School of Economic, Political and Policy Sciences

Graduate Programs in Public & Nonprofit Management

Doctor of Philosophy in Public Affairs

54 semester credit hours minimum beyond the Master’s degree

Faculty

Professors: R. Paul Battaglio Jr., L. Douglas Kiel, Meghna Sabharwal

Associate Professors: Evgenia Gorina, James R. Harrington, Sarah Maxwell

Clinical Professor: John R. McCaskill

Mission

The mission of the PhD in Public Affairs program is to prepare students for research-oriented careers in academia, policy analysis, and executive public/nonprofit management positions. The rigorous core curriculum provides advanced conceptual and theoretical training in the principal areas of public administration and management, including: human resource management, nonprofit management, public policy, government finance, leadership, and organizational theory.

Objectives

Through a faculty-guided program of instruction, research and mentoring, students in the Public Affairs doctoral program develop a firm understanding of the broad intellectual tradition of public administration and related fields. The guiding philosophy of the degree is that "public affairs" involves more than a merely functional administration, policy implementation or quantitative policy analysis. Rather, doctoral education in public affairs requires an interface between the traditions of public management, public policy, and organizational theory with a practical appreciation for the challenges of maintaining and building institutions of governance and a civic culture in a complex democratic society.

The PhD in Public Affairs begins as a cohort program where entering students remain together through the completion of the core curriculum and a qualifying examination (QE). This structure produces shared experiences that enrich student learning and research.

Faculty Commitments

The faculty of the PhD program in Public Affairs are committed to assist students in meeting a set of
clear and specific education- and research-related goals. The specific objectives for all graduates of the PhD in Public Affairs program are to:

**Demonstrate Comprehensive Knowledge.** Students will demonstrate their knowledge in core areas of public administration and management, including: theoretical foundations of public administration, public policy, organization theory, budgeting and governmental finance, and human capital.

**Understand and Apply Theories and Processes of Knowledge Acquisition.** Students will demonstrate familiarity with key theories in each of the principal fields of public administration and management, and will apply this theoretical knowledge in the development of research projects ranging from course assignments to their dissertation research projects.

**Produce Scholarly Manuscripts and Publications.** Students, as scholars, will have the ability to conduct research projects that use state-of-the-art methodologies to produce scholarly manuscripts that are worthy of publication in the journals of the field.

**Develop, Present, and Defend Complex Ideas.** Students will have the ability to develop, present, and defend, both orally and in writing, complex ideas based on in-depth scholarly research.

**Facilities**

PhD students have access to the computing facilities in the School of Economic, Political and Policy Sciences and the University's computer labs. The school has four computing laboratories that are equipped with major social science software packages including ArcGIS, R, SPSS, and Stata.

**Application, Admission and Assistantships**

**Application Deadlines:** Due to the cohort nature of the PhD program in Public Affairs, admissions are limited to the fall semester only. The application deadline for students seeking funding through assistantships is January 15. The application deadline for students not seeking funding is May 1. The following link provides details for application fees and deadlines: [graduate-admissions.utdallas.edu/steps-to-admission/fees-and-deadlines](https://graduate-admissions.utdallas.edu/steps-to-admission/fees-and-deadlines)

**Admission Requirements**

The University's general admission requirements are discussed on the [Graduate Admission](https://catalog.utdallas.edu/2021/graduate/programs/epps/public-affairs) page.

**Admission Requirements:** The program only admits students who have completed a master's degree from an institution of higher education. It is preferred that the master's degree is in public affairs or another social science field. A graduate GPA (grade point average) of 3.0 or better is expected. Prospective students must complete the University's online graduate application and submit a narrative outlining 1) academic interests, 2) current or long-range interests in research, teaching, or other professional objectives, 3) a description of publications or other scholarly endeavors, and 4) a listing of academic and professional organizations and fellowships, scholarships, or other honors received. The Graduation Record Examination (GRE) scores are required.

International students whose native language is not English are also required to submit the Test of English as a Second Language (TOEFL) with a minimum score of 80, unless they graduated from a four-year college or university in the United States or other English speaking country. Students should submit examination scores and transcripts from all colleges previously attended to UT Dallas' Office of
Admission and Enrollment Services.

A Curriculum Vitae (CV) and three letters of recommendation from individuals (faculty, employers, community leaders, teachers, etc.) who are able to judge a student's probable success in graduate school are required. The CV and the letters should be uploaded online. Applicants are also encouraged to include a writing sample as part of their application.

