document\\_upload](http://oar.uic.edu/grad/document_upload). See also the Graduate College website on admissions: <http://grad.uic.edu/admissions>

Applications and supporting credentials should be submitted as early as possible. Applications received after the deadlines below will not be considered. The Ph.D. application process is posted on the DPA web site at <http://cuppa-pa.uic.edu/the-department/department-information/prospective-students/phd/admissions/>

PhD application deadlines	Spring Enroll	Summer	Fall Enroll
International Students	July 15	-	February 15 January 1 (for funding)
Degree, Non-Degree to Degree and Readmission	November 1	-	May 15 January 1 (for funding)

Applicants **must** submit the following via upload:

1. University application form
2. Transcripts of previous college course work
3. Written personal statement concerning the reasons for pursuing a Ph.D. in public administration
4. A current resume
5. GRE test scores (**not more than 5 years old**)
6. A sample of academic or professional writing (**not more than 5 years old**)

7. Three academic or professional letters of recommendation (**not more than 2 years old**)

### **Personal Statement**

The personal statement should discuss intellectual, educational, personal, and professional goals, the reasons for seeking the degree, specific intellectual interests, and the proposed areas of specialization. Your one or two page statement should identify an area of specialization you are interested in pursuing. You may always change your area of specialization at a later time. Please review the areas of specialization in the Ph.D. program and the expertise of faculty in developing your statement. Also, please include the following in your personal statement:

- What is your intellectual background and academic interests?
- Why did you decide to study public administration at the graduate level?
- What are your professional goals?
- How does a Ph.D. in Public Administration fit into your short- and long-term plans for your professional career?

### **Letters of Recommendation**

DPA is interested in specific and substantial evaluations of academic and professional competence. Recommenders should comment on academic performance and potential as a doctoral student, research abilities, and performance in areas such as writing, analysis, and critical thinking rather than applicants' performance as a public manager. It is important to select recommenders who can comment on such matters. Letters of recommendation should **not be more than 2 years old**.

### **International Students**

A graduate of a college or university outside of the United States who has completed academic programs equivalent to an American bachelor's degree and master's degree may apply for admission to the Ph.D. program. In addition to the admissions criteria identified previously, international applicants must take one of the English tests indicated below to demonstrate their competency if English is not their native language. This test is not required for students who have completed at least two academic years of full-time study in a country where English is the native language. However, all international students in which English is not their native language must be tested for English oral proficiency in order to be awarded a teaching assistantship.

International students have a choice of taking one of the three tests below. Minimum scores required by the Graduate College for admission are also indicated. The test score **cannot be more than 2 years old**.

- Test of English as a Foreign Language (TOEFL): A minimum score of 550 (paper-based test); or 80 Total, with subscores Reading 19, Speaking 20, Listening 17, Writing 21 (internet-based test, iBT).
- International English Language Testing System (IELTS): A minimum total score of 6.5 and minimum subscores of 6.0 for each of the four subsections.
- Pearson PTE Academic: A minimum total score of 54 and minimum subscores of Reading 51, Speaking 53, Listening 47, Writing 56.

See the following website for more information about the admission of international students:  
<http://grad.uic.edu/international-admission>

## V. FUNDING YOUR EDUCATION

See the graduate college website for comprehensive information about sources of funding for your education and research: <http://grad.uic.edu/cms/?pid=1000078>

### Assistantships and program-administered aid

Many of our students have half-time (20 hrs a week) or quarter-time research assistantships with faculty who have grants to do research on specific projects. Others may work for one of the research institutes in the college, and senior Ph.D. students may also teach courses in the undergraduate program. Pay for a one-year, half-time assistantship is about \$20,000 (2010) with tuition waivers. Tuition and the service fee are waived for assistants if the appointment is between 25 and 67 percent for at least three-quarters of the term. Tuition and service fee waivers are sometimes available to students who do not have assistantships.

For fullest consideration for program-administered financial aid to new students, fall Ph.D. applicants should submit their application by January 1<sup>st</sup>.

### Awards and fellowships- Graduate College (UIC): <https://grad.uic.edu/graduate-college-fellowship-and-award-deadlines>

- Award for Graduate Research: awards of \$1000 to \$3000 to support the student's research. Fall and spring competition with mid-October and mid-March deadlines for Graduate College. Students must have their material to the DGS by October 1 and March 1 respectively. <http://grad.uic.edu/provosts-deiss-awards-graduate-research>
- Dean's Scholar Fellowship: a fellowship stipend of \$22,000 for a twelve-month academic year. The recipient also receives a tuition and fee waiver from the Graduate College. It is open to doctoral students who have successfully defended their dissertation proposal. Application is due to Graduate College in mid-October (or mid-March) with materials due to the DGS by October 1 and March 1 respectively. <http://grad.uic.edu/deans-scholar-fellowship>
- Provost's Graduate Research Award: Funding of up to \$4,000 per year for up to 2 years will allow graduate or professional candidates to supplement their existing stipends. Successful applicants must show exceptional promise for future *multidisciplinary research* and creative activity in their fields of interest. Applications will be evaluated not only on the quality of the prospective student, but also the quality of the proposed project and the involved role of the mentor. Fall competition with mid-Sept deadline for Graduate College. Students must have their materials to the DGS by Sept 1. Spring competitions are sometimes held, with letter of intent due to Graduate School by mid-February. <https://grad.uic.edu/chancellors-graduate-research-award>
- University Fellowships: The award is aimed at recruiting outstanding students newly admitted to graduate programs at UIC. Recipients receive funding for their first year and for a second year when they begin their dissertation research, and they receive a tuition and fee waiver from the Graduate College for both years. They receive a stipend of \$20,000 in the first year (as of 2010). The second year will be funded at current

fellowship stipend rates for that year. Students must apply by January 1 to be considered for this award (application due to Graduate School on February 1)

<http://grad.uic.edu/cms/?pid=1000090>

- **Abraham Lincoln Graduate Fellowships:** For students who are citizens or permanent residents of the United States who have participated in a McNair Scholars Program, or have attended a Historically Black College or University, a Hispanic Serving Institution or a Tribal College or students who come from groups that have been traditionally underrepresented in graduate programs. <http://grad.uic.edu/abraham-lincoln-fellowship>
  1. **Two-year recruitment award** is primarily for graduate students new to UIC. Recipients receive funding for their first year and for a second year when they have successfully completed their preliminary examination (dissertation proposal defense). They receive \$20,000 in the first year and a tuition and fee waiver from the Graduate College. The second year will be funded at current fellowship stipend rates for that year. Also, the recipient's academic programs must provide a 50% nine month appointment or equivalent in the years between the initial funding and renewal years. Spring competition with departmental nominations due to Graduate College in mid-February.
  2. **One-year recruitment award** (students new to UIC): The general terms of this award for new students are the same as those of the two-year recruitment award, except the student is eligible for only one year of support. The recipient's academic programs must provide a 50% nine month appointment for the second year. Spring competition with departmental nominations due to Graduate College by end of March.
  3. **One-year retention awards** (students already enrolled in a UIC graduate program who are at the advanced stage of their academic studies). Spring competition with departmental nominations due to Graduate College by end of March. Departments can nominate only 2 students for award 2 and 3 combined.

### **Other awards and fellowships**

- **UIC Graduate Student Council (GSC) Travel Award:** The award is available to students actively participating in academic or professional meetings and provides up to \$300 reimbursement of transportation, lodging, registration, and meal costs. [http://gradstudentcouncil.uic.edu/travel\\_award.html](http://gradstudentcouncil.uic.edu/travel_award.html)
- **The Graduate Student Presenter Awards** are intended to help graduate students defray costs associated with presenting research at scholarly meetings or conferences, (e.g., registration and/or travel expenses). The award will award up to \$300 with match of \$100 from department. <http://grad.uic.edu/cms/?pid=1000086>
- **PA Student Presenter Award:** intended to help PA graduate students defray costs associated with presenting research at scholarly meetings or conferences, (e.g., registration and/or travel expenses). Contact the department head about amount and approval.

