



With a degree from this outstanding institution, you have everything you need to get started. You have no excuses not to change the world.
 -President Barack Obama, ASU Commencement

doctor of philosophy

public administration & policy

student guide 2015-2016

welcome

We invite you to take a look at the exciting new developments in ASU's School of Public Affairs, with our world-class faculty, new academic programs, and our centers of research excellence. Our school was recently ranked 12th internationally for publications in Public Administration (van de Walle and van Delft 2015), and we continue to grow and build the School in many ways.

Accomplishments and changes in the School are many, and include:

- 7 major national and international awards for faculty during 2014 and 2015, honoring path-breaking books and articles, and distinguished careers
- one new academic program
- Eight new colleagues, who will add their expertise to these academic programs and the 11 centers affiliated with SPA. We welcome Stuart Bretschneider, Foundation Professor; Brian Gerber, Associate Professor; Akheil Singla, Assistant Professor; Geoffrey Gonsler, Professor of Practice; E. Shawn Novak, Associate Clinical Professor and visiting scholars Anders Villadsen, In Su Baek and Wang Xi.

Our teaching and research focus on the future of governance and public policy, developing new solutions and the next generation of leadership. At both the graduate and undergraduate levels, we provide hands-on experience in problem-solving in the classroom, internships and capstones. While we offer comprehensive programs in public administration and public policy, we have particular strengths in the following areas:

City Management and Innovation.

Ranked #2 in city management, we have the national Alliance for Innovation located at ASU, as well as our Center for Urban Innovation. The Marvin Andrews Fellowship recruits nationally for outstanding students. The school hosts an annual Municipal Finance Conference and faculty research includes areas such as Smart Cities, collaborative service delivery, and big data for local government.

Science and Technology Policy.

This is a growing area of distinction for the school. The Center for Science, Technology and Environmental Policy Studies (CSTEPS) directed by Eric Welch and the Center for Organization Research and Design conduct research in science and technology policy. This builds on the S&T work done by a number of faculty including Barry Bozeman, Elizabeth Corley, Mary Feeney, Karen Mossberger, Chris Hayter, and others.

Participatory Governance and Information Technology.

The Center for Policy Informatics conducts research on open government, and the use of IT for policy challenges and simulation of complex issues. Colleagues from CSTEPS also study digital government, civic engagement, and transparency. Our Participatory Governance Initiative spans both online and offline participation. Master's students can take concentrations in either policy informatics or participatory governance.

Welcome to the School of Public Affairs! Our faculty and staff are eager to help you thrive and fulfill your potential, for yourself, and for the public interest.

Karen Mossberger Director, School of Public Affairs
Professor of Public Affairs

program information

The Doctor of Philosophy (Ph.D.) in Public Administration and Policy is a theoretically grounded research degree designed to prepare students for an academic career. The degree is also appropriate for individuals who want to conduct high level research and policy development in public and nonprofit agencies, foundations, and research institutes. It is designed for students who seek full-time study.

Our goal is to develop well-rounded, independent scholars who are grounded in the classic and current literatures of public administration and public policy, skilled in research methods, and ready to make a positive and important contribution to the field through teaching and research. We provide a balanced curriculum to ensure mastery of core ideas and materials, as well as the opportunity to develop specialized expertise in a specific subfield as determined by the student and his or her committee. These subfields can focus on any area related to public administration and public policy and can draw on faculty expertise from across the ASU campuses. The Ph.D. in Public Administration and Policy with an Urbanism concentration permits students to draw upon the extensive resources in urban affairs at ASU. As a result, upon graduation, our doctoral students are poised for success as productive and active scholars, researchers and teachers.

ADMISSION

All applicants are expected to have completed graduate level statistics and research methods classes before admission. Applicants also are expected to have sufficient formal coursework in public administration to pursue doctoral study in the field. Admitted students are required to take PAF 501, 502, 503, 504, 508 (or their equivalents) and statistics prior to beginning the doctoral core courses. Applicants who are not pursuing an MPA should not take these courses until they consult with the Doctoral Program Director.

Applicants are admitted for Fall only. Admission is competitive; a limited number of well-qualified applicants will be admitted each year. A **completed** application packet is due by January 15th.

All applicants must submit the following materials:

- A completed checklist (submit online);
- An official ASU Graduate application and application fee (submit online)
- A written statement of educational and career goals that includes a discussion of research interests (submit online);
- A current resume or vitae (submit online);
- Three letters of recommendation. These should be primarily from faculty members. All letters should address the candidate's capacity to successfully complete the doctoral program. They should assess the student's capacity for critical and analytic thought, their ability to communicate effectively, both orally and in writing, and their commitment to completion of the program (submit online);
- Samples of research reports and/or papers (submit online);
- Official transcripts of all undergraduate and graduate work (only paper copies are accepted);
Send transcripts to
Arizona State University
Graduate Admission Services PO
Box 871003
Tempe, Arizona 85287-1003
- Official scores on the GRE (verbal, quantitative, analytical) - GRE institution code: 4007. Only test scores from within the past 5 years will be accepted and analytical scores **will** be considered in admissions decisions;

- International students must submit TOEFL scores to be considered for admission; institution code: **4007. This is true even for those who have a master's degree from a United States university.** To be considered for admission to the Ph.D. in Public Administration and Policy program, the minimum score on the traditional TOEFL test is 600, the minimum score for the TOEFL iBT is 100. Applicants with scores below the minimum will not be considered. For more on the English proficiency requirement, please see http://graduate.asu.edu/admissions/international/english_proficiency. Applicants must meet both the ASU English proficiency as well as the School of Public Affairs English Proficiency standards.

course descriptions

The doctoral program is designed to promote the mastery of the core knowledge of public administration and public policy and to develop more specialized expertise in chosen areas of study and research. Accordingly, in the first year, doctoral students take four core courses as a cohort. These courses focus on the foundations of the field, the philosophy of science, and theories and issues in governance, public policy, systems, organizations and human behavior. Additionally, first year students enroll in at least two elective courses. In the second year, students hone both their quantitative and qualitative research skills, enroll in additional electives, and develop a program of study for their areas of specialization. In the third year, students take an advanced seminar in research and teaching, complete their work in their selected areas of specialization and move forward to a proposal for completing their dissertation.