International applicants without Permanent Resident Visas must submit evidence of financial support (financial affidavit and original bank statement) before they can receive the I-20 or other required documents needed for a visa application.

**Teaching Assistantships:** Prospective students interested in receiving assistantships must have submitted all admission application materials including a Teaching Assistant (TA) application form by **January 15** of the year they intend to start the program. Applications for the assistantships may be obtained from the Public & Nonprofit Management Program Office. Offers of teaching assistantships will be made during the spring semester prior to fall enrollment, although additional appointments may be made as new positions become available each semester.

It is expected that those applying for a TA position can communicate effectively in both written and spoken English. State law and regulations of the Texas Higher Education Coordinating Board require that international students appointed as TA's be proficient in the use of the English language. An English Proficiency Interview conducted under the auspices of the office of the Dean of Graduate Education will be used to screen for students requiring remedial help in the form of English as a Second Language (ESL) course. International students must satisfy the proficiency requirement upon appointment or pass the ESL course within two semesters to be eligible for consideration of continued appointment as a TA.

**Program Overview**

The PhD in Public Affairs requires the completion of at least 54 semester credit hours of coursework beyond a 36-semester credit hour Master's degree. The 54 credit hours should include a minimum of 45 semester credit hours of coursework, and a minimum of 9 semester credit hours of dissertation work.

Students who do not meet the 36 semester credit hours of Master's degree requirement will be required to take additional courses as directed by the PhD advisor. Funded students will be required to take at least 9 semester credit hours per semester in order to retain funding.

**Prerequisites**

Prior to enrolling in core classes for the PhD program, students must have completed a master's degree in public affairs/administration or another field. In addition, students should have completed a graduate-level course in quantitative methods and a course on public institutions in the recent past. Students who do not meet either of these prerequisites should contact the PhD advisor to discuss leveling courses they will need to take prior to beginning the PhD program. The leveling courses will not count toward the degree plan.

**Qualifying Exam (QE)**

Students must pass the QE to continue in the PhD program. This exam is based on materials from the
following four courses: (1) **PA 7306** Foundations of Public Affairs, (2) **PA 7330** Research Design in Public Affairs, (3) **PA 7314** Advanced Policy Process, Implementation and Evaluation, and (4) **PA 7350** Advanced Organizational Theory and Behavior. The exam will be administered once a year, near the close of the spring semester.

Students must have a grade of B or better in each of the four exam-related courses to be eligible to sit for the exam. Students who do not meet this requirement may choose to leave the program or repeat a course to earn a better grade (only one course may be repeated). Students are encouraged to review the University's Retaking Courses Policy. Students retaking an exam related course are required to enroll in the course in the next semester it is offered. Students will not be permitted to enroll in courses outside the doctoral core curriculum until successful completion of the QE.

If a student fails any section of the exam, he or she will be given the opportunity to retake failed section(s). The retake exam can be taken no sooner than two months after the student receives the written results of the first examination, and no later than one year after the first examination. If the student passes the retake exam he or she may continue in the program. If the student fails any part of the retake exam or does not successfully complete the retake exam he or she will be dismissed from the program. **Under no circumstances will a third examination be allowed.**

Only under extreme, documented circumstances will a student be allowed to reschedule the QE. If an emergency arises, the student must notify the program head within 12 semester credit hours of the scheduled exam and request to take a rescheduled exam. If approved, the exam will be rescheduled within 2 weeks of the original exam date.

**Required Courses and Dissertation:**

*54 semester credit hours beyond 36 semester credit hours of Master's degree credit (90 graduate semester credit hours total)*

*Required courses fall into three categories: core, research methods, and electives.*

**Program Coursework**

*** Indicates the four (4) courses included in the required qualifying examination taken following the first two semesters of coursework.

I. Public Affairs Core: 21 semester credit hours

- **PA 7305** Leadership and Change in Public and Nonprofit Organizations
- **PA 7306** Foundations of Public Affairs***
- **PA 7314** Advanced Policy Process, Implementation and Evaluation***
- **PA 7320** Advanced Human Capital Research and Theory
- **PA 7350** Advanced Organizational Theory and Behavior***
- **PA 7360** Advanced Fiscal and Budgetary Policy
II. Research Methods: 9 semester credit hours

**PA 7330** Research Design in Public Affairs

**EPPS 6316** Applied Regression

or **EPPS 7316** Regression and Multivariate Analysis

Choose ONE course from the following:

**EPPS 6346** Qualitative Research Orientation

**EPPS 7344** Categorical and Limited Dependent Variables

**EPPS 7370** Time Series Analysis I

**EPPS 7386** Survey Research

**EPPS 7390** Bayesian Analysis for Social and Behavioral Sciences

Permission from the Public Affairs Program Head or PhD Director is required for courses outside this list.