- **ICPSR Summer Scholars Program:** The department sometimes offers \$1500 stipends for students to attend the Summer Program in Quantitative Methods (<http://www.icpsr.umich.edu/icpsrweb/sumprog/>)
- **Laurette Kirstein Scholarship:** \$5,000 in the form of student account credit for tuition, books, living expenses will be offered to international students who display academic excellence. Due date is March 15; <http://www.ois.uic.edu/students/current/scholarships/>

### **Other Financial Assistance**

UIC offers six basic types of financial aid for graduate students: fellowships, assistantships, tuition and fee waivers, traineeships, loans, and employment. Applicants for these types of aid must be admitted to a graduate degree program or have a completed application pending. Eligibility for loans is determined by the Office of Student Financial Aid. Applications for fellowships, assistantships, and tuition/fee waivers are available in the DPA office, the Graduate College office or the Graduate College web site. See the Graduate College web site at <http://grad.uic.edu/cms/?pid=1000078> for more information on available assistance.

The Department of Public Administration and research centers elsewhere in the College of Urban Planning and Public Affairs have graduate research assistantships. Graduate assistants work 10-20 hours a week, receive a monthly stipend, and a tuition and service fee waiver from the University. Interested students should obtain information from the Director of Graduate Studies.

## **VI. DEGREE REQUIREMENTS (beginning AY16-17)**

GRADUATE COURSE CATALOG INFORMATION: <http://catalog.uic.edu/gcat/colleges-schools/urban-planning-public-affairs/pa/phd/>

The requirements listed here apply to students who began the PhD program in Fall, 2016 or later

There are three main requirements to complete the Ph.D. in Public Administration which are coursework, comprehensive exams, and the dissertation

**Coursework and credits:** Most courses offered by the DPA that Ph.D. students may take are either 2 or 4 credits. The curriculum is described in more detail in section IV.

The student must complete 64 credits beyond the master's degree. These courses will include at least 48 credits in approved coursework and at least 16 credits of dissertation work. The 48 credits of approved course work include the following: 1) four 2-credit core theory courses (8 credits total); 2) core methods courses (20 credits); 3) courses in at least **one** chosen area of specialization (12 credits); 4) two 2-credit applied research courses (4 credits total); 5) elective classes (4 credits).

**Comprehensive exams:** The student must pass three comprehensive examinations in core theory, core methods, and one area of specialization. The comprehensive exams are designed to test students' mastery of material in three areas and are described in more detail in section VII.

**Dissertation:** The dissertation is a record of original research that is conducted by the student under the guidance of a committee. The student must successfully defend both the dissertation

proposal (called the preliminary examination) and the final dissertation in front of this committee. Upon successful completion of the preliminary examination, the student becomes a candidate for the Ph.D. degree. The dissertation is discussed in more detail in section IX.

### **Transfer credits**

Acceptance of transfer credits from accredited institutions is dependent on the pertinence of the work to the Ph.D. program. Students requesting a transfer of credit from another institution are expected to submit information on the content of the courses for which credit is requested, including, for example, a syllabus. Transfer of credits should occur at the time of admission and is subject to the following restrictions:

1. Grades on all transfer credits must be a minimum of “B”
2. No credit used for another degree or preparatory deficiency course credit may be counted toward the 64 credits in the Ph.D. program.
3. Doctoral students may transfer in no more than 25 percent of the 64 course hours beyond the Masters required for the degree.

### **Time Requirements/Limitations**

It is impossible to specify the precise length of time needed to complete the Ph.D. program due to the many variables associated with completing the degree requirements. Such variables include, but are not limited to the following:

- Number of credits allowed for previous graduate study
- Whether there are course deficiencies relative to the program requirements
- The number of credit hours completed during each academic term
- The time required to prepare for the preliminary exam and to complete the dissertation

In general, however, a full-time student who has no prerequisite course deficiencies will likely complete all coursework requirements within two academic years. Thereafter, the length of time necessary to complete the dissertation will vary. Typically the dissertation takes 1-2 years to complete.

The comprehensive examination is taken following completion of all or most coursework.

**Students are required to take all three required exams within one year of completing all required PA coursework.**

*Extensions:* In order to be granted an extension for completing the comprehensive exams, a student may request a six-month or one year extension to this policy in writing from the DGS. Extensions will be made only in cases where there is a valid reason for the student to put off taking the exams (e.g., personal or family emergency).

Following notice of satisfactory performance on the comprehensive examination, the student commences work on the dissertation proposal which must be presented and defended in front of the preliminary examination committee. Following the committee’s approval, the student is admitted to candidacy.

Candidates for the Ph.D. degree must complete all work within a seven consecutive year period after initial registration in the program.

## **Academic Standing**

Continuation in the graduate program requires satisfactory progress toward the graduate degree. Evidence of such progress includes maintenance of a 3.0 GPA throughout the course of academic study. In addition, credit is not given for any required course in which a grade of less than “B” is earned.

Students who do not maintain the required 3.0 cumulative GPA after the first 24 credit hours will be placed on academic probation in the semester immediately following the semester in which the cumulative GPA drops below the 3.0. Students have two terms of enrollment (including summer, if enrolled) after the term in which their degree GPA falls below 3.0 to remove themselves from probation. Students who fail to raise their averages to 3.0 or to otherwise fulfill the terms of their probation within the deadline will be dismissed from the university.

The faculty of the program reserves the right to dismiss any student at any time when in its judgment the student is not making satisfactory progress toward completion of the degree.

## **Course Loads**

Students who can devote full time to their studies usually enroll for 12 credit hours (three courses) each term. Those receiving financial assistance may be subject to specific course load requirements. See the Graduate College catalog at <http://www.uic.edu/gcat/pdfindex.shtml>.

Although all credits taken as on-line courses by international students with F-1 or J-1 visas will count towards their degree, only one online class (up to 3 credits) will count towards their full course of study requirement each semester. Thus, if a student with one of these visas takes 8 credits of on line courses, all 8 credits will count towards your academic record, but only 3 credits will count towards the number of credits students are required to take each semester to maintain their visa status. See the following website at the Office of International Students (OIS): <https://www.ois.uic.edu/students/current/academics>

## **Registration for Zero Hours**

Registration for zero hours is only available to students who have completed all degree requirements except the dissertation. Students must have a minimum of 16 hours of PA 599, Dissertation Research before being eligible for zero hour status. Students wishing to register for zero hours must submit a Graduate College petition and receive permission from the DPA and the Graduate College prior to registration. Once permission is received, students may continue to register for zero hours provided they remain in the same program, continue to make satisfactory academic progress, and are within the time frame for degree completion.

## **Plan of Study**

In the first year, each Ph.D. student should, in consultation with the DGS and other members of the faculty who are appropriate for their areas of interest, begin developing a Plan of Study (see Appendix A for the Plan of Study form). It is important that the Plan of Study be developed at least on a tentative basis, as early as possible (ideally by the end of the first year or the completion of the equivalent of one full-time year of coursework – i.e., 24 credit hours). When the Plan of

Study has been prepared, it is to be filed and approved by the DGS. See Appendix A for plan format.

The Plan of Study will contain a listing of all courses for which a student is requesting master's transfer credit; a listing of all courses expected to be completed at UIC and proposed to be used to meet Ph.D. coursework requirements; identification of the field of specialization in which the student expects to be examined; and, if known, a very brief description of the dissertation topic which the student expects to propose.