PAF 573 Applied Econometrics. Applied treatment of the most important modern econometric methods used to evaluate public policies. Help students become savvy consumers of econometric methodology and develop the methodological skills necessary for implementing quantitative evaluations of public policies. Accordingly, course stresses critical thinking and creativity. This course also meets the doctoral requirement in quantitative methods. Prerequisite: PAF 502 or equivalent course.

PAF 601 Policy Analysis and Evaluation. Normative and conceptual issues of policy formulation, implementation, and evaluation; empirical approaches; and methods of program evaluation and policy analysis.

PAF 602 Foundations of Public Administration I. Philosophy of science (including conduct of inquiry - epistemological and ontological foundations), historical development and theoretical foundations of the field.

PAF 603 Advanced Economics for Public Administration. Topics covered include theory of utility and demand, theory of the producer, organization, and operation of product and factor markets, market equilibrium, regulation, risk and uncertainty, general equilibrium and welfare policy, market failure, public goods and taxation, and game theory. Prerequisite: PAF 504 or equivalent course.

PAF 604 Foundations of Public Administration II. Philosophy of science (including research design issues and alternative approaches) and contemporary public administration including political, social, technological, and economic institutions involved in governance, exposure to research being conducted within the department.

PAF 610 Advanced Qualitative Methods. Explores a number of qualitative research approaches and methods, including ethnography, ethnomethodology, participant observation, interviews, focus groups, content analysis, discourse analysis, and some comparative/historical methods. Also explores the important theoretical and ethical issues that bear on these approaches.

PAF 620 Public Administration Professional Development Workshop. The purpose of this course is to prepare doctoral students to become productive and effective public administration scholars, teachers, and researchers.

Sample Core Course Sequence *

	Fall	Spring
Year One	PAF 601 PAF 602	PAF 603 PAF 604
Year Two	PAF 573	PAF 610
Year Three	PAF 620 (Fall or Spring)	

* students are advised to enroll in 9 to 12 credits per semester.

The program consists of a minimum of 60 credit hours of graduate work beyond the master's degree. Of the 60 credit hours, at least 24 must be research and dissertation credit (of which no more than 12 hours may be dissertation credit). A minimum of 30 credit hours of approved course work, exclusive of dissertation and research, must be taken at ASU after admission to the program. Students must complete PAF 601, 602, 603, 604, 610, 620, and PAF 573 prior to the end of the second year in the program.

URBANISM CONCENTRATION

While students may custom design their areas of specialization in consultation with their Program of Study Committee, they may also opt for the Urbanism concentration option. The concentration in urbanism is a mechanism for organizing varied perspectives on urbanism into a collective body of scholarship. The study of public administration is enriched by grounding it in a comprehensive understanding of the characteristics of urban context and the dynamic forces that shape them. The concentration in urbanism leverages the varied interests in urbanism and helps emerging scholars as they attempt to compare, contrast, and take stock of urbanism. Working with faculty from across a range of departments and programs at ASU, doctoral students will be able to capture the creative tensions that scholarship on urbanism has inspired in order to stimulate a provocative, constructive kind of inquiry.

In addition to the required doctoral core courses, students take a required concentration core course (GCU 516 *Principles of Urbanism*) and 15 credit hours selected from an approved list of applicable courses related to the four areas below.

- **Natural environment** – includes global, ecological, biological and other environmental and natural systems and resources.
- **Built form** – includes architecture, urban design, urban morphology, urban planning, and transportation and infrastructure.
- **Institutions and governance** – includes public policy, politics, and other governmental, economic, legal, and political institutions.
- **Culture and society** – includes historical, cultural, and sociological aspects of urbanism.

Admission requirements. Applicants must apply to Graduate Education for admission to the Urbanism concentration program under the Ph.D. in Public Administration and Policy degree and meet the Graduate Education criteria as well as Ph.D. program criteria for admission. The successful candidate for admission to the Ph.D. degree has a Master of Public Administration or Master of Public Policy degree. The additional expectation for admission to the concentration is a strong interest in urban affairs as indicated in the applicant's written statement of educational and career goals.

Applicants are admitted for Fall only. Admission is competitive; a limited number of well-qualified applicants will be admitted each year. A completed application packet is due by **January 15**. The required application materials for the urbanism concentration are the same as those for the Ph.D. in Public Administration and Policy.

enrollment & academic progress

CONTINUOUS ENROLLMENT

Once admitted to a graduate degree program, doctoral students *must* be registered for a **minimum of one credit hour (not audit) during all phases of their graduate education**. This includes periods when they are engaged in research, working on or defending theses or dissertations, taking comprehensive exams, or in any other way using university facilities or faculty time including the term in which they graduate. This credit must appear on the Plan of Study or must be an appropriate graduate-level course (PAF 795 Continuing Registration).

Students planning to discontinue enrollment for a semester or more must request approval for a leave of absence. Students may petition Graduate Education for a leave of absence for a maximum of two semesters during their entire program. A petition for a leave of absence, endorsed by the members of the student's supervisory committee and the head of the academic unit, must be approved by the Graduate College dean. This request must be filed and approved before the beginning of the enrollment period in which the absence will take place.

An approved leave of absence will enable students to re-enter their program without re-applying to the university. **Students who do not enroll for a fall or spring semester without an approved leave of absence by Graduate Education are considered withdrawn from the university under the assumption that they have decided to discontinue their program.** Students removed for this reason may reapply for admission to resume their degree program; the application will be considered along with all other new applications to the degree program.

A student on leave is not required to pay fees, but in turn is not permitted to place any demands on university faculty or use any university resources.

SATISFACTORY ACADEMIC PROGRESS

All graduate students are expected to make systematic progress towards completion of their degree. This progress includes meeting the conditions listed below and achieving the benchmarks and requirements set by the individual degree programs. If students fail to meet the requirements of their degree program and/or the benchmarks outlined below, the student may be withdrawn from their program based on recommendations received by Graduate Education. The Graduate College dean makes the final determination.