III. Electives: 15 semester credit hours

Students are required to complete 15 semester credit hours of approved electives. Of the 15 semester credit hours, a minimum of 9 semester credit hours have to be from a PA course and the remaining 6 semester credit hours can be taken in PA/EPPS or another program on campus. This is subject to the approval by the PhD advisor or the student's committee chair.

IV. Dissertation Research: minimum of 9 semester credit hours

To complete the Public Affairs doctoral program, a student must successfully defend their dissertation. The student will select a dissertation chair and a supervising committee to advise them through the research component of the doctoral requirement.

The dissertation is an original work initiated and completed by the doctoral candidate that demonstrates research competence and substantially adds to the knowledge in the candidate's field. The three-paper option is permitted when it is composed of a set of articles that together represent a significant and coherent contribution to our knowledge in the field of Public Affairs.

Regardless of the option selected, after a student completes the required courses, they must enroll in **PA 8V99** (Dissertation) every spring and fall semester until they complete and defend their dissertation. The final dissertation defense is completed when the student's dissertation chair and supervising committee agree that the research has been satisfactorily completed.

1. Presumes algebra.
Master of Public Affairs

36 semester credit hours minimum

Faculty

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**Associate Professors:** Evgenia Gorina, James R. Harrington, Sarah Maxwell

**Clinical Professor:** John R. McCaskill

**Associate Professor of Practice:** Teodoro Benavides

Mission

The Master of Public Affairs (MPA) program advances excellence in public service. The program accomplishes this mission through three sets of activities aimed at preparing its students to serve as capable and ethical stewards of the common good. It imparts essential knowledge, competencies and perspectives to a diverse array of future and current professionals in government and nonprofit organizations. It supports the wider community through in-service professional and leadership training, through policy and management analysis services, and it produces new knowledge through practice-centered research.

Objectives

The Master's degree in Public Affairs is a professional diploma that focuses on skills of management and analysis that contribute to successful carrying out of administrative and leadership responsibilities in government and nonprofit settings. The specific outcome objectives for students who graduate with the MPA degree are:

- An understanding of the philosophical, theoretical, and legal foundations of public management, policy making, and leadership in government and nonprofit settings;
- Proficiency in organizational and decision analysis, research and evaluation practice, and quantitative and qualitative techniques;
- Demonstrate sound preparation for careers in the public and nonprofit sector;
- Mastery of persuasive written and oral communication.

Facilities

Students have access to the computing facilities in the School of Economic, Political and Policy Sciences and the University's computer labs. The school has four computing laboratories which have 24-30 computers that are network linked and equipped with major social science software packages, including R, SPSS and Stata. A computerized geographic information system, the LexisNexis database, and Westlaw are also available for student use. The University's computer labs provide personal computers and UNIX workstations. Many important data and reference materials are also available.
Admissions Requirement

The University's general admission requirements are discussed on the Graduate Admission page.

The Public Affairs Master's program at UT Dallas typically admits only students who have an undergraduate GPA of 3.0 or better. Prospective students must complete the University's online graduate application and submit 1) transcripts 2) a narrative outlining applicant's background, education, and current or long-range professional interests 3) a resume and 4) three letters of recommendation from individuals (employers, community leaders, teachers, etc.) who are able to judge a student's probable success in graduate school. The letters and resume should be uploaded online.

International students whose native language is not English are also required to submit the Test of English as a Second Language (TOEFL) with a minimum score of 80, unless they graduated from a four-year college or university in the United States or other English speaking country. Students should submit examination scores and transcripts from all colleges previously attended to UT Dallas' Office of Admission and Enrollment Services.

To be guaranteed consideration for admission, fall applications must be received by July 1 (late registration deadline is August 1). Applications for spring admission must be received by November 1 (late registration deadline is December 1). Any incomplete application received after these dates will not be considered for admission during the designated semester. Students who do not meet this deadline must reapply for the following semester.

In addition to the university's transfer of credit requirements, a maximum of 9 semester credit hours of transfer credit can be applied to the MPA degree.