The Ph.D. Plan of Study may be filed at any time, but an approved plan must be filed prior to the comprehensive examination. A student may make changes in his/her Plan of Study subject to the approval of the DGS.

It is comparatively easy to identify courses for the term immediately ahead because the department's and the university's course schedules for a particular term are published several months prior to the beginning of the next term. Selection of courses to be taken in semesters following the one immediately ahead is more difficult and should be treated as tentative because information about public administration (and other departments') course offerings and time schedules cannot be known with certainty until the beginning of a particular semester. A tentative four year course schedule is shown in Appendix B.

Students are encouraged to take the following guidelines into account in planning course schedules:

- Incoming students should generally complete the core theory and core methods courses before taking electives and/or independent studies. One exception is if an elective is given infrequently and is part of the student's Plan of Study.
- All Ph.D. students should meet well before the beginning of each semester with the DGS or major professor to plan their course of study for the semester. Ph.D. students are also encouraged to seek the advice of other members of the faculty when they have questions that fall within the scope of the teaching and research specializations of other faculty.
- Do not make assumptions about the future availability of courses which are offered by other departments. Consult with the instructor or the chair of the department offering the course.
- Early filing of the tentative Plan of Study will raise the likelihood that your major professor and the Ph.D. committee can alert you to possible scheduling difficulties in time to adjust your plans accordingly.

## VII. COURSEWORK AND CURRICULUM

All courses are four credits unless indicated otherwise.

### Core Theory Courses (8 credits total)

The four core theory courses are intended to provide students with a broad yet in-depth understanding of the discipline of public administration. The core theory courses are:

- PA 510 Organization Theory and Behavior in Public Administration (2 credits)
- PA 511 History and Development of Public Administration (2 credits)
- PA 513 Collaborative Management and Governance Networks (2 credits)
- PA 515 Bureaucracy and the Policy Process (2 credits)

### Core Methods Courses (20 credits total)

Students are encouraged to develop competency in a wide range of methodological approaches. The methods requirement is intended to provide students with exposure to a variety of techniques and to allow them suitable opportunities to engage in research. The core methods courses are:

- PA 540, Research Design for Public Administration (or POLS 505)
- PA 541, Advanced Data Analysis I (or POLS 401 or POLS 501)

Plus 12 more credits in methods coursework. Students may take courses in other departments to fulfill this requirement (with permission from the DGS) or choose from the courses below

- PA 542, Advanced Data Analysis II
- PA 544, Qualitative Research Methods in Public Administration
- PA 528: Public Program Evaluation

Any of the courses listed in the **Survey Methods** specialization section below except PA 578.

### Applied Research Seminars (4 credits total)

The purpose of this two-course sequence (PA 545 & PA 546) is to provide students with an understanding of the craft-like elements of the research process, including how to select a research question, how to determine what methods are most appropriate to the question, how to balance considerations of rigor and practicality, and how to get published. Portions of these seminars will be devoted to a survey of different PA research areas, a review of research currently being undertaken by DPA faculty, and opportunities for students to present their research ideas and projects. The research seminars will help promote what is the primary activity of Ph.D., namely, to think critically and creatively. Two credit hours are awarded upon completion of each of the two seminars.

### Specializations/Electives (12 credits total)

Each Ph.D. student, in consultation with his or her major professor, selects one field of specialization from the fields offered by the program and completes at least twelve credit hours this field. Although the student must complete twelve credits of coursework, and this may seem like a lot, students will still need to undertake significant self—study in their area of

specialization in order to be prepared to take the comprehensive exam. This will be particularly true for students without previous training in their chosen field.

Doctoral students have the option of taking courses offered elsewhere in the university to complete the degree requirements. Previous students have taken courses in the School of Education, the School of Social Work, and the Departments of Political Science, Sociology, Psychology, and Economics. Students should consult the field faculty and their major professor in the selection of their courses.

A student must petition for permission to substitute a field of specialization not currently offered by the program. The petition must explain how the alternative field of specialization is relevant to the student's dissertation plans, and he or she must identify the courses that will be taken in preparation for the comprehensive examination in the field. A petition to substitute an alternative field should be submitted to the DGS for review by the Ph.D. committee. Ordinarily, such a request will not be approved unless there are at least two but preferably three faculty members in the Department of Public Administration who specialize in the field and who agree to participate in preparing and evaluating the comprehensive examination in the alternative field of specialization.

The specializations currently offered are;

**1. PUBLIC AND NON-PROFIT MANAGEMENT**

Training for the public and non-profit management specialization in the PhD Program prepares students to conduct research on the management of agencies at all levels of government and non-profit organizations. Although knowledge about management in these sectors borrows heavily from knowledge of management in the private sector, public management is fundamentally different due to the context of public governance and public values. Although they are not public organizations, non-profit agencies face demands and pressures that are similar to yet different from public organizations.

**PA 527**, Public Management Theory (*required*)

**PA 534**, Human Resources Development and Management

See Appendix D for a list of approved **MPA courses**

**2. FINANCIAL MANAGEMENT**

Training for the financial management specialization in the PhD Program prepares students to conduct research on the financial administration and fiscal policy of governments, primarily at the state and local levels. This is a very broad area of research with theoretical bases in the fields of public finance, political science, management, and accounting. Learning in the specialization focuses on applying theories and research in these fields to the context of the public sector in order to affect government policy and management decisions, and also to enhance knowledge in the broader field of public administration

**PA 554**, Advanced Seminar in Financial Management (*required*)

**PA 594**, Special Topics in Public Administration (Advanced State and Local Finance)

See Appendix D for a list of approved **MPA courses**

### **3. URBAN GOVERNANCE AND NETWORKS**

Training for the urban governance and networks specialization in the PhD Program prepares students to conduct research on the variety of organizational structures through which local and regional public goods and services are designed, implemented, and evaluated. The Urban Governance and Networks specialization provides a foundation for students seeking to understand the formation of governance networks and their capacity to address the challenges confronting urbanized communities throughout the world. Research on urban governance draws heavily from several different literatures, including collaborative public management, local governance institutions, network science, political science, and public policy

**PA 562:** Seminar in Urban Governance (*required*)  
See Appendix D for a list of approved **MPA courses**

### **4. SURVEY METHODS**

Training for the survey methods specialization in the PhD Program prepares students to use surveys to conduct research in all areas of public and nonprofit administration and to conduct methodological research on the use of survey methods. Although survey design and analysis are skills that can be used in a wide range of substantive fields and areas of study, students are specifically focused on the use of surveys in research conducted by academics, government, and nonprofit organizations

**PA 578,** Surveys, Public Opinion and Public Policy. (*required*)

Students must take at least one of the following courses:

**PA 577:** Survey Questionnaire Design (3 credit hours)

**PA 582:** Survey Data Collection and Methods

**PA 588:** Applied Survey Sampling and Analysis

Select remaining concentration courses from the following. (Unless listed otherwise, each course below is 2 credit hours. These courses will either meet for 1.5 hours per week or will only meet for 8 weeks.)

**PA 579:** Practicum in Survey Research (2 – 6 variable credit hours)

**PA 580:** Survey Non-Response

**PA 581:** Cross-Cultural Survey Measurement

**PA 583:** Cognitive Processing of Survey Information

**PA 584:** Internet Surveys

**PA 585:** Survey Research Ethics

**PA 586:** History of Survey Research

Many of these courses are on line, so international students will be limited in how many credits they will receive for these courses towards their required semester course load.

### **Independent Research**

In order to enroll for **PA 593, Independent Research in Public Administration**, a student must complete the “Independent Study/Research & Thesis Research Request Form,” including a paragraph describing the work to be done, and obtain written approval from the supervising faculty member(s), the DGS, and the Head of the Department of Public Administration.