Maintain a minimum of 3.00 GPA on both the POS and Graduate GPA. If either GPA falls or both fall below 3.00, the student must raise both of his/her GPA's to 3.00 or better within the time frame identified in departmental policies, but no later than by the end of two full academic semesters following the semester in which the student was put on academic probation. The student is considered to be on academic probation until both GPA's are raised above 3.00.

Meet all requirements of the graduate degree program. Please see Graduate Policies and Procedures for details: <https://graduate.asu.edu/policies-procedures>.

Meet the maximum time limit for graduation from the student's graduate degree program (ten years for doctoral). Doctoral students must meet the five year time limit for graduation after passing the comprehensive examinations.

Successfully pass exams. Doctoral students must successfully pass all comprehensive qualifying exams, and the oral defense of the proposal/prospectus for the dissertation.

Maintain university satisfactory progress. Students must pass at least 67% of their total attempted ASU credit hours in their current degree level at ASU. Passed credits do not include courses with grades of E, I or W. A passed course, if retaken, will be considered passed only once, yet attempted twice. Audited courses, ungraded courses, remedial no-credit courses and courses with a grade of Z are excluded from this measurement. Measurement of your pace rate will occur once a year at the completion of the spring semester. Students on Financial Aid Suspension due to a pace rate violation are not eligible for federal and state financial aid. This policy is not applicable to scholarships or employee tuition benefits. For more information see <https://students.asu.edu/policies/sap>.

Maintain departmental satisfactory progress. Measurement of your departmental satisfactory progress will be determined in part by information contained in students' annual activity reports which are completed during the spring semester.

exams & candidacy

Upon completion of core course work, and before undertaking dissertation research, the student completes two written comprehensive examinations – one core and one specialization exam. The two written examinations are followed by a single oral examination. If the student should fail one or more of these examinations, a re-examination may be administered. Approval for this re-examination must be obtained from the Examination Committee, the Ph.D. director, and the dean of ASU's Graduate College. A second failure of any of these exams is considered final, and dismissal from the program is recommended to the Graduate College.

Students must complete and pass all exams within five semesters of matriculation. In exceptional circumstances, the student may petition for an extension. Extensions must be approved by the Ph.D. director, the Doctoral Program Committee, and the Director of the School of Public Affairs. Graduate Education requires that students' dissertation be completed no later than 5 years from completion of the comprehensive examination.

CORE EXAMINATION

The examination is designed to assess student mastery of public administration theory, organization theory, public policy, and research methodology. Students are expected to demonstrate their ability to integrate ideas and construct logical arguments related to these substantive areas. The examination is prepared, administered, and graded by an Examination Committee that is appointed by the Ph.D. director in consultation with the Doctoral Program Committee. The committee typically consists of faculty who teach the core doctoral courses, although other faculty may also be asked to participate in the process.

SPECIALIZATION EXAMINATION

The examination is designed to assess a student's mastery in his/her chosen specialization, including their ability to integrate ideas and construct logical arguments related to their area of focus. Students also must establish their ability to produce academic research that is grounded in theory, and utilizes an appropriate research design and methodologies.

Specializations include education policy, energy and environmental policy, global governance, local governance, organization research, policy informatics, political and social theory, public finance and financial management, public management, science and technology policy, social policy, and urban affairs. Students may also petition the Ph.D. director for an ad-hoc specialization. Ad-hoc specializations require that at least two faculty members of the school's graduate faculty have expertise related to the proposed subject area. Ad-hoc specializations are created in concert with the student's advisor and the relevant graduate faculty affiliated with the proposed specialization.

The examination consists of students developing an original scholarly manuscript of publishable quality that is developed in consultation with the student's mentor/academic advisor. The specialization examination is graded by an Examination Committee, appointed by the Ph.D. director (in consultation with the Doctoral Program Committee), in addition to faculty mentors/advisors and committee members who had a role in guiding students' papers.

DISSERTATION PROPOSAL & CANDIDACY

After completion of the comprehensive exams, students must submit a doctoral dissertation prospectus/proposal. To successfully complete the proposal, the student must gather their committee to meet in person, and must obtain signatures on the prospectus/proposal form for submission to Graduate Education. Doctoral students should apply for admission to candidacy immediately after they have met all requirements for the degree, except the dissertation.

A dissertation is required of each student. The dissertation must consist of a fully documented written analysis demonstrating a high level of research skill and substantive competence. Each student must register for 12 (and only 12) credit hours of dissertation (PAF 799).

The dissertation is supervised by a committee of at least three faculty members appointed by the Dean of the ASU Graduate College. The chair of the committee must be a member of the ASU School of Public Affairs faculty or affiliated faculty: <https://graduate.asu.edu/graduate-faculty/degree/PPPUBADPHD> or <https://graduate.asu.edu/graduate-faculty/degree/PPPAURBPHD> for the urbanism concentration. The final oral examination in defense of the dissertation is scheduled by the Dean of the ASU Graduate College and conducted by the student's dissertation committee. A candidate must pass the dissertation defense within five years after completing the comprehensive examination. Any exception must be approved by the dissertation committee, the Ph.D. director, and the Dean of the ASU Graduate College. The student is eligible for graduation when ASU Graduate College requirements have been met, the final defense has been passed, and the dissertation has been approved by the supervisory committee and accepted by the Ph.D. director, and the dean of the ASU Graduate College.

Application for graduation must be made by the date specified in the ASU Graduate College calendar: http://graduate.asu.edu/progress/graduation_deadlines.

advising

ORIENTATION

There is a formal orientation for all entering Ph.D. students at the beginning of each academic year (fall semester). The orientation is attended by faculty, staff, current students, and Ph.D. alumni. Significant interaction between new and returning students occurs during the orientation.

INITIAL ADVISING

Upon admission, students are assigned a faculty mentor, based upon similarities in research interests. Faculty mentors provide guidance and counseling and are generally available throughout the course of a doctoral student's study. Students are also encouraged to seek mentoring and advice from any faculty member with whom they may share a research interest. A student's faculty mentor may become the advisor of their program of study, specialization exam, and/or dissertation chair. However, students may also select other faculty members to serve in this role.

ANNUAL REVIEW

At the end of students' first year, they will meet with the Doctoral Program Committee to discuss their progress in the program. The committee will use the Satisfactory Academic Progress benchmarks and requirements described earlier in this document to assess student progress.