Prerequisites

While there are no specific prerequisites required for any MPA course, students who lack background in particular areas may be advised or required to take preparatory courses. In particular, students who lack background or experience in American political and policymaking institutions, in mathematics, and micro computing may be required to develop proficiency in these areas before being admitted into certain courses. Students meet with the MPA Director to determine these requirements. Leveling courses will not count toward the MPA degree.

Degree Requirements

The University's general degree requirements are discussed on the Graduate Policies and Procedures page.

Students seeking a MPA degree must complete at least 36 (39 if internship is required) semester credit hours of work in the program. The program has three components: a 24 semester credit hour core, 9 semester credit hours of directed electives within a chosen professional specialization and the 3 semester credit hour Capstone in Public Affairs seminar (PA 6399). For pre-service students without evidence of at least 12 months full time managerial experience in the public or nonprofit sectors, 3 semester credit hours of internship credit are also mandatory.
Grade Point Requirements

Students must maintain at least a 3.0 grade point average in the core courses and an overall grade point average (GPA) of 3.0 to graduate. If a student's GPA does not meet these standards, university policy concerning academic probation and removal from the program are in effect.

Program Coursework

Major Core: 24 semester credit hours

All MPA students should complete the core courses as soon as possible, with the requirement that Introduction to Quantitative Methods (EPPS 6313) be taken during the first two long semester following admission. A full-time student entering the program will normally take two core courses and one additional course each semester. The Capstone or internship (if required) is usually undertaken during the final semester in the program.

Required core: 24 semester credit hours

- **EPPS 6313** Introduction to Quantitative Methods
- **PA 6311** Public Management
- **PA 6313** Public Policymaking and Institutions
- **PA 6320** Organizational Theory
- **PA 6321** Government Financial Management and Budgeting
- **PA 6315** Evaluating Program and Organizational Performance
- **PA 6345** Human Resources Management
- **PA 6382** Nonprofit Management

Elective Courses: 9 semester credit hours

Students select 9 semester credit hours of electives from one of the following courses. MPA students may also pursue a graduate certificate to satisfy this requirement.

- **PA 6300** Quality and Productivity Improvement in Government
- **PA 6324** Urban Planning
- **PA 6326** Decision Tools for Managers
- **PA 6342** Local Economic Development
- **PA 6344** Local Government Management
- **PA 6349** Case Study: Policy Management in Seoul
- **PA 6370** Project and Contract Management
PA 6386 Diversity Management
PA 6369 Grant Writing and Management
PA 6374 Financial Management for Nonprofit Organizations
PA 6386 Diversity Management
PA 6387 Strategic Planning for Nonprofit
PA 6389 Volunteer Management
PA 6391 Nonprofit Marketing and Communication
Other appropriate courses approved by the MPA Director

Capstone Course: 3 semester credit hours

The Capstone in Public Affairs (PA 6399) is the culminating experience for graduating MPA students. Students integrate knowledge from across the MPA curriculum in a faculty-directed semester-long applied research project. This required 3-semester credit hour seminar should be taken during the semester in which the student intends to graduate.

Internship: 3 semester credit hours (if needed)

Students with less than 6 months full-time public or nonprofit sector work experience must complete three (3) semester credit hours of internship credit (PA 6V97) for the MPA. The internship involves work in a professional capacity in an organization, under the joint supervision of an experienced professional mentor at the internship site and the MPA Internship Coordinator. Students can request an alternative course be substituted for an internship with approval of the Program Head or Director of MPA.

The standard three semester credit hour internship requires approximately 20-hours per week time commitment to the work experience for a total of 120 internship contact hours during the semester. The objective of the internship is to provide an introduction to professional life and to establish sound approaches to the practice of public affairs. Students shall not take more than 6 semester credit hours of approved internship toward the MPA. Students who wish to seek the internship waiver must submit a formal written request to the MPA Director that includes a letter documenting the duration of their experience and its relevance to public or nonprofit management. This request must be approved no later than the student’s penultimate semester in the program.

3. Students seeking the Nonprofit Management Graduate Certificate have the option to take PA 6374 Financial Management for Nonprofit Organizations in lieu of PA 6321.

Graduate Certificate in Local Government Management
12 semester credit hours
The School of Economic, Political and Policy Sciences offers a Graduate Certificate in Local Government Management for local government professionals and for MPA students who desire to broaden their knowledge of important issues and approaches employed by professional local public administrators. Local governments in the United States play an important role in our democratic system. They are the place in our democratic system where citizens have the most direct contact with elected and appointed officials on numerous issues.

