



***Public Administration Ph.D. Program  
Handbook and Course Guide***

***Academic Year 2021-2022***

***The Maxwell School of Citizenship and Public Affairs  
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***[Ph.D. in Public Administration](http://www.maxwell.syr.edu/pa/programs/phd) (<http://www.maxwell.syr.edu/pa/programs/phd>)***

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SYRACUSE UNIVERSITY / PUBLIC ADMINISTRATION CALENDAR  
2021-2022 SYRACUSE UNIVERSITY CALENDAR

**Fall 2021**

First day of classes ..... August 30  
Labor Day (no classes, University closed).....September 6  
Thanksgiving Break..... November 21- 28  
Last day of classes..... December 10  
Reading days ..... Dec 11,12,14 & 16  
Final exams.....December 13 & 17

**Winter Intercession 2021**

Classes (tentative, dates may vary slightly) ..... Dec 20 - Jan 14

**Spring 2022**

Martin Luther King Day (no classes, University closed) ..... January 17  
First day of classes ..... January 24  
Spring Vacation ..... March 13-20  
Last day of classes..... May 4  
Reading days ..... May 5,7-8 & May 10  
Final exams.....May 6,9, May 11-12  
University Commencement Weekend.....May 14,15

See [Syracuse University Office of Registrar Schedule of Classes webpage](http://registrar.syr.edu/general/schedule-of-classes/)  
(<http://registrar.syr.edu/general/schedule-of-classes/>) for registration procedures,  
instructions, and times.

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## **Ph.D. DEGREE PROGRAM OVERVIEW**

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### **General Requirements**

#### **Minimum Requirements**

The Ph.D. program requires completion of a minimum of 72 credit hours of coursework, four semesters of research apprenticeships, and nine (9) credit hours for the dissertation. Students who have earned a master's degree from an accredited university at the time of their entry into the Ph.D. program may receive up to 36 credit hours toward the 72-credit-hour coursework requirement. Maxwell MPA degree holders may receive up to 39 credit hours toward the 72-credit-hour coursework requirement. Students must have a completed Masters in Public Administration or a related field or the equivalent graduate credits to enter the PhD program.

#### **Prerequisite Coursework Requirements**

All students who enter the Ph.D. program must either have completed the equivalent of the prerequisite courses listed below (all of which are required for the Maxwell MPA degree), complete the appropriate courses after they enter the Ph.D. program, or receive a waiver from the Ph.D. Committee. The prerequisite courses are:

PAI 712: Public Organizations & Management

PAI 721: Introduction to Statistics

PAI 722: Quantitative Analysis for Public Policy Analysis

PAI 723: Economics for Public Decisions

PAI 734: Public Budgeting

PAI 755: Public Administration and Democracy

#### **Time Required to Complete the Ph.D. Program**

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 requirements for the Maxwell MPA degree
- The number of credit hours completed during each academic term
- The time required to prepare for the qualifying exam and to complete the dissertation.

In general however, a student who receives credit for 36 hours completed prior to entry into the Ph.D. program and who has no prerequisite course deficiencies will complete all coursework requirements within two academic years. The length of time necessary to complete the dissertation will vary but typically takes 1 to 2 years upon approval of the dissertation proposal. Recent graduates have averaged 4.5 years to complete the Ph.D. program.

The comprehensive examinations are administered in two segments. The exams for theory of public administration, foundations of policy analysis, and research design and methods are taken in May after completion of the first year of coursework. Exams in the two fields of specialization are taken in last two weeks of September after completion of second-year coursework. Following notice of satisfactory

performance on the examination, the student commences work on the dissertation colloquium, followed by the dissertation itself.

**Normal Course Loads and Full-Time Status**

The department requires all Ph.D. students to maintain full-time status during each fall and spring semester from the time of entry into the program until all required coursework is completed. The Ph.D. Committee must approve exceptions to this requirement. In general, full-time status in a fall or spring semester is achieved by enrolling for nine credit hours of coursework (not PAI 999 Dissertation) and serving a research apprenticeship. Once the comprehensive qualifying field examinations have been passed and a student formally enters Ph.D. candidacy status, the department will no longer require full-time status. However, students who wish to be certified as full-time must provide evidence that they are making substantial progress on their dissertations and that they are not employed more than-half-time (i.e., the equivalent of a graduate assistantship).

For more information about criteria for full-time status, see the Syracuse University publication, *Policies and Requirements* (<http://graduateschool.syr.edu/policies-and-requirements/>).

**Summary of Program Sequence**

The following schedule of dates serves as a guideline for students, reflecting a *typical* sequence of events. Individual cases may vary. See the pages referenced for more information. Also, some items are optional while others reflect program requirements.

**Fall Year One**

SCHEDULE	EVENT	REFER TO PAGES:
Late-August	Begin coursework	throughout
Late-August	Begin research assistantship and/or TA	17
Fall Semester	Begin developing a plan of study	15

**Spring Year One**

SCHEDULE	EVENT	REFER TO PAGES:
Spring Semester	Continue coursework	throughout
Spring Semester	Continue research assistantship and/or TA	17
May	1 <sup>st</sup> year Comprehensive exams	20

### Summer Year One

SCHEDULE	EVENT	REFER TO PAGES:
June	TA opportunity - Executive Leadership Seminar	18, 25
July/August	TA opportunity/Prereq Recovery - Public Administration & Democracy	18, 25
July/August	TA opportunity/Prereq Recovery - Public Budgeting	18, 25
Summer Semester	Coursework optional; sign up for dissertation credits	throughout

### Fall Year Two

SCHEDULE	EVENT	REFER TO PAGES:
Fall Semester	Deadline for submitting final Ph.D. plan of study to the Ph.D. coordinator	15
Fall Semester	Continue coursework	throughout
Fall Semester	Continue research assistantship and/or TA	17