## **MPA Courses**

Doctoral students planning to take MPA courses as part of their programs are expected to work with the course instructors to develop appropriate modifications in both the content and requirements of those courses in order to make them serve the special needs of doctoral students. A Ph.D. student who wants to take an MPA course as part of their program should talk to the DGS and the instructor in advance. Ph.D. students are strongly encouraged to take only MPA courses that are taught by full-time PA faculty (not those taught by adjuncts). See the following website for a list of required Ph.D. courses and generally approved MPA courses for Ph.D. credit: <http://cuppa-pa.uic.edu/the-department/department-information/prospective-students/phd/degree-requirements/>

Catalogue descriptions of all core and required specialization courses are available in **Appendix C**. A list of which MPA courses can be used to fulfill specialization requirements also is available in **Appendix D**.

## **VIII COMPREHENSIVE EXAMINATION**

After completion of their coursework students must pass a comprehensive examination designed to test their scholarly competence and knowledge in three areas. The comprehensive examination for the Ph.D. Program consists of three examinations in public administration theory, research methodology, and the student's chosen area of specialization. Student must pass all three examinations to pass the overall comprehensive examination and progress to the preliminary examination. Students who fail an area exam will be allowed to retake the exam only once. *Students who fail exam area twice will be dismissed from the program.*

The doctoral comprehensive examination is designed to assess the degree of mastery which degree candidates have achieved over a body of knowledge, to measure their ability to integrate that knowledge, and to apply it creatively in the analysis of problems to which it is germane. Unlike final examinations administered at the conclusion of specific courses -- which are presumably limited to measuring the mastery of material covered in that course -- the comprehensive examination is not restricted to material covered in any or all of the courses comprising that area of examination. Those formulating the comprehensive examination assume, in other words, that the reading and study of doctoral degree candidates will have taken them well beyond the confines of material assigned by instructors teaching individual courses comprising that core.

Upon completion of their coursework, the student will notify the DGS of their decision to take one or more exams. Students must also demonstrate to their primary advisor or the DGS that they have completed all required courses in the intended examination areas and are prepared for the exams. Only students in good standing are permitted to take exams. According to the Graduate College, students are considered to be in good standing if they have a minimum GPA of 3.0 and are making satisfactory progress toward a degree.

Generally, the DGS will query all PhD students via the Ph.D. listserv several months before the exams are to be scheduled to determine which students will take what comprehensive exams. However, it is the student's responsibility to notify the DGS of their intent to take the exams.

Comprehensive examinations are offered only twice a year in the spring and fall. Students may make arrangements with the committee to take their exam in the summer.

In consultation with the DGS, the Chair of the DPA selects faculty members to sit on the examination committee in each area. Each committee will be responsible for developing and grading the exams and will consist of three (3) faculty members who teach courses or do research related to the exam area. These committees may exclude faculty who have taught courses in the examination area and include faculty who have not taught courses in the area. One faculty member is designated as the committee chair and is responsible for organizing and managing all committee work. See **Appendix G** for current comprehensive examination committee members and chairs.

Each exam will be read and evaluated by all members of the examination committee associated with the field. The committee will give the student a grade of fail, pass, or high pass on the exam (grades on individual questions and/or committee votes may also be provided to students). A student can fail an individual question and pass the exam as a whole. A pass or high pass in each of the three comprehensive examination areas is required in order to pass the overall comprehensive exam.

At an early stage in preparing for the examination, the student should meet with members of the comprehensive examination committee to identify general topics on which the student may be tested. Students should develop a reading list to organize their study materials and members of the committee will provide feedback on this list. Additional advice and information about studying and preparing for the comprehensive exams and example questions from past exams can be accessed by current PhD students via **Blackboard**.

### **Timing of comprehensive exams**

**Students are required to take all three exams within one year of completing all required PA coursework.** For the purposes of this calculation, students are counted as “completing” a course at the end of the semester in which they are enrolled in that course (i.e., incomplete in courses do not extend this time period or “stop the clock”). If a student fails an exam, he or she may retake it one time and must do so the next time the exam is given (e.g., if the student fails an exam in Spring semester, he or she must retake the exam in the fall of the same calendar year and if the student fails an exam in Fall semester, he or she must retake it in the spring of the next calendar year). A student who does not meet these time requirements is dismissed from the program unless he or she is granted an extension (see guidelines regarding extensions below). Note that a student does not have to pass all exams within a year of completing coursework.

### **Extensions in the Timing of Comprehensive Exams**

A student may request a six-month or one year extension for taking an exam the first time or for taking a failed exam in the following semester from the DGS who will consult with the student’s primary advisor on this matter. Extensions will be made only in cases where there is a valid reason for the student to put off taking the exams (e.g., personal or family emergency) or where the primary advisor and DGS believe that the timing policies are not in the best interest of the student.

### **Enrollment during Comprehensive Exams**

Active students who are not currently enrolled for credit or have filed a leave of absence may take comprehensive exams. Students who are not recognized as an active student by the university or not on formal leave of absence may not take comprehensive exams. (See the section on Leave of Absence.)

## **IX DISSERTATION**

Upon successful completion of the comprehensive exam the student is eligible to begin work on the dissertation. A dissertation reports on original research that is conducted by the student under the guidance of a Preliminary Examination (dissertation) Committee of five qualified individuals from the academy or other sector. The chair of the committee must be a full member of the UIC graduate faculty, and at least two members must be tenured faculty at UIC. At least one member must be from outside the degree-granting program, which may include graduate faculty from other UIC departments or colleges. The outside member can also be from outside the University in which case the member must demonstrate equivalent academic standards

The dissertation must make a contribution to knowledge and understanding within the field of public administration, public policy, or related fields. That knowledge can be practical but, above all, must be theoretical and broad-based. In other words, the dissertation must have relevance to our understanding of general events (e.g. the management of local governments) rather than only specific events (e.g. management of a police department in one government). The research must also demonstrate a high level of scholarly and analytical ability and the candidate's intimate familiarity with all aspects of knowledge pertaining to the research topic. In order to make a contribution beyond what is currently known about the research topic, the research conducted by the student must be methodologically and logically sound and it must be empirical. In other words, the research must include observation of events under study. The document must be well written and convincing.

### **Preliminary Examination (Dissertation Proposal Defense)**

The preliminary examination consists of the presentation and defense of the student's dissertation proposal before the Dissertation Committee. The dissertation proposal lays out the plans for and significance of the research. The proposal should justify the research questions to be answered and identify the following: the contribution of the research to knowledge in the field, the relevant literature and theory for understanding the events to be investigated, the research methods to be employed (research design, statistical methods, data and observation methods, etc.). The proposal should also address the feasibility of the collection of data necessary for answering the research questions.

As a practical matter, students are advised to find a dissertation chair (major professor) and to begin, at least tentatively, formulating their dissertation topic and developing their dissertation research plan even before they have completed their coursework. Early development of the dissertation proposal in consultation with the major professor and other professors is essential if a student is to have a doable and high quality dissertation. Planning for dissertation research prior to comprehensive exams is also necessary if the student is to have a realistic chance of obtaining outside financial support for the project. Also as a practical matter, all committee members should

have input on the proposal and research plans prior to the Preliminary Exam and the chair must agree that the research is defensible.

Students should keep in mind that students do not ‘pick’ dissertation chairs, but rather the faculty member agrees to be chair of a student’s dissertation committee. In this case, the faculty member must have expertise in the student’s research topic and must be confident of a student’s ability to implement and complete the project. Thus, students should pick research topics that can be directed by faculty members in the DPA.