Local government managers operate in a complex legal and political environment. They are responsible for the provision of varied services directly to citizens, such as land use planning, law enforcement, water and sewer services, and recreation. Both the method and quality of service delivery are greatly influenced by managers who are hired by elected officials. The management of cities and counties has become increasingly professional over the past several decades. How the professional staff delivers services to the public within the political environment in which it works is the topic of many of the courses in this program. Students will gain knowledge and skills that will allow them to lead and manage in local government settings; learn critical thinking and strategic thinking; and learn to communicate in a strategic manner.

Requirements for admission to the certificate program are the same as for a non-degree seeking graduate student. Completion of twelve (12) semester credit hours is required to attain the Graduate Certificate in Local Government Management and those semester credit hours may count toward a degree if the student completes all requirements for full admission as a graduate student. The face-to-face program will continue to be offered at the UT Dallas campus. Majority of the classes will be taught in the city hall facilities in the City of Plano, specifically at its Municipal Center, or at an alternate site in one of the other participating city which has been agreed to by the cities and UT Dallas for the off-campus program.

Faculty

**Professors:** R. Paul Battaglio Jr., L. Douglas Kiel, Meghna Sabharwal, Sheryl L. Skaggs

**Associate Professors:** Evgenia Gorina, James R. Harrington, Sarah Maxwell

**Clinical Professor:** John R. McCaskill

**Associate Professor of Practice:** Teodoro Benavides

Coursework

**Required courses:** 9 semester credit hours

- **PA 6321** Government Financial Management and Budgeting
- **PA 6344** Local Government Management
- **PA 6345** Human Resources Management

**Prescribed Elective Courses:** 3 semester credit hours

Choose any one of the following:
PA 6315 Evaluating Program and Organizational Performance
PA 6324 Urban Planning
PA 6326 Decision Tools for Managers
PA 6342 Local Economic Development
PA 6370 Project and Contract Management
PA 6386 Diversity Management

Permission from the Public Affairs Program Head or MPA Director is required for courses outside this list.

Courses for the certificate must be completed within a 3-year period with a minimum cumulative GPA of 3.0.

Graduate Certificate in Nonprofit Management

12 semester credit hours

Nonprofit organizations constitute an increasingly significant sector of the American economy as well as an essential element in American civic life. Nonprofits are found in such diverse fields as health care, education, human services, and criminal justice, as well as in cultural and civic activities. Faced with resource constraints and rising demands for accountability, nonprofit organizations require professional managers with an understanding of both administrative principles and techniques and of the distinctive legal, economic, and social environment within which nonprofits operate.

The Certificate in Nonprofit Management is designed to provide an overview of the nature and context of nonprofit organizations combined with skill-based courses to develop the competencies needed by nonprofit managers. The certificate is intended for professionals already working in the nonprofit sector, those working in private for-profit or governmental settings who would like to work or volunteer in the nonprofit sector, and students without professional experience who seek to prepare themselves for nonprofit careers.

Completion of twelve (12) semester credit hours are required to attain the Certificate in Nonprofit Management and those semester credit hours may be counted toward a degree if the student completes all requirements for full admission as a graduate student.

Faculty

Professors: R. Paul Battaglio Jr., L. Douglas Kiel, Meghna Sabharwal, Sheryl L. Skaggs

Associate Professors: Evgenia Gorina, James R. Harrington, Sarah Maxwell

Clinical Professor: John R. McCaskill

Associate Professor of Practice: Teodoro Benavides
Coursework

Required courses: 9 semester credit hours

- **PA 6374** Financial Management for Nonprofit Organizations
- **PA 6382** Nonprofit Management
- **PA 6315** Evaluating Program and Organizational Performance

Prescribed Electives: 3 credit hours

Choose any one of the following:

- **PA 6369** Grant Writing and Management
- **PA 6386** Diversity Management
- **PA 6387** Strategic Planning for Nonprofit
- **PA 6389** Volunteer Management
- **PA 6391** Nonprofit Marketing and Communication

Permission from the Public Affairs Program Head or MPA Director is required for courses outside this list.

Courses for the certificate must be completed within a 3-year period with a minimum cumulative GPA of 3.0.