### Spring Year Two

SCHEDULE	EVENT	REFER TO PAGES:
May	Deadline for informing Ph.D. program coordinator if intending to take comprehensive exams in September of that year	20
Spring Semester	Present research paper in Ph.D. Research Seminar	16
Spring Semester	Finish coursework	throughout
Spring Semester	Continue research assistantship and/or TA	17

### Summer Year Two

SCHEDULE	EVENT	REFER TO PAGES:
June	TA opportunity - Executive Leadership Seminar	18, 25
July	Submit 2 <sup>nd</sup> year paper	19

SCHEDULE	EVENT	REFER TO PAGES:
July/August	TA opportunity - Public Administration & Democracy	18, 25
July/August	TA opportunity - Public Budgeting	18, 25
Summer Semester	Sign up for dissertation credits	

### Year Three

SCHEDULE	EVENT	REFER TO PAGES:
September	Comprehensive exams in two fields of specialization	20
Year Three	Present a dissertation proposal at a colloquium	21
Year Three	Submit proposal for either an externally-funded dissertation fellowship or the departmental dissertation fellowship to cover 4 <sup>th</sup> & or 5 <sup>th</sup> year funding	17
Year Three	Continue research assistantship and/or TA	17
Year Three	Note: TA Requirement must be met by end of year four	17
June	TA opportunity - Executive Leadership Seminar	18, 25
July/August	TA opportunity - Public Administration & Democracy	18, 25
July/August	TA opportunity - Public Budgeting	18, 25

### Years Four and Beyond

SCHEDULE	EVENT	REFER TO PAGES:
Years Four and Beyond	<ul style="list-style-type: none"> <li>- TA requirements must be met by end of year 4</li> <li>- Final oral examination on the dissertation (dissertation must be completed within five years after a student has passed the comprehensive field examinations).</li> <li>- Continue to look for funding opportunities for dissertation research</li> </ul>	<p>17</p> <p>21-22</p> <p>17</p>

## Ph.D. Credit Hour Requirements

### COURSEWORK DISTRIBUTION and CREDIT HOUR REQUIREMENTS

#### I. MPA or other Master's Degree

Coursework Requirement 36 credit hours maximum\*

*\*39 credit hours maximum for students with Maxwell MPA*

#### II. Core Requirements

**Theory of Public Organization and Administration** 6 credit hours minimum

PAI 801: Advanced Seminar: Intellectual History of Public Administration

Prerequisite:

PAI 755: Public Administration and Democracy or its equivalent

PAI 805: Advanced Seminar: Foundations of Policy Analysis and Management

**Research Design and Methods** 9 credit hours minimum

PAI 803: Advanced Seminar: Quantitative Methods I

Prerequisites:

PAI 721: Introduction to Statistics or its equivalent

PAI 722: Quantitative Analysis or its equivalent

PAI 804: Advanced Seminar: Quantitative Methods II

#### **Research Methods Elective**

*Note: Examples of courses to fill this requirement include:*

SOC 614: Qualitative Methods

PSC 604: Qualitative Political Analysis

SOC 800: Mixed Methods

PAI 811: Quantitative Methods III

SOC 813: Advanced Social Statistics

**Research Seminar** 3 credit hours

PAI 810: Ph.D. Research Seminar

#### III. Fields of Specialization Requirements

12 credit hours minimum\*\*

*\*\*Minimum of 6 credit hours required in each of two fields*

#### IV. Electives

6 credit hours maximum

**Total Minimum Coursework Requirements** 72 credit hours

Dissertation Requirements

PAI 999 Dissertation 9 credit hours

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**Total** **81 credit hours**

**Sample Schedule of Coursework**

**Fall Year One**

Research Methods I ..... 3 Credits  
Intellectual History of Public Administration ..... 3 Credits  
Elective..... 3 Credits

**Spring Year One**

Research Methods II ..... 3 Credits  
Foundations of Policy Analysis and Management.....3 Credits  
Elective..... 3 Credits

**Summer Year One**

Summer course and/or register for dissertation hours.....3 or 6 Credits  
(Dissertation hours will be an incomplete until defense)

**Fall and Spring Year Two**

PhD Research Seminar ..... 3 Credits  
Electives.....9 - 15 Credits

**Summer Year Two**

Register for dissertation hours..... 6 Credits

**Registration Deadlines**

Please be aware of all registration deadlines for each term.

**Fall 2020:**

Registration for New Students: .....August 3  
Add deadline: ..... August 31  
Audit (Grading Option) deadline:.....September 7  
Academic and Financial Drop deadline: ..... September 14  
Withdrawal deadline: ..... November 18  
Spring 2020 Registration for Continuing Students:.... November 4 - Jan 26

**Spring 2021:**

Registration for New Students: ..... January 4  
Add deadline: ..... January 26  
Audit (Grading Option) deadline:..... February 1  
Financial Drop deadline:.....  
(for full reimbursement)  
Academic and Financial Drop deadline: ..... February 8  
Withdrawal deadline: .....April 13



## **Registration**

Students should plan for registration. Students use the 5 digit course number from MySlice. Registration is usually a very smooth process, despite the anxiety students will feel about it.

If a course is closed (has reached its enrollment cap) and has multiple sections - please sign up for an alternative day/time section. We do not have waitlists for core courses offered in multiple sections, as there are enough seats to meet full demand. Just in case, please have alternate schedules worked out ahead of time.

If a non-core course is closed and is only offered one time, please sign up on the web based waitlist. These are time-stamped waitlists and we are often able to work through all waitlists to accommodate students once all have registered and we have a handle on full demand. This waitlist is found on the [PA department website \(www.maxwell.syr.edu/paia\)](http://www.maxwell.syr.edu/paia).

If you are interested in a course outside PAIA, you may need permission to register. Contact the course's professor after clearing your course plan with your advisor.