Immediately after students complete their oral comprehensive examination (at the end of Year 2/beginning of Year 3), they again meet with the Doctoral Program Committee to discuss their progress in the program. Progress of students who are in their third year (and beyond) will be reviewed by the Doctoral Program Committee at the end of each academic year. Only in circumstances where the committee has concern will a meeting with the student be requested.

PROGRAM OF STUDY COMMITTEE

During the first year of the program, each student must form their Program of Study Committee. The Program of Study Committee consists (at minimum) of a chair and two members. The chair of the program of study committee serves as the student's graduate advisor, and must be a member of the ASU School of Public Affairs faculty. Affiliated faculty may serve as co-chairs, alongside a member of the ASU School of Public Affairs faculty: http://graduate.asu.edu/graduate_faculty/degree/PPPUBADPHD or <https://graduate.asu.edu/graduate-faculty/degree/PPPAURBPHD> for the urbanism concentration. Committee members may be part of the School's faculty or other campus departments. The chair of this committee assumes primary responsibility in assessing the student's progress towards completing their doctoral course work, and in assessing the relationship between the student's course work and their area of doctoral research. Student progress is also reviewed annually by the Ph.D. director and the Doctoral Program Committee.

The role of the Program of Study committee is to help the student prepare an integrated program of study (iPOS) and subsequently approve it. Students must submit their iPOS by May 1 of their first year in the doctoral program.

The iPOS is a plan of when students anticipate completing their course work in the doctoral program, and which courses will form their chosen area of specialization. A student may take as many specialization courses as the student and/or Program of Study Committee feel are appropriate, as long as the approved minimums are met. The iPOS must be approved by the ASU Graduate College.

Any deviations in course work from that specified on the official iPOS must be approved by the Program of Study Committee, the Ph.D. director and the dean of the Graduate College. It is the responsibility of the Program of Study Committee to advise and supervise the student through the completion of classes listed on the iPOS.

SPECIALIZATION EXAM COMMITTEE

The role of this committee is to help the student develop an original scholarly manuscript of publishable quality. Please view the details of the specialization exam at <https://spa.asu.edu/doctoral-examination-process>. Members of this committee typically serve on students' dissertation committee, if they are available and appropriate.

DISSERTATION COMMITTEE

The role of this committee is to advise students' dissertation research. Students are recommended to consult with their dissertation committee regularly throughout their dissertation development process. The Graduate College provides specific guidelines regarding (a) whom, in general, is eligible to participate in doctoral committees at Arizona State University, (b) in what capacity they may participate, and (c) the manner by which interested parties may apply for and be approved for doctoral and graduate committee work. These policies should be the first ones consulted in making determinations regarding eligibility for doctoral committee work. All dissertation committees must be approved by the Ph.D. director and the dean of the Graduate College. The chair of the Dissertation Committee must also be a member of the ASU School of Public Affairs faculty or affiliated faculty: <https://graduate.asu.edu/graduate-faculty>. If all faculty are appropriate and available, the student's Program of Study Committee typically serves as the dissertation committee. The Doctoral Program Committee may also choose to grant a one-time, ad hoc permission for an individual to serve on a committee in lieu of granting Graduate Faculty status.

The School of Public Affairs stipulates that requests for additions to Ph.D. Graduate Faculty in the School of Public Affairs from individuals outside the School must satisfy Graduate College's requirements, and be vetted and evaluated by the School's Doctoral Program Committee and the dean of the Graduate College. The committee may approve an applicant to become (a) a member of the School's Graduate Faculty and/or (b) endorse the applicant to co-chair a research or dissertation committee. Tenured or tenure-track faculty must hold at least a 50% appointment in the School of Public Affairs in order for the Doctoral Program Committee to endorse an applicant for School PhD Graduate Faculty to chair research or dissertation committees. Faculty with split appointments must also be authorized to chair dissertation committees pursuant to relevant Memorandum of Understanding between academic units.

steps to enrollment

You must complete the following before you will be able to enroll at ASU:

Activate your ASURITE ID - myASU is the University's secure, real-time website that provides you with access to your student records. In order to login to myASU and take advantage of its many uses, including class registration, making payments, and changing your contact information, you must activate your ASURITE ID. You will need your ASURITE ID and activation code which were provided to you in the first letter sent by the ASU Graduate College. If you have discarded or misplaced the letter, please contact computer accounts at 1-855-278-5080 or <http://help.asu.edu> to have a new activation code created for you. With your ASURITE ID and activation code, go to <http://www.asu.edu/asurite> and follow the guided steps. When your account is active, you may logon to myASU at <https://my.asu.edu> and proceed to the next step to enrollment. When you activate your ASURITE, you will be prompted to set up your ASU e-mail account. **We require each student to have an active ASU e-mail account as this is the university's primary means of communication. Students should access their ASU e-mail, or forward it to an account they check frequently, on a regular basis.**

Submit proof of immunization - In order to register for classes, you must have verification of two MMR (measles [rubeola] /mumps/rubella) immunizations on record at ASU. The Immunization Records Submission Form can be found online at: <https://students.asu.edu/health/immunization>. To verify that ASU has received and recorded your immunization documentation, go to myASU (<https://my.asu.edu>), click Registration/Enrollment, then Class Registration/Enrollment Services, log in with your ASURITE ID and password, select the semester when you will begin classes at ASU, and look under Holds at the right. If MMR documentation has not been recorded with the Student Health and Wellness Center, you will see a message requesting that you submit documentation. If there is no message, your documentation has been received and recorded. Please be aware that it takes approximately two days from the time ASU receives your documentation to record it in the system. Therefore, you must send/fax your MMR documentation well in advance of when you plan to register for classes. (Please note: If you were born before 1/1/1957, verification is not required.)

Register for classes - After activating your ASURITE ID and submitting proof of two MMR immunizations, you will be able to register for classes. To register, go to myASU (<https://my.asu.edu>), login using your ASURITE ID and password. On the left side of your my ASU page, there is a box called My Classes, select the tab for the semester and year for which you wish to register. Click the Registration link then the Add link. You may search for courses or enter the 5 digit Class Number for each class you want to add. Be sure to click Finish Enrolling to complete your course registration.