Graduate Certificate in Public Budgeting and Financial Management

12 semester credit hours

The University of Texas at Dallas (UTD), School of Economic, Political, and Policy Sciences, Public and Nonprofit Management Department is offering a graduate certificate in Public Budgeting and Financial Management which is designed to enhance students' understanding and experience in public budgeting and financial management and control, governmental or non-profit accounting, and public expenditure planning, management, and fiscal control. Employers are seeking to hire employees with some level of advanced education. A graduate certificate in public budgeting and financial management can help meet those expectations by expanding public sector knowledge and allowing students to keep skills relevant and updated.

Students will learn the theory and practice of raising public revenue, allocating resources through the budgeting process, and managing public assets and other fiscal resources. The applied and experiential nature of the advanced courses in this certificate will prepare students for a variety of positions in government finance and budgeting, management, ratio analysis that is critical to nonprofit and government, and applied program and policy analysis.
The Public Budgeting and Financial Management Certificate requires the completion of four graduate courses (12 semester credit hours). The courses taken for this certificate will apply to the MPA degree requirements if the student meets the conditions for full admission as a degree-seeking graduate student to the MPA program.

Faculty

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**Associate Professors:** Evgenia Gorina, James R. Harrington, Sarah Maxwell

**Clinical Professor:** John R. McCaskill

**Associate Professor of Practice:** Teodoro Benavides

Coursework

**Required Core:** 9 semester credit hours

- **EPPS 6313** Introduction to Quantitative Methods
- **PA 6350** Governmental Reporting and Financial Statement Analysis
- **PA 6321** Government Financial Management and Budgeting

**Prescribed Electives:** 3 credit hours

Choose any one of the following:

- **PA 6315** Evaluating Program and Organizational Performance
- **PA 6347** Capital Budgeting and Debt Administration
- **PA 6324** Urban Planning
- **PA 6374** Financial Management for Nonprofit Organizations

Permission from the Public Affairs Program Head or MPA Director is required for courses outside this list.

Courses for the certificate must be completed within a 3-year period with a minimum cumulative GPA of 3.0.

4. Prerequisite of EPPS 6313 is required before enrolling in PA 6347

**Graduate Certificate in Public Human Resources Management**

12 semester credit hours
In today's multifaceted organizations, public human resource professionals must respond to the growing challenges of regulatory compliance, complex benefit plans, and training and motivating employees. This proposed graduate certificate program is designed to give students a full introduction to the principles, strategies, and techniques of public human resources management. The program will foster a deep understanding of organizational development, diversity and effective change management; workforce planning and strategic recruitment; and training and performance management in the public and nonprofit sectors. The U.S. Bureau of Labor Statistics (BLS) has projected the demand for human resources professionals to grow 9% by 2024. As the competition for this job grows, HR professionals with valuable graduate certificates make them to be more likely to stand out from the other candidates.

The University of Texas at Dallas (UTD), School of Economic, Political, and Policy Sciences, Public and Nonprofit Management Department is offering a graduate certificate in Public Human Resources Management which is designed to enhance students' understanding and experience in human resources management in the public and nonprofit sectors and prepare them to advance in their field.

Personal benefits of public human resources graduate certificates

- Strengthens résumé
- Provides personal satisfaction
- Differentiates one from non-certified Human Resources professionals
- Increases chances of getting a better job outside one's organization
- Helps be more successful as an HR professional
- Helps prove worth/value to the employer
- Increases earning potential
- Helps manage diverse relationships
- Allows to have a greater impact to the organizations' success
- Improves career advancement opportunities within an organization.

The Public Human Resource Management Certificate requires the completion of four graduate courses (12 semester credit hours). The courses taken for this certificate will apply to the MPA degree requirements if the student meets the conditions for full admission as a degree-seeking graduate student to the MPA program.

Faculty

**Professors:** R. Paul Battaglio Jr., L. Douglas Kiel, Meghna Sabharwal, Sheryl L. Skaggs

**Associate Professors:** Evgenia Gorina, James R. Harrington, Sarah Maxwell

**Clinical Professor:** John R. McCaskill

**Associate Professor of Practice:** Teodoro Benavides
Coursework

Required Core: 9 semester credit hours

- **PA 6320** Organizational Theory
- **PA 6345** Human Resources Management
- **PA 6386** Diversity Management

Prescribed Electives: 3 credit hours

Choose any one of the following:

- **PA 6326** Decision Tools for Managers
- **PA 6322** Negotiations for Effective Management
- **PA 6389** Volunteer Management

Permission from the Public Affairs Program Head or MPA Director is required for courses outside this list.

Courses for the certificate must be completed within a 3-year period with a minimum cumulative GPA of 3.0.