## **Enrollment Holds**

You must be sure that you do not have any HOLDS on your account in time for registration each term. Holds may be placed on accounts for non-payment of tuition, not submitting health immunization documents, unpaid parking tickets, overdue library books, etc. Students must check their MySlice account in the weeks leading up to registration to be ensure there are no holds and if so, that they are taken care of at least a few days in advance of registration and can be removed (this is not an immediate process).

## **FIELDS OF SPECIALIZATION**

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Each Ph.D. student, in consultation with his or her faculty advisor, selects two fields of specialization from the fields offered by the department and completes at least six credit hours in each of the two fields. Although only six credit hours of coursework relevant to a field are required, it is unlikely that a student without previous training in a field will be prepared for the Comprehensive Examination without appropriate coursework beyond the required six-credit minimum.

Included in the following description of each field of specialization is a group of courses labeled "suggested relevant courses." Note that these courses are only suggestions, and are not intended to be all-inclusive. Individual departments provide descriptions of their courses. Previous doctoral students have chosen courses offered in the School of Management, School of Information Studies, and Departments of Political Science, Sociology, Psychology, Economics, Geography and Mathematics. Students should consult the field faculty and their faculty advisor in the selection of their courses.

Many of the elective courses included among the "suggested relevant courses" are part of the Master of Public Administration (MPA) curriculum. 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 public administration doctoral students. See pages 9-14 for details of established fields of specialization.

### **Alternative Fields of Specialization**

It is possible for students to request permission to substitute a field of specialization not currently offered by the department for one of the two required fields of specialization. The request must be in the form of a petition that explains how the alternative field of specialization is relevant to the student's dissertation plans and identify the courses that will be taken in preparation for the Comprehensive Examination in that field. The substitute field of specialization may be one offered in another department or college. To qualify, an alternative area must make use of at least three faculty members in the preparation of the comprehensive examination.

A petition to substitute an alternative field should be submitted to the chair of the Ph.D. committee for review by the Ph.D. committee by Fall of the second year. There must be at least one faculty member in the department of Public Administration and International Affairs who specializes in the field, and who agrees to participate in preparing and evaluating the qualifying examination in the alternative field of specialization, for this to be an accepted field.

## **Public Finance, Budgeting and Financial Administration**

### **Field Faculty**

John Yinger, Coordinator

Robert Bifulco

Yilin Hou

Michah Rothbart

Amy Ellen Schwartz

### **Subject Matter**

Public finance theory; taxing and spending; capital spending and borrowing; government accounting, auditing and financial reporting; state and local finance; budgeting; financial markets; and intergovernmental relations.

### **Suggested Relevant Courses**

- PAI 812 PhD Seminar in Public Finance
- PAI 730 Tax Policy & Politics
- PAI 790 Public Finance: An International Perspective (not offered in 2018-19)
- PAI 731 Financial Management in State and Local Governments
- PAI 735 State and Local Government Finance
- PAI 749 Financial Management in Non-Profit Organizations
- ECN 731 Public Expenditures
- ECN 732 Taxation

## **Organization Theory and Public Management**

### **Field Faculty**

Tina Nabatchi, Coordinator

Jonathan Beagles

Julia Carboni

Todd Dickey

Catherine Herrold

Sabina Schnell

Saba Siddiki

### **Subject Matter**

Inter-organizational relations; formal organization structures; organization design; motivation and leadership, organization technology and innovation; management information systems; management science; public employee unions; bargaining and negotiation; structure of the federal service and personnel mobility; legal context.

### **Suggested Relevant Courses**

- PAI 730 Data Driven Management
- PAI 732 Collaborative and Participatory Governance
- PAI 747 Human Resources Management
- PAI 748 Non-Profit Management and Governance
- PAI 760 Policy Process
- PAI 762 Challenges of International Management

## **Environmental Policy and Administration**

### **Field Faculty**

Peter Wilcoxon, Coordinator

W. Henry Lambright

John McPeak

David Popp

Saba Siddiki

### **Subject Matter**

Environmental policy, law and administration; natural resources and energy policy; sustainable development; environmental governance; state and local environmental services and management; economics of environmental policy.

### **Suggested Relevant Courses**

- PAI 730 Climate Change: Science, Perceptions & Policy
- PAI 730 Environmental Law Regulation and Governance
- PAI 775 Energy, Environment & Resource Policy
- PAI 777 The Economics of Environmental Policy
- FOR 665 Natural Resources and Environmental Policy
- FOR 687 Environmental Law
- FOR 689 Natural Resources Law and Policy
- GEO 700 Graduate Seminar: Environmental Politics
- PSC 700 Transnational Environmental Politics
- PSC 718 Politics and the Environment
- EST 626 Concepts and Principles of Sustainable Development

There are many other relevant environmental policy courses in other Maxwell departments, including Political Science, Anthropology, and Geography. Also check out courses at SUNY-ESF, the College of Law, the School of Management, and the Newhouse School of Public Communications. See Maxwell's brochure on Environmental and Natural Resources Policy for more information.

## **Development Policy and Administration**

### **Field Faculty**

John McPeak, Coordinator

Jonathan Beagles

Catherine Herrold

Renee de Nevers

Sabina Schnell

### **Subject Matter**

Globalization, governance and development; health policy; population policy; decentralization; urban development; civil society, participation and development; international organizations; public finance in developing countries; development and the environment.

### **Suggested Relevant Courses**

- PAI 600 Stabilization and Growth in Emerging Markets
- PAI 707 Culture in World Affairs
- PAI 713 Governance and Global Civil Society
- PAI 716 Economic Dimensions of Global Power
- PAI 719 Fundamentals of Post-Conflict Reconstruction
- PAI 757 Economics of Development
- ANT 756 Development Anthropology
- PSC 757 Non-State Actors in World Affairs

There are many relevant development-oriented courses taught in other Maxwell Departments; particularly in Geography, Economics, Political Science, and Anthropology.