With respect to grading, the Graduate College guidelines state that:

*Each member of the examining committee assigns a grade of ‘pass’ or ‘fail.’ A candidate cannot be passed with more than one ‘fail’ vote. The committee may require that specific conditions be met before the ‘pass’ recommendation becomes effective. At the recommendation of the committee, the head or chair may permit a second examination. A third examination is not permitted.*

Students who pass the preliminary examination are admitted to candidacy for the Ph.D. degree.

### **Dissertation Defense**

A final oral examination on the dissertation is scheduled by the Graduate College at the request of the dissertation advisor. A minimum of four weeks notice is required to schedule the defense.

The final oral examination on the dissertation is intended to judge the quality of the dissertation, the amount of original work being presented, and the ability of the candidate to defend the dissertation and show competence in related fields. These criteria serve as the basis used by examining committee members when they vote on the acceptability of the dissertation and the student's performance in the examination. The committee vote is “pass” or “fail.” A candidate cannot be passed if more than one vote of “fail” is reported. A written report of the vote, signed by all members of the examining committee, is sent by the chair of the examining committee to the Graduate College, together with appropriate comments. Note that according to Graduate College guidelines, “a minimum of one year has to elapse before the defense of the dissertation after passing the preliminary examination.”

Members of the committees may make their approval conditional on certain changes in the dissertation being made by the candidate. For editorial changes, the committee may refer final approval to the candidate's dissertation advisor. If approval hinges on making substantive changes, committee members are expected to withhold their signatures of approval until the required changes have been made. All required corrections to the dissertation must be completed and approved at least two weeks before the proposed graduation date.

If a majority of the committee does not vote favorably, a reexamination, possibly after revision of the dissertation and additional work, may be requested. The reexamination is treated in the same way as a new examination for scheduling purposes.

The Graduate College also has a lot of rules about how to present and format your dissertation. The following website should take you to the Graduate College Thesis Manual which provides

Ph.D. Handbook, after July, 2016  
Updated March 30, 2019

all the details: [http://grad.uic.edu/sites/default/files/pdfs/ThesisManual\\_rev\\_06Oct2016.pdf](http://grad.uic.edu/sites/default/files/pdfs/ThesisManual_rev_06Oct2016.pdf).

The following website also provides links to forms and deadlines for graduation and processing your dissertation: <http://grad.uic.edu/cms/?pid=1000027>.

Other links for thesis formats:

<http://grad.uic.edu/electronic-thesisdissertation>

<http://grad.uic.edu/electronic-thesis-and-dissertation-format>

<http://grad.uic.edu/ithenticate-review-procedures>

## Dissertation Hours

Registration for at least 16 but no more than 28 credit hours of dissertation (PA 599) is required. Except by permission of the DGS, no student may register for dissertation hours until his or her coursework is completed and s/he has passed the preliminary examination.

## X OTHER REQUIREMENTS AND GENERAL INFORMATION

### Academic Integrity and Misconduct

The UIC policies regarding academic integrity are as follows  
(<http://www.uic.edu/depts/dos/docs/Guidelines%20for%20Academic%20Integrity.pdf>);

As an academic community, the University of Illinois at Chicago is committed to providing an environment in which research, learning, and scholarship can flourish and in which all endeavors are guided by academic and professional integrity. All members of the campus community -- students, staff, faculty, administrators -- share the responsibility of insuring that these standards are upheld so that such an environment exists. Instances of academic misconduct by students, and as defined herein, shall be handled pursuant to the Student Disciplinary Procedures <http://grad.uic.edu/cms/?pid=1000517>

Academic dishonesty includes, but is not limited to

Cheating: Either intentionally using or attempting to use unauthorized materials, information, people, or study aids in any academic exercise, or extending to or receiving any kind of unauthorized assistance on any examination or assignment to or from another person.

Fabrication: Knowing or unauthorized falsification, reproduction, lack of attribution, or invention of any information or citation in an academic exercise.

Facilitating Academic Dishonesty/Plagiarism: Intentionally or knowingly representing the words or ideas of another as one's own in any academic exercise.

Bribes, Favors, Threats: Bribing or attempting to bribe, promising favors to or making threats against, any person, with the intention of affecting a record of a grade, grade, or evaluation of academic performance. Any conspiracy with another person who then takes or attempts to take action on behalf or at the direction of the student.

Examination by Proxy: Taking or attempting to take an exam for someone else other than the student is a violation by both the student enrolled in the course and the proxy or substitute.

Grade Tampering: Any unauthorized attempt to change, actual change of, or alteration of grades or any tampering with grades.

Non-original Works: Submission or attempt to submit any written work authored, in whole or part, by someone other than the student.

#### PENALTIES FOR ACADEMIC DISHONESTY

All allegations of student academic misconduct shall be handled pursuant to the Student Disciplinary Procedures (<http://www.uic.edu/depts/dos/conductforfaculty.shtml>)

**Please go to the following website to learn more about plagiarism and how to avoid it:**  
<http://researchguides.uic.edu/etds/plagiarism>

#### **Administrative Structure**

The primary functions of the Director of Graduate Studies are insuring timely processing of applications to the doctoral program and general supervision of students as they progress through that program. The Director also chairs the Ph.D. Committee which oversees the curriculum, admissions, and the procedures for the preliminary examinations.

The Ph.D. Committee is responsible for supervision of the doctoral program. This includes admissions, interpretation of policy, and general administration of the program. The committee conducts an annual review of the academic progress of each doctoral student. Members of the Ph.D. Committee are appointed by the Head of the Department of Public Administration in consultation with the DGS.

#### **Advising/Mentoring**

Upon entering the program, a student will consult with the DGS, who will serve as academic adviser until the student has selected a major professor. After the completion of 24 credit hours of course work, in consultation with the DGS and other members of the faculty, students should select a major professor from among the public administration faculty. The major professor will serve as the student's principal academic adviser, and together with the other professors, will supervise the work of the student until all requirements for the degree have been completed.

#### **Annual Review**

At the end of each academic year, the DGS asks each student to complete an Student Activities Report (see Appendix E) that asks them to report and evaluate their progress in the program during the academic year. The DGS also asks faculty to evaluate Ph.D. students (see Appendix F). These documents, along with students' performance in their coursework will be used by the DGS to summarize the student's progress and provide feedback to each student.

If the review shows that the student's performance has been adequate, he or she will be informed in writing that permission is granted to continue in the program. If, however, the review shows that the student's performance has been either so inadequate that dismissal seems appropriate or sufficiently marginal in one or more areas to merit probationary status, the basis for these

tentative findings will be furnished to the student and he or she will be invited to meet with the Ph.D. Committee.

If, after meeting with the student, the Ph.D. Committee concludes that a student should either be dismissed from the program or placed on probationary status, this recommendation will be reviewed by the full departmental faculty and the faculty's decision will be controlling.

### **Applicable Requirements**

Handbook curriculum policies in effect in a student's first semester of doctoral work following admission continue to apply to the student through graduation. In some circumstances, students may be allowed to switch from an older curriculum model to one recently adopted.

### **Grading System**

In accordance with UIC policy, the grades that can be awarded following completion of each course are as follows;

- A – Excellent (4.0)
- B – Good (3.0)
- C – Average (2.0)
- D - Poor (1.0)
- F - Fail (0.0)

As established by the Department of Public Administration, only grades of “B” or better are acceptable in fulfilling the requirements in the Ph.D. program.

### **Leaves of Absence**

Except for international students whose visas require continuous registration and doctoral students who have passed their preliminary exams, graduate-degree-seeking students may take off one semester plus the summer session without formal leave approval from the DPA or the Graduate College. Degree students who desire to take an additional consecutive semester off, for a total maximum of three consecutive terms, must file a Graduate Petition for Leave of Absence by the tenth day of the semester for which leave is requested. International students holding visas are subject to different requirements and should consult the Graduate College guidelines.