Citizen/Status Verification - Although not a prerequisite for enrollment, you may also be required to provide evidence of U.S. citizenship, permanent resident status or lawful immigration status in order to be eligible for consideration for in-state tuition or financial assistance funded in whole or part by state monies. If your citizenship status cannot be automatically verified, you will see a To Do item on your

student center (below the Holds section referenced above). You will then need to submit a completed Citizen/Status Verification Form and a legible copy of acceptable documentation to a registrar location at any campus.

faculty

Derrick Anderson, *Assistant Professor*. Ph.D., Public Administration and Policy, University of Georgia. Research areas: Organization behavior and theory.

Margaretha Bentley, *Instructor*. Ph.D., Public Administration and Policy, Arizona State University.

Barry Bozeman, *Arizona Centennial Professor of Technology Policy and Public Management; Director, Center for Organization Research and Design; Undergraduate Director*. Ph.D., Political Science, Ohio State University. Research areas: Organization theory, public management, technology management, policy evaluation, science and technology policy, higher education policy.

Stuart Bretschneider, *Foundation Professor*. Ph.D., Public Administration, The Ohio State University. Research areas: Forecasting, public management information systems, environmental and energy policy, public financial management, public program evaluation, adaptive data analysis.

Benedicte Callan, *Clinical Professor*. Ph.D., Political Science, University of California, Berkeley.

Thomas Catlaw, *Frank and June Sackton Professor of Public Affairs*. Ph.D., Public Administration, George Washington University. Research areas: Public administration theory; legitimacy; the social bond; post-structural, psychoanalytic, and critical theories; race, gender, and sexuality; the body; human/animal relations; biopolitics and the implications of emerging technologies for democratic governance; post-sectoral and non-representational forms of governance; community building and participation.

Elizabeth Corley, *Associate Professor*. Ph.D., Public Policy, Georgia Institute of Technology. Research areas: Technology policy and environmental policy.

Michael Crow, *Professor; University President*. Ph.D., Public Administration, Syracuse University.

Nicole Darnall, *Associate Professor; Associate Director, Center for Organization Research and Design*. Ph.D., Public Policy Analysis, University of North Carolina, Chapel Hill. Research areas: Nonregulatory governance, sustainable enterprise, and environmental policy innovation.

Kevin Desouza, *Professor; Associate Dean for Research, College of Public Service and Community Solutions*. Ph.D., Management of Information Systems, University of Illinois, Chicago. Research areas: Policy informatics, strategic information systems, networks, knowledge transfer, innovation policy, globalization, organizational design.

Cathy Eden, *Professor of Practice*. Ph.D., Organization and Management, Capella University.

Mary Feeney, *Associate Professor; Associate Director, Center for Science, Technology, and Environmental Policy Studies*. Ph.D., Public Administration and Policy, University of Georgia. Research areas: Public and nonprofit management, sector distinctions, science and technology policy, women in science.

Lt. General Benjamin Freakley, *Professor of Practice*. M.M.A.S., Military Operational Art and Science Studies., School of Advanced Military Studies.

Brian Gerber, *Associate Professor*. Ph.D., Political Science and Government, Stony Brook University. Research areas: Disaster policy and management, homeland security policy and administration, and environmental regulatory policy

Terry Goddard *Professor of Practice*. J.D., Law, Arizona State University. Research areas: Urban Design, border security, money laundering.

Chris Hayter, *Assistant Professor*. Ph.D., Science Policy, George Washington University. Research areas: Entrepreneurship, technology policy, and the organization of higher education and science.

Chris Herbst, *Associate Professor; MPA/MPP Director*. Ph.D., Public Policy, University of Washington. Research areas: Public policy analysis, research method, social policy, tax and child care policy, child development, early childhood education.

Lily Hsueh, *Assistant Professor*. Ph.D., Public Policy and Management, University of Maryland, College Park. Research areas: Environmental and natural resource economics, public policy, political economy, governance, econometrics, mixed methods research design.

Erik Johnston, *Associate Professor; Director, Center for Policy Informatics*. Ph.D., Information, University of Michigan. Research areas: Policy informatics, collaborative process management focusing on implementing, facilitating and sustaining collaborations in civic, business, and academic contexts, applying complex systems methodology and theory using agent based modeling as a complement to traditional quantitative and qualitative research methods.

Ethan Kapstein, *Professor; Senior Director for Research and Decision Analysis, McCain Institute for International Leadership*. Ph.D., International Relations, Tufts University. Research areas: Fair trade; inequality and growth; political economy.

Yushim Kim, *Associate Professor*. Ph.D., Public Policy and Management, The Ohio State University. Research areas: Policy analysis, public health, welfare and human services policy, environmental justice, policy and planning, systems thinking, agent-based modeling.

Jonathan Koppell, *Professor; Dean, College of Public Service and Community Solutions*. Ph.D., Political Science, University of California, Berkeley. Research areas: Global governance, public finance and financial regulation, quasi-government, corporate governance.

Zhiyong Lan, *Professor*. Ph.D., Public Administration, Syracuse University. Research areas: General public administration theory, research methodology, information technology and resources management/policy, organizational studies, government and business relationships, local government and economic development, and comparative public administration.

Joanna Lucio, *Assistant Professor*. Ph.D., Urban and Public Administration, The University of Texas at Arlington. Research areas: Urban governance and policy, mixed income and affordable housing policy, diversity, citizenship.

Spiro Maroulis, *Assistant Professor*. Ph.D., Learning Sciences, Northwestern University. Research areas: Public policy analysis; policy informatics; social network analysis; agent-based modeling; innovation implementation; educational policy and entrepreneurship.

Gerald Miller, *Professor*. Ph.D., Political Science, University of Georgia. Research areas: Government budgeting and finance, financial management issues, municipal debt, debt networks and accountability, interpretive financial management, executive budgeting models and practice, incentives, certification and targets in performance budgeting.

Karen Mossberger, *Professor; Director, School of Public Affairs*. Ph.D., Political Science, Wayne State University. Research areas: local governance, urban policy, policy learning, information technology and e-government.