## **Social Policy (Health, Aging, Education, and Social Welfare)**

### **Field Faculty**

Sarah Hamersma, Coordinator

Robert Bifulco

Colleen Heflin

Jun Li

Len Lopoo

Michah Rothbart

Amy Ellen Schwartz

Ying Shi

Emily Wiemers

### **Subject Matter**

Design, management and evaluation of human resource programs for at-risk populations in the areas of health, aging; education and welfare; distributional equity and equality of opportunity and access; social, economic and health problems of the aged; the family and public policy; the effects of the demographic aging of modern industrial societies; evaluation and alleviation of poverty, material deprivation and discrimination in American society; public policy toward the health care industry and health care finance.

### **Suggested Relevant Courses**

- PAI 730 Health Economics & Policy
- PAI 781 Social Welfare Policy
- PAI 784 Education Policy
- PSC 602 Aging and Society
- SOC 664 Aging and Society
- SWK 782 Social Welfare Policy & the Workplace
- ECN 751 Labor Economics I

## **PLAN OF STUDY**

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Beginning in the first semester of residence, each Ph.D. student should begin developing a plan of study. Each student should consult with members of the faculty who are appropriate for their areas of interest, as well as with the Ph.D. program coordinator. It is recommended that the plan of study be developed fully, at least on a tentative basis, as early as possible. When the tentative plan of study has been prepared, it is to be given to both the Ph.D. program coordinator and to the department for placement in the student's file. The final Ph.D. Plan of Study should be given to, and approved by, the Ph.D. coordinator no later than the student's 3<sup>rd</sup> semester.

The tentative plan of study is comprised of two components. The first component includes:

- 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 Syracuse University and proposed to be used to meet Ph.D. coursework requirements;
- identification of the two fields 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 second component of the tentative plan of study is required by the Graduate School and is to be presented on the University form entitled "Graduate Program of Study." The Graduate Program of Study requires, among other information, course-by-course listings of both courses for which a student is requesting transfer credit and courses (including dissertation credits) expected to be completed while in residence and used in partial fulfillment of degree requirements. It must include a minimum of 81 credits. (Maxwell MPA students need only state "39 credits from Syracuse University MPA" in the section for transfer credit.)

To change either the department's a Plan of Study or the Graduate School's Program of Study, the University form; "Petition to the Faculty" should be used. In any event, the Plan of Study and the Graduate Program of Study are, in effect, contracts and it is to the student's advantage to make these contracts with the department and the University as early as possible.

### **Guidelines for Planning Coursework**

Once a student has determined, in general, what courses she or he intends to take to meet the program's course requirements, the next step is to plan a tentative schedule, semester-to-semester. Some flexibility is required within the student's Plan of Study as availability of course offerings is not known until university and department course schedules are made available. Nevertheless, there are certain generalizations about departmental course scheduling practices that will be useful in planning course schedules:

All Ph.D. students should meet well before the beginning of each semester with their faculty advisors 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.

Most, but not all, Public Administration and International Affairs department courses are offered at least once during each academic year.

Descriptions of Public Administration and International Affairs department courses open to Ph.D. students are contained in a later section of this handbook.

Do not make assumptions about the future availability of courses which are offered by other departments in a given year. 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 advisor and the Ph.D. committee can alert you to possible scheduling difficulties in time to adjust your plans accordingly.

Scheduling changes can occur at the last moment. Do not despair; some alternatives almost always exist.

### **Criteria for Choosing Elective Courses**

Elective courses may be:

(a) Courses that are relevant to one or both of the student's fields of specialization;

-OR-

(b) Courses that satisfy any prerequisite deficiencies.

When MPA courses are used to fulfill Ph.D. course requirements (e.g. as one of two courses for a field of specialization) Ph.D. students must do additional work beyond what is required of MPA students. Arrangements for this work will be made between the instructor and the Ph.D. student. Students intending to use an MPA course for a requirement should discuss their intention with the course instructor as early in the semester as possible.

*Note: Courses taught outside the department may be used to satisfy the elective coursework requirement. Students are advised to consult with their advisors or field faculty before taking such coursework*

### **Research Seminar Requirement**

Each student is required to participate in the departmental research seminar each semester they are in residence. This bi-weekly seminar provides an opportunity for faculty, students and outside guests to share their research methodology and findings. While students are expected to participate in the seminar each year, they must sign up for three graduate credits for the seminar one time. *This is typically done during the student's second year.* The formal requirements of the seminar are for the student to present a piece of original research in their second year and submit a corresponding paper in the summer after their second year.

### **Use of PAI 930/890: Readings and Research and Independent Study**

A student is also allowed up to six credit hours earned in PAI 930: Readings and Research to satisfy coursework requirements. Taking more PAI 930 hours is possible subject to the approval of the Ph.D. Committee.

In order to enroll for PAI 930: Readings and Research, a student must complete the University form titled "Proposal for Independent Study Courses" and obtain necessary approvals (i.e. faculty advisor, department chair, and course faculty).

Students who want to enroll in PAI 890: Independent Study are required to describe their study plan on the appropriate registration form and obtain signatures of the faculty member who agrees to supervise the work and the department chair. Approval by the supervising faculty member and the department chair must be obtained prior to registration for the semester in which the independent study will be carried out.

### **Dissertation Hours**

Registration for nine credit hours of dissertation (PAI 999) is required. Except by permission of the Ph.D. committee, a student should not register for dissertation hours during the fall or spring semester until his or her coursework is completed. **Summer Session registration for dissertation hours is allowed and encouraged where appropriate.**

### **Incompletes**

The department does not favor the taking of Incompletes. It is the faculty's strong belief that an incomplete should be approved only for the reasons stated by the University. (University Academic Rules and Regulations, p. 4):

“Incompletes can be granted only when exceptional circumstances prevent the student from completing the course, including final examinations or projects, within normal time limits. Deferred examinations are allowed at the convenience of the department involved. To receive an Incomplete, the student must complete the Request for Incomplete Grade form, which is an agreement between the faculty member and the student, specifying the reasons, the conditions, and time limit for removing the Incomplete.”