Upon receipt of a leave of absence petition from the department/program, the DPA and the Graduate College will automatically approve the first leave up to one year maximum. At least one term as a graduate degree student must be completed before being eligible for a leave. After returning to the program from an approved leave, a second leave is not automatic and will only be granted by for medical or other extraordinary reasons.

Graduate students who fail to register for two terms in a row (excluding summer) without taking an approved leave of absence forfeit their admission to the Graduate College and must reapply to the Graduate College and be readmitted to the doctoral program. Students must follow regular application protocols to reapply for admission to the PhD program and readmission is not guaranteed (See the section on Application Procedures).

### **Outside research**

Learning how to do research is not simply about learning statistics and different types of research designs and approaches to research. Research is a craft and not just knowledge of technique and existing research. It must be learned through application and practice and not just reading and study. PhD students who participate in research projects with faculty outside of class, through a research assistantship or independent study, gain better knowledge of how to do research and they learn more quickly. Students are strongly encouraged to get to know the areas of interest and current research of faculty members and become involved in a research project outside of class beginning in their second year (after having taken PA 540 and 541 or the equivalent and at least 16 hours of PhD level coursework).

Part-time students are often at a disadvantage in their ability to work on research outside of class or through research assistantships, which often hampers their ability to devise good research questions for their dissertation and a valid and doable plan of investigation.

### **Residency for part-time students**

Students who pursue the degree part-time and work full time face significant challenges in completing their Ph.D. compared to students who pursue the degree on a full time basis. In fact, most Ph.D. programs in public administration, public policy, and related fields do not accept part-time students. Although part-time students are often successful in completing their coursework with good performance, studying for the comprehensive exams and doing the dissertation proposal require a more concentrated and sustained focus on these activities than many part-time students can provide. For this reason, we highly advise part-time students to seriously consider pursuing the degree full time, especially when working on the dissertation proposal (possible through a leave of absence from their full-time occupations).

All students must enroll for at least 12 credits of coursework for each academic year prior to taking the comprehensive exam. To encourage student who work full time to engage at the highest level in pursuing the Ph.D., all Ph.D. courses will be scheduled in the afternoon, usually from 3-6 pm. MPA classes are offered during both the day and in the evenings from 6-9 pm.

### **Research Centers and Institutes**

The College of Urban Planning and Public Affairs includes seven research institutes including the Center for Urban Economic Development, the Great Cities Institute, the Great Cities Urban Data Visualization Program, the Institute for Research on Race and Public Policy, the Natalie P. Voorhees Program, the Survey Research Laboratory, and the Urban Transportation Center. There are significant opportunities for doctoral students to engage in research activities with one or more of these centers. Such students should contact such centers directly or consult with the DGS.

### **Teaching**

The Ph.D. program does not include specific courses to prepare students to teach nor is there a requirement that students teach. However, the DPA recognizes that some Ph.D. students would like to obtain these skills and we will work with such students to identify teaching opportunities in the DPA or elsewhere in the university that can provide students with these skills. All

students who intend to pursue academic positions after graduation should teach at least one course on their own before they go out on the job market. We require that students gain experience as a teaching assistant before they teach their own course in the DPA, usually at the undergraduate level.

International students who are assigned as teaching assistants must undergo a mandatory orientation sponsored by the International Teaching Assistant Program (ITAP) and also meet English standards based on the TOEFL and IELTS (Oral English Proficiency Certification process for international Teaching Assistants). ITAP also sponsors courses to help international students to improve their English communication skills for interaction or teaching purposes.

## APPENDIX A: PLAN OF STUDY PUBLIC ADMINISTRATION: PHD PLAN OF STUDY

Name: _____	Current date: _____
Date first enrolled in program: _____	
<b>EXPECTED DATES FOR COMPREHENSIVE EXAMINATIONS</b>	
Core Exam: SEMESTER: _____ YEAR: _____	
Methods SEMESTER: _____ YEAR: _____	
Specialization _____ SEMESTER: _____ YEAR: _____	

Please indicate in the table below which courses you have taken (semester and year). Please provide the name, number, and department of 'other' courses. Please indicate if you took a course in another department in place of one of the required courses listed below, or if you have transferred courses in from another department to replace one of the required courses listed below.

	Semester	Year
<b>Core Theory Courses</b>		
511: The History and Development of PA		
510: Organization Theory		
513: Collaboration and Governance		
515: Bureaucracy and the Policy		
<b>Methods Courses</b>		
540: Research Design for Public Administration		
541: Advanced Data Analysis I		
Other methods		
Other methods		
Other methods		
<b>Specialization and Elective Courses</b>		
527: Public Management Theory		
554: Advanced Seminar in Financial Management		
562: Seminar in Urban Governance		
Other special / elect		
Other special / elect		
Other special / elect		
<b>Applied Research Methods (taken after student has completed 18-20 credits of coursework)</b>		
545: Applied Research Seminar I		
546: Applied Research Seminar II		

**APPENDIX B1: 12/2018  
 ESTIMATED 4-YEAR COURSE SCHEDULE**

		AY2018-19		AY2019-20		AY2021-22		AY2022-23	
		Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
<b><u>CORE COURSES (2 hours)</u></b>									
PA 510	Organization Theory and Behavior in Public Administration	X				X			
PA 511	The History and Development of Public Administration	X				X			
PA 513	Collaborative Management and Governance Networks			X				X	
PA 515	Bureaucracy and the Policy Process			X				X	
<b><u>METHODS COURSES</u></b>									
PA 540	Research Design for Public Administration	X			poli sci 505	X			poli sci 505
PA 541	Advanced Data Analysis I		X		poli sci 501		X		poli sci 501
PA 528	Public Program Evaluation ( <i>low demand</i> )								
PA 542	Advanced Data Analysis II				X?				
PA 544	Qualitative Research Methods								
PA 582:	Survey Data Collection Methods		X		X		X		X
PA 588:	Applied Survey Sampling and Analysis	X		X		X		X	
PA 577	Survey Questionnaire Design (3 hrs, on-line)	X		X		X		X	
PA 594	Special Topics: network analysis (2 hrs)								
<b><u>APPLIED RESEARCH (2 hours)</u></b>									
PA 545	Research Topics in Public Administration I			X				X	
PA 546	Research Topics in Public Administration II				X				X
<b><u>REQUIRED SPECIALIZATION COURSES</u></b>									
PA 554	Financial Management in PA				X				X
PA 527	Public Management Theory		??	X				X	
PA 578	Surveys, Public Opinion, and Policy ( <i>low demand</i> )								
PA 562	Seminar in Urban Governance		X				X		
<b><u>SPECIALIZATION ELECTIVES</u></b>									
PA 534	Human Resource Development and Management in Public Administration ( <i>low demand</i> )								
PA 594	Special Topics- Public Finance (state and local finance)								
<b>Total Credits</b>		<b>15</b>	<b>12</b>	<b>17</b>	<b>18</b>	<b>15</b>	<b>12</b>	<b>17</b>	<b>18</b>

## APPENDIX C

### CORE AND REQUIRED SPECIALIZATION COURSE DESCRIPTIONS

#### Core Theory Courses (required)

**510 Organization Theory and Behavior in Public Administration Research. 2 hours.**

In this course students will be introduced to important organization theory frameworks including organizations as rational systems, open systems theory, resource dependent theory, and institutional theory. Topics to be covered include organizational change, organizational politics, networks and institutional economics. *Prerequisite(s)*: Admission to the Ph.D. in Public Administration program or approval of the program director.