E. Shawn Novak, *Associate Clinical Professor; Associate Director, School of Public Affairs*. Ph.D., Federal Taxation and Economics, University of Houston. Research areas: tax research and tax policy.

George Pettit, *Professor of Practice*. Harvard Senior Executives in State and Local Government, MPA, University of Colorado - Boulder. Research areas: financial analysis, fiscal planning and forecasting (both operations and capital), strategic planning, growth management, organization management.

Thom Reilly, *Professor; Director, Morrison Institute for Public Policy*. D.P.A., Public Administration, University of Southern California. Research areas: governance and administration in public, nonprofit and private sectors, social welfare.

Daniel Schugurensky, *Professor*. Ph.D., Education Policy, University of Alberta. Research areas: Life-long citizenship learning and participatory democracy; community development and popular education; political economy of adult education; globalization dynamics and educational reforms; relationships between educational institutions and the community; civic engagement and political learning of immigrants.

R.F. “Rick” Shangraw, Jr., *Professor of Practice; CEO, ASU Foundation for a New American University*. Ph.D., Public Administration, Syracuse University.

Akheil Singla, *Assistant Professor*. Ph.D., The Ohio State University. Research areas: public finance and public sector management.

Justin Stritch, *Assistant Professor*. Ph.D., Public Administration, University of Georgia. Research areas: Organizational performance, employee motivation, personnel instability, managerial succession.

David Swindell, *Associate Professor; Director, Center for Urban Innovation*. Ph.D., Public Policy, Indiana University. Research areas: Urban economic development, community development, performance management, citizen satisfaction, governance, alternative urban service delivery arrangements, public policy analysis, program evaluation, social capital.

Kurt Volker, *Professor of Practice; Executive Director, McCain Institute for International Leadership*. M.A., International Relations, George Washington University. Research areas: Data-driven research on solving global problems, character-driven leadership, human trafficking, Congo, US-Mexico border issues, Israel-Palestine, Afghanistan, transatlantic relations.

Eric Welch, *Professor; Director, Center for Science, Technology, and Environmental Policy Studies; Doctoral Director*. Ph.D., Public Administration, Syracuse University. Research areas: Science and technology policy; genetic resources policy; environment policy; electronic government; R&D evaluation; transportation behavior and management.

research and centers

The School engages in a broad research program, including non-funded individual faculty research, applied public service, contract, and grant funded research. Several units exist in the School for the purpose of furthering research in the public sector and linking that research to the effective management of public organizations and advancing effective public policy and urban governance. In addition, the School is partners with several organizations to advance public sector knowledge.

- Alliance for Innovation
- Bob Ramsey Executive Education
- Center for Organization Research and Design (CORD)
- Center for Policy Informatics
- Center for Science, Technology, and Environmental Policy Studies (C-STEPS)
- Center for Social Cohesion
- Center for Urban Innovation
- Morrison Institute for Public Policy
- Participatory Governance Initiative
- Policy Informatics Network
- University Design Consortium

The extensive public service function of the School includes contributions by faculty of their time in responding to inquiries, making referrals, and providing technical assistance and pro bono consultation to Arizona governments. A variety of workshops, conferences, training programs, seminars, and other programs offer public officials, agencies, and citizens the opportunity to better inform themselves to deal with policy and management issues.

The School also engages in applied research projects for individual governmental jurisdictions on a continuing basis. The research centers respond to specific research needs and requests of public agencies.

The **Alliance for Innovation** brings professionals, local governments, academics, and private sector partners together to discover and apply the best ideas, practices and solutions to the challenges confronting local government and communities.

Bob Ramsey Executive Education is dedicated to improving the effectiveness of the people and organizations that serve communities. Through the center's programs and seminars, public service professionals can enhance their management and leadership competencies and can earn the Certified Public Manager®, Certified Municipal Clerk, or Master Municipal Clerk credential. The center also assists state, local, and tribal governments with the implementation of their staff development initiatives.

The **Center for Organization Research and Design (CORD)** promotes, supports and conducts fundamental research on public, nonprofit, and hybrid organizations and their design, focusing particularly, though not exclusively, on knowledge-based and science-intensive organizations.

The **Center for Policy Informatics** leverages the use of tools, models, and simulations to help individuals, groups, and communities make and evaluate policy choices.

C-STEPS promotes collaborative research among faculty, postdoc graduate students, scientists, and practitioners on interdisciplinary problems related to science, technology, information and the environment. The Center places strong emphases on conducting policy relevant empirical research and on training new generations of policy professionals and academics.

The **Center for Social Cohesion**, a joint project of Arizona State University and Zócalo Public Square in partnership with the New America Foundation, is dedicated to studying the forces that shape our sense of social unity.

The **Center for Urban Innovation** supports innovative education, critical research, and community involvement - its research and outreach are both local and global

Morrison Institute for Public Policy provides services in the areas of public policy research, program evaluation, and public outreach to many types of public and private organizations in Arizona and throughout the United States.

The **Participatory Governance Initiative** is a university-wide interdisciplinary space that aims at bringing together academics, students, elected and non-elected government officials, community members and practitioners interested in the theory and practice of participatory governance.

One of the goals of the **Policy Informatics Network** is to help forge and promote tighter linkages between various communities (such as complexity scholars or modelers) and main line public policy researchers.

Arizona State University and Sichuan University in China have created a joint **University Design Consortium** to develop innovative strategies for universities to address the complex issues of the 21st century. Working together and with partner institutions, the Consortium seeks to understand and guide the ongoing evolution of creative organizational and educational models for public universities worldwide.

student resources

ASU BOOKSTORE

It is recommended that you purchase all textbooks for your SPA classes through the ASU bookstore. Four great reasons to buy all your books through ASU are:

- 1) All the money made from book sales goes back into the University,
- 2) The ASU Bookstore offers a low price guarantee,
- 3) Books purchased through the ASU bookstore are guaranteed to be correct for your class, and
- 4) It's a one-stop shop for all your ASU textbooks.

Textbooks for SPA courses can easily be purchased at the Downtown Phoenix campus bookstore. For more information, visit: <http://www.asu.edu/bookstore>.

INFORMATION COMMONS

The Information Commons is located on the lower level of the University Center Building, and serves as the central site for multiple academic and student support services at the Downtown Phoenix campus.