## **RESEARCH & TEACHING REQUIREMENTS**

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### ***Graduate Assistantships***

All Ph.D. students receiving department funding are required to serve as a graduate assistant (GA) for both research and teaching apprenticeships. These apprenticeships are an integral element of the department's emphasis on both research design and methods and the development of the skills needed for an academic career.

Except when serving as a teaching assistant for the department, as described below, students will serve as a GA under the supervision of their faculty member. This GA apprenticeship begins in the Ph.D. student's first semester of residence and continues for a minimum of four semesters, exclusive of summer sessions. Each Ph.D. student is assigned to work under the supervision of a faculty member as an apprentice scholar-researcher.

Assignments of Ph.D. graduate assistants to faculty supervisors will attempt, whenever possible, to link each student with a faculty member who specializes in one or more areas in which the student has expressed an interest. One objective of the research apprenticeship is to have the student serve as an apprentice scholar-researcher. In many instances a graduate assistant's faculty supervisor will become the student's academic advisor.

In addition, to ensure that all Ph.D. students obtain experience in the classroom, all Ph.D. students receiving four years of funding from the department should expect to support a class for three semesters as a teaching assistant (TA) at some point before the end of the spring semester in their fourth year in residence. This experience would include grading, help sessions for students, and at least one formal session in front of students, preferably in a regularly scheduled class session. A faculty member teaching the course would serve as the student's mentor for the Future Professoriate Program (for participating students) for that year. Experience with summer courses do not count towards this requirement, but provides summer funding and valuable experience for interested students. Students receiving external funding or the Maxwell Dissertation Fellowship will be exempt from TA requirements while receiving those funds and will have their overall TA requirement reduced.

To ensure that the TA needs of all faculty are equitably met, TA allocations will be made by the chair and PhD director. Students will serve as the GA to their faculty mentor in those semesters when they are not serving the department as a TA. Faculty members may choose to have Ph.D. students do additional TA work as part of their GA responsibility. These assignments will not count towards the three semester requirement, so as to ensure that TAs are available for all faculty as needed.

As described in the graduate assistant's letter of appointment and in the Benefits and Responsibilities information, which accompanies appointment letters, an assistant is required to perform her or his duties satisfactorily in order to retain the assistantship. Therefore, it is important that each graduate assistant understand clearly what her or his supervisor expects from the assistant.

The maximum time commitment involved in a research apprenticeship is 20 hours per week while classes are in session.

While certain faculty needs for graduate assistants with particular skills must be satisfied, a Ph.D. graduate assistant may request a change in assignment and supervisor if such a change is likely to serve their interests better. Normally, however, a graduate assistant is expected to remain in his or her current assignment for an entire academic year. The desire to change mentors should be first discussed with the Ph.D. coordinator.

University procedures do not permit the department to guarantee assistantships for more than a year at a time. Nevertheless, when the faculty admits a student to the Ph.D. program and awards a graduate assistantship, its intention is to renew the assistantship for additional years of study if the student remains in good academic standing and performs his or her assistantship duties satisfactorily.

The department does not renew graduate assistantships for a fifth year. Although there are a few fellowships for which advanced PhD students are eligible, including the Maxwell Dissertation Fellowship, funding beyond year four should not be assumed. You are strongly encouraged to apply for an external dissertation fellowship for additional funding, even within the first four years of study. Students are encouraged to look closely in their second and third years at available dissertation fellowships and to discuss possible fellowships with their faculty mentor. While we cannot guarantee funding beyond year four, students who have received external funding in their first four years will receive priority consideration for any additional funding that may be available after year four.

### **Appointment of Faculty Advisors**

The Ph.D. Coordinator serves as the academic advisor to all entering Ph.D. Students and will continue as a student's advisor until the student formally requests the appointment of a permanent faculty advisor. Ordinarily, the request for appointment of a permanent faculty advisor is made when a student is ready to select a dissertation topic, which usually occurs sometime near the conclusion of coursework. However, a student is free to request appointment of a permanent advisor at an earlier point in his or her program. For more information about requesting a permanent faculty advisor, contact the Ph.D. coordinator.

Students are also strongly encouraged to discuss course selections with their research mentors.

### **Mentoring**

Mentoring is a hallmark of The Maxwell School's Public Administration Doctoral Program. We define mentoring as a standard responsibility of the entire faculty to teach doctoral students research process and technique through emulation and cooperative activities. The mentoring process is not confined to a single formal role that matches one faculty member with one student, but occurs through many different mechanisms. For example mentoring occurs in traditional class experiences, when faculty and student develop joint work projects designed to result in professional outcomes (e.g. working papers, conference papers, grant proposals). Students may have multiple mentors, and their set of mentors may change over time. Mentors may or may not be a student's work supervisor.

### **First Year Progress Review**

Upon completion of first year exams, and upon consultation with faculty teaching first year PhD students, students whose performance on the exams and/or in their coursework has been inadequate will be invited to meet with the Ph.D. director and other concerned faculty. After this meeting, the Ph.D. committee, in consultation with the student's advisor, will determine whether a student should either be dismissed from the program or placed on probationary status. The student will be notified in writing of such a decision. The progress of students placed on probationary status will be reviewed by the PhD committee upon completion of their second year, or earlier if deemed appropriate.

### **Teaching Opportunities**

Our program employs a number of mechanisms to provide experience in teaching. All students have opportunities to serve as teaching assistants in our three MPA classes offered in the Summer -Executive Leadership, Public Budgeting, and Public Administration and Democracy and are required to serve as TAs for core masters-level courses during the academic year (see p. 17). In all of these assistantships students work with regular faculty and typically learn how to conduct small group discussions, assignment and exam preparation and grading, and development and delivery of lecture materials.