**511 The History and Development of Public Administration Research and Theory. 2hours.**

In this course students will be introduced to the history of public administration as an academic discipline in the U.S. Students will learn about key issues and controversies that have served as a focus of scholars in the field. *Prerequisite(s)*: Admission to the Ph.D in Public Administration program or approval of the program director.

**513 Collaborative Management and Governance Networks. 2hours.**

This course will analyze public administration and policy through a collaborative governance lens and explore the types of network structures that exist among public and private organizations. *Prerequisite(s)*: Admission to the Ph.D in Public Administration program or approval of the program director.

**515 The Bureaucracy and the Policy Process. 2 hours.**

Students will be introduced to a number of the frameworks and theories that have been put forth for the purpose of understanding and explicating the policy process including, the “stages” approach, the “multiple streams” approach, the advocacy coalition model, and the punctuated equilibrium approach. We will also look in some depth at topics of particular relevance to the role of the bureaucracy in the policy process including the concept of policy subsystems or subgovernments, policy learning and diffusion, implementation, and policy analysis and evaluation. *Prerequisite(s)*: Admission to the Ph.D. in Public Administration program or approval of the program director.

#### Core Methods Courses

**540 Research Design for Public Administration 4 hours. Required**

Logic and methods of quantitative and non-quantitative research in public administration. Issues in measurement; causal inference; experimental and quasi-experimental designs; and methods of data collection. *Prerequisite(s)*: Admission to the Ph.D. in Public Administration program or approval of the program director.

**541 Advanced Data Analysis I. 4 hours. Required**

Elements of matrix theory; introduction to the theory of estimation; hypothesis testing; logit and probit models; factor analysis; and principal components analysis. Application of techniques to

public administration research. *Prerequisite(s)*: Graduate standing; and PA 540 or equivalent or approval of the instructor.

**542 Advanced Data Analysis II. 4 hours.**

For those likely to pursue careers in the more quantitative aspects of public administration research. Discrete multivariate analysis and regression; multivariate analysis of variance; other advanced techniques. *Prerequisite(s)*: Graduate standing; and PA 541 or equivalent or approval of the instructor.

**544 Qualitative Research Methods in Public Administration. 4 hours.**

The uses, strengths and limitations of qualitative methods of research and analysis including case studies, participant-observer, and ethnography will be explored. *Prerequisite(s)*: Graduate or professional standing; PA 540 or equivalent; or consent of the instructor.

**528 Public Program Evaluation. 4 hours.**

Theory and procedures for evaluating the effectiveness of programs administered by public and non-profit organizations. Includes application of research design, quantitative, and qualitative methodologies. *Prerequisite(s)*: PA 407 or equivalent; and admission to the Ph.D. in Public Administration program or consent of the instructor.

**Applied Research Seminars Required**

**545 Research Topics in Public Administration I. 2 hours.**

Provides Ph.D. students with a better understanding of current research topics in PA. Students will read current working papers and published articles so as to develop the tools needed for critical analysis of current research. Satisfactory/Unsatisfactory grading only. *Prerequisite(s)*: Admission to the Ph.D. program in Public Administration and advanced standing or consent of the instructor.

**546 Research Topics in Public Administration II. 2 hours.**

Continuation of PA 545. Students critically analyze current research and will develop a research topic of their own focusing on the elements needed to write a quality research paper. Satisfactory/Unsatisfactory grading only. *Prerequisite(s)*: PA 545; and admission to the PhD program in Public Administration with advanced standing or consent of the instructor.

**Specialization Courses**

*1. Public and Non-Profit Management specialization*

**527 Public Management Theory. 4 hours. Required**

Addresses the development of the public management subfield within the field of public administration. It covers the development of public management theory from its early stages to current questions and theoretical approaches. *Prerequisite(s)*: Admission to the Ph.D. in Public Administration program or consent of the instructor

**534 Human Resource Development and Management. 4 hours.**

Topics in public personnel administration; work motivation, performance appraisal, high

performance work systems, equal employment opportunity, affirmative action, strategic human resource management and representative bureaucracy. Course Information: Prerequisite(s): Admission to a Ph.D. program or consent of the instructor.

## 2. *Financial Management specialization*

### **554 Financial Management in Public Administration. 4 hours. Required**

Principles of financial management and applications in various institutional and programmatic settings. Forecasting techniques, computer applications, innovations in public borrowing and debt management. *Prerequisite(s)*: Admission to the Ph.D. program in Public Administration or approval of the instructor; and PA 410 and PA 504 or equivalents.

## 3. *Urban Governance and Networks*

### **562 Seminar on Urban Governance. 4 hours. Required**

Course examines contemporary research on the governance of urban regions. Urban governance refers to the process through which democratically elected local governments and other stakeholders within the region, such as residents, businesses, civic organizations, neighborhood groups, advocacy organizations, and others, make decisions about how to manage, finance, and plan urban regions. *Prerequisite(s)*: Admission to the Ph.D. program in Public Administration or approval of the instructor

## 4. *Survey Methods specialization*

### **578 Surveys, Public Opinion, and Public Policy. 4 hours. Required**

Addresses the nature of the relationship between public policy and public opinion and the role that surveys play in that relationship. *Prerequisite(s)*: Admission to the MPA or Ph.D. in Public Administration program or consent of the instructor.

### **PA 577: Survey Questionnaire Design. 3 hours**

Concepts and strategies for developing survey questionnaires for various modes of survey data collection. Course Information: Same as CHSC 577. *Prerequisite(s)*: Graduate or professional standing and CHSC 446 or CHSC 447; or approval of the department.

### **PA 582: Survey Data Collection and Methods. 4 hours.**

This course will address the impact of data collection methods on survey responses and data quality. Course Information: *Prerequisite(s)*: Graduate or professional standing or consent of the instructor.

### **PA 588: Applied Survey Sampling and Analysis. 4 hours.**

Provides an in-depth overview of available procedures and standards for survey data reduction and data analysis activities. Course Information: *Prerequisite(s)*: Admission to the MPA or Ph.D. in Public Administration program or consent of the instructor.

### **PA 579: Practicum in Survey Research. 2 – 6 variable hours.**

Students learn about survey research by participating in the process of conducting a survey or surveys. Course Information: *Prerequisite(s)*: Admission to the MPA or Ph.D. in Public

Administration program or consent of the instructor.

**PA 580: Survey Non-Response. 2 hours**

Provides an overview of current problems in survey nonresponse and related questions of impact on data quality. Course Information: Prerequisite(s): Admission to the MPA or Ph.D. in Public Administration program or consent of the instructor.

**PA 581: Cross-Cultural Survey Measurement. 2 hours**

Provides graduate students with a clear understanding of the methodological issues involved in collecting survey data across multiple cultural groups and best practices when conducting cross-cultural research. Course Information: Recommended background: Admission to the MPA or Ph.D. in Public Administration program or consent of the instructor.

**PA 583: Cognitive Processing of Survey Information. 2 hours.**

Introduces students to one approach to survey methodology and the examination of the psychological processes through which survey respondents answer questions. Course Information: Prerequisite(s): Admission to the MPA or Ph.D. in Public Administration program or consent of the instructor.

**PA 584: Internet Surveys. 2 hours.**

Examines current developments in the collection of survey data via the internet, including both the methodological strengths and weaknesses of this approach, as well as current standards for best practice. Course Information: Prerequisite(s): Admission to the MPA or Ph.D. in Public Administration program or consent of the instructor.

**PA 585: Survey Research Ethics. 2 hours.**

Students will be exposed to survey research ethical issues. Course Information: Prerequisite(s): Admission to the MPA or Ph.D. in Public Administration program or consent of the instructor.