It houses the DPC library, a computing site with over 45 laptops for student, faculty, and staff use, and several types of study spaces (including common, quiet and silent study zones and private and group study rooms). The Downtown Phoenix Campus Library provides access to books and other research resources focusing on materials of particular interest to majors in the anchor fields taught at the Downtown campus. More details about the Information Commons can be found on the Downtown Phoenix Campus website at <http://campus.asu.edu/downtown/information-commons>.

STUDENT SPACE

Doctoral student space is available in University Center (UCENT) 422. This space is open to all doctoral students in the School of Public Affairs during the business day. Access to the floor is restricted in evenings and weekends. Students are welcome to study, relax, or simply converse with other students. Limited desk space is also available to students.

TEACHING PREPARATION

Preparing Future Faculty (PFF) is a nationally recognized professional development program for doctoral students interested in pursuing a faculty position upon graduation. Through this program, students learn the many roles of faculty members (research/scholarship, teaching, service) and are given an insider's perspective by distinguished faculty and administrators at ASU and other institutions. The PFF program is comprised of two one-year (fall and spring) two-credit courses (one credit per semester). The second year is optional, but highly encouraged. See <http://graduate.asu.edu/pff> for more information.

SCHOOL OF PUBLIC AFFAIRS CAREER SERVICES

The SPA Career Services Office was established to cultivate employer relations, leverage alumni engagement, and provide specific career and professional development for students and graduates seeking entry or transition in the fields of public administration and policy analysis. The Career Services Manager works with individual students and alumni to determine career goals and strategies for achievement. Appointments are available for Ph.D. students to discuss career exploration, development and implementation which is tailored to the individual's talents, experiences, and desired academic or professional goals.

The SPA Career Services Office is located in the University Center at the Downtown Phoenix campus: 411 N. Central Avenue, Suite 400.

Web: <http://spa.asu.edu/career-services>

Phone: 602.496.0450

E-mail: spa_careerservices@asu.edu

UNIVERSITY CAREER SERVICES

ASU Career Services partners with the School of Public Affairs Career Services Office to assist with career exploration, development and implementation. This partnership provides additional opportunities for students and alumni to consult with career professionals for advice and resources on self-assessment, career planning, and developing job search strategies or self-marketing tools (i.e., resume, interviewing skills, social media presence) in the exciting urban environment of the Downtown Phoenix campus.

Contact Information

The Downtown Career Services Center is located in the historic post office, on the southwest corner of Fillmore St. and Central Ave.

Web: <http://eoss.asu.edu/cs>

Phone: 602.496.2350

Email: careerservices@asu.edu

FINANCIAL AID

Graduate students seeking loans or financial aid counseling should contact ASU Student Financial Aid Office at <https://students.asu.edu/contact/financialaid>.

Useful Links:

ASU Financial Aid: <http://students.asu.edu/financialaid>

Types of ASU Financial Aid: <http://students.asu.edu/financialaid/types>

ASU Scholarship Search: <http://students.asu.edu/scholarships/search>

ASU Spirit of Service Scholar Program: <http://publicservice.asu.edu.soss>

Graduate College Fellowships: <http://graduate.asu.edu/pay-for-college>

Student Employment: <http://students.asu.edu/employment>

ASU Cost of Attendance: <http://students.asu.edu/costs>

FinAid Scholarships: <http://www.finaid.org/scholarships>

student life

SPORTS & RECREATION

At ASU, you can participate in sports and recreational activities by cheering on the Sun Devils to another victory or playing toward victory on your own team through intramurals or sport clubs. For the fitness minded, ASU offers recreation centers at each campus.

ASU Athletics - <http://www.thesundevils.com>

ASU Fitness - <http://fitness.asu.edu>

STUDENT ORGANIZATIONS

Get involved in your community and your university through a variety of student organizations and clubs.

Student Involvement - http://www.asu.edu/studentaffairs/mu/student_involvement.htm

Graduate and Professional Student Association (GPSA) - <http://gpsa.asu.edu>

DISABILITY RESOURCE CENTER

The Disability Resource Center (DRC) facilitates access for qualified students with disabilities through the provision of reasonable and effective accommodations, and serves as an information hub for ASU and the community. Students are encouraged to visit the DRC and make it an integral part of their educational pursuits.

DRC Contact Information:

Post Office (POST), Suite 104

Web: <http://eoss.asu.edu/DRC>

Phone: 480.965.1234

E-mail: drc@asu.edu

THE STATE PRESS

The State Press is the independent, student-operated newspaper of Arizona State University. It publishes a free newspaper every weekday: <http://www.statepress.com>.

DOWNTOWN PHOENIX STUDENT LIFE

Explore all the downtown campus has to offer: <http://campus.asu.edu/downtown/student-life>.

DOWNTOWN PHOENIX

A one-stop information source for everything that's happening in Downtown Phoenix — from events and hot deals to the latest news. This site provides additional useful resources for you, such as maps, and light rail and parking information, as well as urban living options: <http://www.downtownphoenix.com>.

business services

PARKING & TRANSIT

ASU Parking Decals - You can purchase a decal to park in any of ASU's parking lots in Downtown Phoenix or Tempe. Decal purchases can be made online at <http://www.asu.edu/parking>, or in person at the Parking office in the University Center, Suite 116, between 8:00 am – 4:30 pm.

If you elect to buy only a Downtown Phoenix Campus parking permit, you may also park on the Tempe Campus in the Reciprocal Parking Lots north of Rio Salado and Packard Drive (Lot 59 North) and on Rural Road between Rio Salado and University Drive (Lot 59 East).

If you already have an ASU Tempe parking permit, you may use it to park in the Reciprocal Parking Lot for the Downtown Phoenix Campus, located at 320 N. 4th Ave. Rates, lot locations, and much more information can be found on the ASU Parking and Transit Services website: <http://www.asu.edu/parking>.

Pay lots - Hourly parking is available in the lot north of the Cronkite Building.