In addition to serving as teaching assistants, other teaching opportunities are available to interested students. Each year, the Maxwell School solicits applications for PhD students to serve as Maxwell Teaching Associates supporting various Maxwell-wide undergraduate courses. Public Administration students have been selected for these courses in past years. The department at times offers PhD students the opportunity to design and present their own "mini-course" to masters students. In addition, advanced students have taught their own courses as adjunct professors at various universities in the region.

Finally, students after their first year have the opportunity to participate in the Future Professoriate Program (FPP), run by Syracuse University. The goal of FPP is to prepare students to improve their teaching skills. To participate in FPP students identify a teaching mentor in the PAIA department and work with their mentor to identify some teaching opportunities. FPP offers several seminars during the year and provides help on how to develop a teaching portfolio; it also provides students a small stipend. For more information go to the [Future Professoriate Program page \(http://graduateschool.syr.edu/programs/future-professoriate-program/\)](http://graduateschool.syr.edu/programs/future-professoriate-program/).

## **COMPREHENSIVE EXAMINATION**

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### **General Description**

The comprehensive examination is administered in two segments.

***Theory of Public Administration, Foundations of Policy Analysis, and Research Design/Methods:*** The exams are taken after completion of the first year of coursework. The three exams are administered over several days in late May.

***Fields of Specializations:*** Exams in the two fields of specialization are taken in the last two weeks of September after completion of second-year coursework.

### **Request Permission To Take Comprehensive Examination**

Upon completion of all coursework, a student must inform the Ph.D. program coordinator of his/her intent to take comprehensive exams in two fields designated by the student. This request must be made no later than the May preceding comprehensive exams. Comprehensive exams in the areas of specialization are offered once a year, in September. They may, under special circumstances, be offered during the Spring semester.

Students must have submitted a complete Program of Study before requesting permission to take comprehensive examinations in their areas of specialization. (See "Plan of Study" under Section II: Departmental and University Procedures, below.)

### **Preparation For Comprehensive Examination**

At an early stage in preparing for the examination, the student should meet with the coordinator of each field in which she or he will be examined to determine which faculty will be writing examination questions and evaluating answers. Then, the student should arrange to meet with each faculty member who will participate in the examination preparation and evaluation.

The PA Department keeps the exam questions from the past three years. Students may view these and may find them useful in preparing for the exams.

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 core, or series of courses. 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.

### **Evaluation of Comprehensive Examination**

A student's answers to the questions pertaining to each of her or his fields will be read and evaluated by those faculty identified prior to the examination as being associated with the field. If a majority of the readers in a field conclude that the student's answers are at a passing level, the student will be deemed to have satisfied the

requirements for the field. A satisfactory performance in each of the components of the comprehensive examination is required. A student who fails to pass one or more of the components of the comprehensive examination may be dismissed from the program if the Ph.D. committee so determines. In some cases, the examining committee may offer the student an opportunity to retake a written comprehensive exam or to take an oral examination.

Upon satisfactory performance on both exams, a student is officially ABD (all but dissertation) according to the university. A typical student finishes the degree in the following 2-3 years.

## DISSERTATION

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A dissertation must 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. The dissertation must be an original and valuable contribution to the understanding of public administration or public policy. (Examples of dissertations prepared by public administration Ph.D. students are available for review in Eggers 215.)

### *Colloquium (i.e. Dissertation Proposal Defense)*

After passing the comprehensive field examinations early in the third year, the student's next milestone is presenting a dissertation proposal at a colloquium attended by departmental faculty and Ph.D. students. The purpose of the colloquium is to assist the student in clarifying and developing the plan of research and to inform all faculty and Ph.D. students about the proposed research.

As a practical matter, students are advised to consult with their faculty advisor and to begin, at least tentatively, forming their proposed dissertation topic and developing their dissertation research plan even before they have completed their coursework. Early development of the dissertation proposal is essential if a student is to have a realistic chance of obtaining outside financial support for the dissertation research or finishing the program in four years.

Prior to the colloquium the student will select, subject to the approval of the faculty members involved, a preliminary dissertation committee, which will include at least three members of the Department of Public Administration and International Affairs faculty. It may also (but does not need to) include additional faculty from within or outside PAIA who are expected to serve on the dissertation committee. (Full dissertation committee parameters are in the next section.)

In their colloquium, a student presents an overall proposal (including any preliminary results) for the components of the dissertation. They typically submit written materials to their preliminary dissertation committee in advance; details on what is expected should be worked out between the student and committee. The colloquium will be chaired by the student's dissertation advisor. The student's preliminary dissertation committee must agree that he or she is ready to present the colloquium before it can be scheduled. **The student is responsible for notifying all PA faculty and all PA Ph.D. students of the time, date, and location of the colloquium no later than two weeks prior to the colloquium.** This is done by contacting the PAIA office staff to distribute the announcement.

The colloquium should take place in the 3<sup>rd</sup> year or following summer for any student planning to go on the job market in the 4<sup>th</sup> year. For students not planning on going on the market in their 4<sup>th</sup> year, early in the 4<sup>th</sup> year is allowable for the colloquium. Students should present their colloquium in the 4<sup>th</sup> year as a signal that they will be ready to graduate the following year. Students who have not completed a colloquium by February of the 4<sup>th</sup> year (when admissions decisions are made and funding allocated) will not be prioritized for potentially available 5<sup>th</sup> year funding.

The preliminary dissertation committee establishes the format and other requirements for the dissertation proposal and must unanimously give its approval after the completion of the colloquium. If one or more members of the preliminary dissertation committee vote not to approve the proposal, the committee may choose to require another colloquium before it will give its approval to a revised plan for the dissertation.

### **Selection of Dissertation Committee**

The final dissertation committee must be made up of five members. A sixth member of the committee will serve as the chairperson at the time of the dissertation defense. It is the responsibility of the student and their advisor to seek out a chair for the defense. The chairperson may only be a tenured or tenure track SU faculty member from outside of the student's department.