**PA 586: History of Survey Research. 2 hours.**

Examines the history of surveys, their development and change over time. Course Information: Prerequisite(s): Admission to the MPA or Ph.D. in Public Administration program or consent of the instructor.

## APPENDIX D

### MPA COURSES THAT CAN BE USED FOR PHD SPECIALIZATIONS

	Public and Non-Profit Management	Financial Management	Urban Governance and Networks
Selected 494 and 594: Special Topics in PA	X	X	X
PA506: Policy Development & Analysis for Public Administrators			X
PA521: Strategic Management: Planning and Measurement	X	X	
PA522: Ethics and Accountability (2 hours)	X		
PA524: Leadership in Public Sector Organizations (2 hours)	X		
PA526: Public Decision Analysis	X		
PA529: Change and Reform in Public Organizations (2 hours)	X		
PA532: Labor Management Relations in the Public Sector	X		
PA533: Managing Workplace Diversity (2 hours)	X		
PA552: Capital Budgeting and Infrastructure		X	
PA553: State and Local Public Finance		X	X
PA561: Intergovernmental Management	X	X	X
PA 572: History and Theory of the Non-Profit Sector	X		
UPP 533: Development Finance Analysis		X	

Note: Students can take any of the survey methods courses to complete the specialization.



**SECTION III: COMPREHENSIVE EXAMS AND DISSERTATION PROGRESS**

6. Comprehensive exams: Please report below the semester and year in which you have taken each exam and the outcome (High Pass, Pass, or Fail). If you have not taken any exams, please report the semester and year in which you plan to take each exam.

**IF YOU COMPLETED ALL COMPREHENSIVE EXAMS PRIOR TO FALL 09, GOTO QUESTION 7**

	<u>Core Theory</u>	<u>Core Methods</u>	<u>Specialization</u>
<u>First time taking exam</u>			
Year			
Semester			
Outcome			
<u>Second time taking exam</u>			
Year			
Semester			
Outcome			
<u>Intend to take exam</u>			
Semester			
Year			

**IF YOU HAVE COURSEWORK OR EXAMS TO COMPLETE, SKIP TO QUESTION 8**

7. For students who have successfully taken and passed all three required exams, briefly discuss where you stand with respect to completing your dissertation (e.g., planning or writing proposal, data collection, etc.). Also, indicate your dissertation advisor and the semester and year in which you expect to graduate.

- a. Dissertation advisor:
- b. Expected graduation date:
- c. Explain current progress toward your dissertation:

**SECTION IV: STUDENT ACCOMPLISHMENTS AND PRODUCTIVITY**

8. Below, list the research projects that you have been involved in between summer, 2009 and spring, 2010. For each general project (though not necessarily every individual study), list a general subject title, your collaborators, and the current status of the research (e.g., planning, data collection, analysis, writing).

TITLE OF RESEARCH

COLLABORATORS

STATUS

9. Using APA format, list below any papers presented or accepted for presentation at regional or national conventions during the 2009-2010 academic year (between beginning of summer, 2009 and end of spring, 2010).  
Example: Johnson, T. P., Cho, Y. I., Holbrook, A. L., & Owens, L. (2007). Health disparities or measurement disparities? Paper presented at the annual meeting of the American Association for Public Opinion Research, Anaheim, CA.
  
11. Using APA format, list below any papers published, in press, or submitted for publication during the 2009-2010 academic year (please specify the status of each paper as published, accepted for publication and in press, etc).  
Example: Meier, K. J., & O'Toole, L. J. (2002). Public management and organizational performance: The effect of managerial quality. *Journal of Policy Analysis and Management*, 21(4), 629-643.
  
12. List below any other significant accomplishments or experiences relevant to your training as a Ph.D. student during the 2009-2010 academic year (e.g., conventions attended, honors/awards, manuscripts reviewed, etc.).
  
13. List any activities which support moving into a nonacademic path. Provide documentation (nonscholarly reports, reviews, job descriptions, summary descriptions of clients/colleagues, and business plans).
  
14. Below, explain how you have contributed to the public administration program in a service capacity (e.g., assisting in colloquium or forum activities, student recruitment, mentoring others, etc.).

## SECTION V: SELF-EVALUATION AND FINAL COMMENTS

15. SUMMARY SELF-EVALUATION - Below, indicate what progress you have made this year toward your goal of becoming a public administration researcher. Evaluate how well you have met your specific objectives of learning about the field, engaging in research, in teaching, and in providing service to the department and profession. In sum, we are interested in some assessment of how well YOU feel you are doing in the various aspects of the program.
  
15. FINAL COMMENTS: Is there anything else that the faculty should know about factors that have especially hindered or facilitated your progress in the public administration program?
  
16. CURRICULUM VITA. Attach a copy of your current curriculum vita to this report.
  
17. Indicate any information that you would like to bring to the attention of the faculty about the graduate program in general rather than about YOU in particular. Address any aspect of the program that you would like (e.g., classes, advising, research, colloquia, interpersonal relations, recruitment of new students, etc.)

**NOTE:** Responses to question 17 may be detached and submitted separately (i.e., without name attached if you desire)

**APPENDIX F**  
**FACULTY EVALUATION FORM**

Ph.D. Student Evaluations:

Student Name: \_\_\_\_\_

Faculty Name: \_\_\_\_\_

What opportunities did you have to interact with this student (please check all that apply):

- \_\_\_\_\_ I had the student in a class  
Please specify which class: \_\_\_\_\_  
What was the student's grade in the class? \_\_\_\_\_
- \_\_\_\_\_ I supervised the student in an independent study  
What was the topic of the independent study? \_\_\_\_\_
- \_\_\_\_\_ I supervised the student in independent research  
What was the topic of the independent research? \_\_\_\_\_
- \_\_\_\_\_ The student worked as an RA on my research project  
What was the topic of the research project? \_\_\_\_\_
- \_\_\_\_\_ Other (please specify: \_\_\_\_\_)

Thinking about your interaction with the student, please answer the following questions about him or her.

1. Did the student perform at a level commensurate with his/her PhD status?
2. In what areas, if any, does the student need to improve?
3. Would you recommend that the student be retained in the program?
4. Is there any other feedback you would like to provide to the student?

## APPENDIX G

### AY 2018-19 COMPREHENSIVE EXAM COMMITTEES

	<b>Committee</b>					
<b>Faculty</b>	<b><u>Core Theory</u></b>	<b><u>Research Methods</u></b>	<b><u>Public Management</u></b>	<b><u>Finance</u></b>	<b><u>**Survey Methods</u></b>	<b><u>Urban Govern</u></b>
<b>Carr, Jered</b>	Member					Chair
<b>Hendrick, Rebecca</b>		Member		Chair		
<b>Holbrook, Allyson</b>					Member	
<b>Johnson, Tim</b>					Chair	
<b>Kleinschmit, Stephen</b>	Member					
<b>Laurito, Agustina</b>		Member				
<b>Liang, Jiaqi</b>			Member			
<b>LeRoux, Kelly</b>			Chair			Member
<b>Merriman, David</b>				Member		
<b>Siciliano, Michael</b>		Chair				Member
<b>Thompson, Jim</b>	Chair		Member			
<b>Wu, Yonghong</b>				Member		

**\*\* One member not from PA Department**

## **APPENDIX H**

### **Acronyms**

BAPP : Bachelor of Arts in Public Policy

CUPPA: College of Urban Planning and Public Affairs

DGS: Director of Graduate Studies

DPA: Department of Public Administration

GPA: Grade point average

GRE: Graduate record examination

IELTS: International English Language Testing System

ITAP: International Teaching Assistant Program (ITAP).

MPA: Masters in Public Administration

OIS: Office of International Students

PhD: Doctor of Philosophy

TOEFL: Test of English as a Foreign Language