Metered parking - Visitors to ASU who need short-term parking can use one of the many metered parking areas. Meters accept nickels, dimes, and quarters. For travel between the Tempe and Downtown Phoenix campuses, ASU students and employees are encouraged to take the METRO light rail. Students and employees can ride the light rail for deeply discounted rates by obtaining an ASU U-Pass. **Additionally, the West-Tempe intercampus shuttle makes a stop at the Downtown Phoenix Campus.** See <http://cfo.asu.edu/pts-shuttles-intercampus> for schedule.

U-Pass - The ASU U-Pass offers unlimited access on Valley Metro bus routes and the METRO light rail.

For more information on parking options and for up-to-date parking information, see <https://cfo.asu.edu/pts-services>.

TUITION & FEES PAYMENT

A tuition billing statement may be viewed on myASU by selecting the option “View/Print Tuition Bill/Receipt”. A tuition billing statement will not be mailed.

Semester specific payment options and deadlines are described in the 2013-2014 University Academic Calendar at: <http://students.asu.edu/academic-calendar>. If tuition is not paid or financial aid is not awarded by the deadline, you will automatically be enrolled in the Tuition Installment Plan and charged a nonrefundable fee of \$100 for resident students and \$200 for non-residents.

You can pay for your tuition a number of ways - see also <http://students.asu.edu/tuitionandbilling>:

eCheck - eChecks are ASU's preferred payment method and are accepted online with no service charge. eChecks are a fast and simple payment method that can be made from regular U.S. checking and savings accounts. You will need your bank's routing number and your account number, which is available on the bottom of your check or from your financial institution. See <http://students.asu.edu/faq/227> for more information.

Credit card - ASU does not directly accept credit or debit card payments for tuition and student account charges, but has arranged for a third-party processor to accept MasterCard, Discover, and American Express payments online through QuikPAY. The processor charges a 2.5% service charge for credit and debit card payments. Tuition and student account credit/debit card payments are only accepted online and are not accepted by mail, over the phone, or in person. (Major credit cards are accepted without a service charge at the ASU Bookstore, Intercollegiate Athletics Ticket Office, SunCard Office, and other ASU departments.) Read the Credit Card FAQs for additional information at <http://students.asu.edu/faq/226>.

By mail - Mail check payments only. Include your ASU ID number. Make checks payable to Arizona State University. Read ASU's returned check policy at <http://students.asu.edu/node/1932>.

Cashiering Services
Arizona State University
PO Box 870303
Tempe, AZ 85287-0303

In-person - Make in-person check and cash payments only:

Downtown Phoenix campus, University Center Building, Suite 112, 602-496-2274
Tempe campus, Student Services Building, 2nd floor, 480-965-6341
West campus, University Center Building, (UCB) Room 101, 602-543-6708
Polytechnic campus, Student Affairs Complex Quad 2, Building 350, 480-727-1081

SUN CARD

The Sun Card is the official photo ID of all Arizona State University students, faculty and staff. The card is \$25: you may pay by cash, check, Visa, Mastercard, or you can have the charge posted to your university student account and a bill will be mailed. Students receive a Sun Card at a Sun Card office. To get a Sun Card, do the following:

- Present a legal photo identification, including U.S. driver's license, passport, military identification or high school ID card, to verify who you are when your Sun Card is created.
- Fill out a card with your name, 10-digit ASU ID number and classification. Afterward, your picture is taken and your Sun Card produced on the spot.

The process takes 3-5 minutes, and you will walk away with your new Sun Card. View list of Sun Card locations at: <http://cfo.asu.edu/cardservices-contact>.

about arizona state

ASU is a vanguard knowledge and discovery enterprise advancing transdisciplinary teaching and research focused on the major questions of our time and the most pressing challenges that confront global society. The New American University now emerging at ASU represents a pioneering effort to redefine the American research university, and to provide for the region an institution that addresses its unique demands and dynamics while leveraging its competitive advantage through strategic global engagement.

A comprehensive public metropolitan research university enrolling more than 70,000 undergraduate, graduate, and professional students on multiple campuses, ASU is a federation of unique colleges, schools, departments, and research institutes that comprise close-knit but diverse academic communities that are international in scope. ASU champions intellectual and cultural diversity, and welcomes students from all fifty states and more than one hundred nations across the globe.

ASU has been moving at an accelerated pace to establish itself as one of the leading centers for cutting-edge interdisciplinary research in selected areas, both fundamental and applied. Consistent with the vision of the research university as a catalyst for societal transformation, ASU favors a research enterprise dedicated to societal relevance and socially optimal outcomes of research. But ASU is also a community of poets, artists, and musicians, a place where the expression of a personal vision is valued as highly as the design of a new molecule.

The transformation of ASU from a territorial teachers college to a world-class research institution parallels the transformation of metropolitan Phoenix from a frontier settlement to a dynamic and emerging world city. ASU seeks to set a new standard for public service, and is an active partner with the private sector in initiatives to enhance the social well-being, economic competitiveness, cultural depth, and quality of life of metropolitan Phoenix and the state.

school of public affairs

The School of Public Affairs, part of the College of Public Service and Community Solutions, advances excellence in governance by creating, sharing, and applying knowl-edge of public administration.

In support of this mission, we are committed to enabling students to analyze public problems, communicate, collaborate, make decisions, and manage public institutions effectively, ethically, and democratically; teaching and providing continuing education at times and locations appropriate for working students and practitioners; identifying emerging public issues, applying research to public programs, disseminating information, and proposing solutions to public problems; assisting public, private, and nonprofit organizations; facilitating community discourse on public issues; contributing to public affairs scholarship; and fostering the next generation of public affairs scholars

The new demands on public leadership in the context of global urban governance are unprecedented in complexity and scope. The ASU School of Public Affairs believes that the most influential contributions we can make are the development of multiple, useful, and realistic models of governance with accompanying processes for extended civic engagement and the training of a new generation of urban leaders capable of addressing the questions raised by the rapid growth of urban citistates. We are accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), and are consistently ranked in the top twenty schools nationally by *U.S. News and World Report*.

contact information

FACULTY DIRECTORY

Contact information for School of Public Affairs Faculty, along with curriculum vitae and profiles, can be found on our Faculty Page at http://spa.asu.edu/about_us/directory. School of Public Affairs administrative faculty and staff information is below.

Karen Mossberger, Director, School of Public Affairs

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Phone: 602.496.0450

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