By mutual consent between the student and a member of the preliminary dissertation committee a faculty member (who must be a tenured member of the department of Public Administration and International Affairs faculty) will serve as the supervisor of the student's dissertation preparation and will be designated "dissertation advisor." Although it is not required, it is usually the case that the person who agrees to serve as dissertation advisor will already have been serving as the student's research mentor. If a student would like to include more than one non-Syracuse University faculty member on the committee, the student must petition the Graduate School.

### **Deadline For Completion of Dissertation**

While the time required to complete dissertations varies widely among students, Graduate School rules require that a dissertation must be completed within five years after a student has passed all the comprehensive examinations. Failure to meet the five-year deadline may require the student to repeat the comprehensive examination.

### **Dissertation Examination**

Final oral examination on the dissertation is scheduled by the Graduate School at the request of the dissertation advisor. Please see the [Thesis/Dissertation Defense Checklist](http://graduateschool.syr.edu/policies-and-requirements/graduation-requirements/thesisdissertation-defense-checklist/) (<http://graduateschool.syr.edu/policies-and-requirements/graduation-requirements/thesisdissertation-defense-checklist/>). for Graduate School Requirements.

- File a program of study with the Degree Certification Office in 106 Steele Hall.
- At least three weeks before the defense, file Request for Examination form with the Graduate School
- At least three weeks before the defense, obtain clearance to schedule the defense from the Graduate School.
- At least two weeks before the defense, submit the final version of the dissertation to all of the defense committee members.
- The Degree Certification Office sends confirmation to all committee members that the defense will proceed.

After the defense, the candidate needs to:

- Submit a PDF copy on CD of the final version of the dissertation as approved by the dissertation committee to the Degree Certification Office in 106 Steele Hall.
- Submit a Survey of Earned Doctorates to the Degree Certification Office when you submit your final dissertation.
- Doctoral students must file a “University Microfilms International (Proquest UMI) microfilming publishing agreement with the Graduate School/GEMC. There are four publication options available for your dissertation.

**The student is responsible for notifying all PA faculty and all PA Ph.D. students of the time, date, and location of the dissertation examination no later than two weeks prior to the defense.** This is done by contacting the PAIA office staff to distribute the announcement.

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. A majority of the examination committee must vote favorably for the candidate to pass the examination. 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 School, together with appropriate comments.

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, the candidate is entitled to an explanation from the committee. 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.

For more details about the Graduate School's rules and regulations concerning dissertations, as well as other aspects of Ph.D. study, please refer to the [Syracuse University Graduate School What You Need To Graduate page](http://graduateschool.syr.edu/policies-and-requirements/graduation-requirements/) (<http://graduateschool.syr.edu/policies-and-requirements/graduation-requirements/>).

## **DEPARTMENTAL AND UNIVERSITY PROCEDURES**

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### **Program Governance**

Within guidelines and requirements established by Syracuse University, the Graduate School and the Maxwell School, the PhD program is managed by the *PhD Committee*, whose members are drawn from the department. Meetings are convened and chaired by the *PhD Coordinator*, a position that rotates among faculty members at three-year intervals. The chair of the Department of Public Administration and International Affairs is an ex officio member of the committee.

The PhD Committee makes admission decisions; monitors the progress of students up to the point that all comprehensive examinations are completed; monitors the mentoring and funding status of doctoral students; and manages the administration and grading of comprehensive examinations.

The PhD Committee is also responsible for doctoral-level curriculum. Any proposed procedural or curricular changes are presented to the full Public Administration and International Affairs faculty for discussion and approval.

### **Plagiarism**

Please see the [Academic Integrity Policy \(http://class.syr.edu/wp-content/uploads/2017/05/Academic-Integrity-Policy\\_final.pdf\)](http://class.syr.edu/wp-content/uploads/2017/05/Academic-Integrity-Policy_final.pdf).

Material taken from another source must be appropriately cited and any direct quotations must also be enclosed in quotation marks. If you have any questions about what constitutes plagiarism or how to make references in papers, do not hesitate to get help. Check with your professor, make an appointment at the Writing Center (see note below), or try the [Citation Guide on the Syracuse University Libraries website \(http://researchguides.library.syr.edu/citation/\)](http://researchguides.library.syr.edu/citation/). You should also have a handbook to provide you with information for citing sources whether from a book, journal, or the Internet. The Writing Program uses *The Writer's Harbrace Handbook Brief (2005)*. Other useful handbooks include Diana Hacker's *A Pocket Manual, Fourth Edition* or *The Longman Writer's Companion (2004)*. Since each citation system has its own set of rules, it's important to learn what is used in your particular discipline and to follow it precisely.

**Plagiarism or other forms of academic dishonesty are treated as serious cases and the punishment is severe. Students should always check with their professors to make sure that they understand the expectations of the instructor with regard to use of citations.**

## **Grading System**

The grading system for graduate courses includes the following grading options: A, A-, B+, B, B-, C+, C, C-, F. Grade points for each of the symbols used for graduate students are outlined in the following table.

Courses in which graduate students receive a grade in the C category or higher are recorded as having been passed and do not have to be repeated. However, since Graduate School rules require at least a 2.8 average in the first 30 credits of graduate work in order to maintain matriculated status and at least a 3.0 average for work comprising the student's entire program, a grade of B-, C+, C, or C- in any course should be regarded as a very strong warning that work in the course was far below faculty expectations. Note: It is unlikely that a Ph.D. student whose overall grade average was in the low B range after two semesters of study would be permitted to remain in the program.

The symbol of I (Incomplete) may be granted to a student only if it can be demonstrated that it would be unfair to hold the student to the normal time limits of the course. Illness or other exceptional circumstances are the usual bases for consideration. Students should not assume that an incomplete will be granted automatically upon request. Rather, a student who believes that her or his circumstances warrant an incomplete is advised to consult with the course instructor. To receive an incomplete, a student must complete a form, Request for Incomplete (available in Eggers 215), and obtain the instructor's approval. The completed and signed Request for Incomplete is then submitted to the chairperson of the department offering the course. An incomplete is calculated as an F in the GPA until a grade is recorded for the course.

The department does not favor the taking of multiple Incompletes. It is the faculty's strong belief that an incomplete should be approved only for the reasons stated by the University (See University Academic Rules and Regulations).

## **Requirements for Research Involving Human Subjects**

Research that involves human subjects in any capacity may require approval from the Syracuse University Institutional Review Board (IRB) for the Protection of Human Research Subjects. Students should determine if they need IRB approval, for more information see the [Syracuse University Office of Research Integrity and Protections Human Research webpage](http://orip.syr.edu/human-research/human-research-irb.html) (<http://orip.syr.edu/human-research/human-research-irb.html>).

## **MISCELLANEOUS**

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### **Financial Support for Research and Travel**

Graduate students may apply for cash grants to partially cover expenses for conference travel or research. For information about eligibility requirements and the application process, contact the department's administrative assistant in Eggers 215.

### **Career Placement for Doctoral Candidates**

Public Administration and International Affairs department faculty are committed to assisting advanced Ph.D. students in their searches for permanent teaching or research positions. Responsibility for initiating the search process and for seeking faculty assistance rests with each student.

Students are advised to begin their job searches well before the time when they intend to complete their residency at Maxwell. Many students attend professional meetings (APPAM, ASPA, APSA, etc.) even before they complete their coursework in order to become acquainted with recruiters from other universities and research organizations and to learn about job opportunities. Attendance at professional meetings can be especially useful to the job search when students arrange to present research papers or otherwise participate in meetings, panels and programs.

The department receives many announcements about available teaching and research positions, which are distributed electronically. Various professional organizations to which faculty belong also publish job vacancy announcements in their journals or newsletters. Although the Maxwell School's career services office does not maintain a listing of job vacancies for Ph.D.'s, Ph.D. students who are interested in non-academic positions are invited to make use of the placement office's library of directories and other material about governmental and not-for-profit organizations.

### **Computer Facilities**

Ph.D. students have access to the full array of Syracuse University academic computer facilities and services. Ph.D. students use computers for communication, research and class assignments. A computer lab is available in Eggers Hall for all public administration and international relations students including 30 machines, a printer, and workspace. Maxwell students have their own student-server network with access to electronic mail, the Internet and various software programs.

All students are advised to become familiar with the University's computer system early in their first semester of residence because many department courses will include assignments that involve computer work. New students are assigned accounts and introduced to the Maxwell system at their initial orientation.

## TIPS FROM THE PROS (From Ph.D. students who have survived and thrived!)

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### Classes and Administrative Issues

Since there are limited Ph.D. level courses consider taking an independent study individually or consider “joining forces” by completing a Research and Readings with a group of Ph.D. students with a similar interest.

Be aware that faculty are busy; therefore plan ahead for Independent Studies and Research and Readings.

Also consider taking classes in other departments, specifically Political Science, Sociology, or Economics. Students have found these departments to have courses of interest.

Register for dissertation credits during the summer.

Register for “degree in progress” after completing courses to retain full-time student status.

### Teaching Opportunities

The following courses typically have TAs - Public Administration and Democracy, Public Budgeting, Executive Leadership, Economics for Public Decisions, Quantitative Methods for Program Evaluation, Public Organizations and Management, and Statistics.

Also consider guest lecturing in established classes.

For all of these opportunities consult appropriate faculty.

### Ideas for Course Electives

Below is a list of electives that current and past Ph.D. students found useful. The list is not comprehensive but is intended to give new students an additional resource in planning their studies. The courses are ordered based on fields of specialization.

#### **Public Finance, Budgeting, and Financial Administration**

<b>Course</b>	<b>Description</b>
ECN 601: Microeconomic Theory	<i>Introductory course</i>
ECN 631: Public Finance	<i>Intermediate course; Helpful preparation for ECN 731</i>
ECN 620: Foundation of Econometrics	<i>Helpful preparation for ECN 731; Advantageous to take before PAI 810: Quantitative Analysis II</i>
ECN 622: Econometrics II	<i>Helpful preparation for ECN 731</i>
ECN 731: Public Expenditures	<i>Advanced Course</i>

## Organization Theory and Public Management

Course	Description
PAI 890/930: Independent Study	<i>Individual or group study with a faculty member in the PA department</i>
PAI 895: Capacity Building - HR Management	<i>For those interested in organizational performance as it relates to human capacity</i>

## Environmental Policy and Administration

Course	Description
PAI 890/930: Independent Study	<i>Study with one or more faculty members in PA or other department</i>
PAI 730: Managing for the Environment	<i>For those interested in the management of environmental and natural resource organizations - public and nonprofit</i>

## Technology and Information Policy

Course	Description
PAI 772: Science, Technology and Public Policy	<i>For those interested in an introduction to science &amp; technology policy</i>
PAI 776: Economics of Science and Technology	<i>For those interested in an economic view of IT policy</i>
PSC 755: Politics and Governance in the Information Age	<i>For those interested in IT as it relates to national/international security, globalization, electronic governance, systems assurance, and theories of democracy</i>

## Development Policy and Administration

### Social Policy

Course	Description
LAW 787: Children and the Law	<i>For those interested in children's issues</i>

**Political Science** *(If interested in an alternative specialization in political science)*

<b>Course</b>
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PSC 602: Public Policy Analysis
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PSC 612: Development of the American Administrative State
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PSC: 716: Foundations of American Political Thought
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**Research Methods**

<b>Course</b>
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SOC 614: Intro to Qualitative Research
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PSC 700: Qualitative Political Analysis
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SOC 813: Issues in Multivariate Analysis
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**Research Design**

<b>Course</b>
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PSC 792 Research Design in Political Science
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