

School of Public Affairs

Department of Public Administration and Policy

Minor in Public Administration and Policy

The minor in public administration and policy is designed to give undergraduate students a deeper appreciation for the challenges in organizing the modern state and the manner in which the intricacies of implementation affect the achievement of public policies.

- 21 credit hours with grades of C or better and at least 12 credit hours unique to the minor
GOVT-110 Politics in the United States 4:1 *or* GOVT-120 Introduction to American Politics is recommended as a prerequisite to the minor.

Course Requirements

- GOVT-210 Political Power and American Public Policy 4:2 (3)
- GOVT-460 Political and Organizational Leadership (3) (for students in the SPA Leadership Program)
or
GOVT-484 Women and Political Leadership (3)
or
other approved course on leadership
- PUAD-260 Administrative Politics (3)
- PUAD-343 Organizing Public Services (3)
- 9 credit hours from the following:
GOVT-370 Formation and Implementation of Environmental Policy (3)
GOVT-396/496 Selected Topics :Nonrecurring (approved topics in public administration and policy)
GOVT-423 Advanced Studies in Public Policy (3)
GOVT-455 Equal Protection (3)
GOVT-483 Women, Politics, and Public Policy (3)
GOVT-520 Advanced Studies in Campaign Management (4)
JLS-309 Justice and Public Policy (3)
JLS-550 Drugs, Crime, and Public Policy (3)
PUAD-560 Intergovernmental Relations (3)
other SPA courses dealing with public policy and administration as approved by the department chair

Combined Bachelor's and Master of Public Administration

This program enables qualified students to earn, in a continuous plan of approximately five years of full-time study, both a bachelor's degree with a major in any related discipline and the Master of Public Administration (M.P.A.).

Admission to the Program

Admission to the combined bachelor's /M.P.A. program requires junior standing, a minimum cumulative grade point average of 3.00, a completed application form (available from the Department of Public Administration and Policy (DPAP)), a written faculty recommendation, an essay on the student's interests and abilities in public administration, and an interview with the DPAP department chair or academic advisor.

Acceptance and participation in the combined bachelor's /M.P.A. program does not automatically guarantee acceptance into the graduate program, but once admitted to the combined program, a student may not be denied entry into the M.P.A. if that student completes the bachelor's program in good standing and meets university and department minimum standards for admission to the M.P.A. Students must apply for admission to the graduate program through the Office of Graduate Admissions no later than the last undergraduate semester.

Requirements

- All requirements for a bachelor's degree with a major in any related discipline
Undergraduate students may apply up to 12 credit hours of approved graduate-level course work to satisfy the requirements for both degrees. Students take courses in statistics, public administration, and other courses approved by DPAP.
- All requirements for the Master of Public Administration, including a minimum of 18 credit hours completed in residence in graduate status after the undergraduate degree has been awarded.

Combined Bachelor's and Master of Public Policy

This program enables qualified students to earn, in a continuous plan of approximately five years of full-time study, both a bachelor's degree with a major in any related discipline and the Master of Public Policy (M.P.P.).

Admission to the Program

Admission to the combined bachelor's /M.P.P. program requires junior standing, a minimum cumulative grade point average of 3.00, a completed application form (available from the Department of Public Administration and Policy (DPAP), a written faculty recommendation, an essay on the student's interests and abilities in public administration, and an interview with the DPAP department chair or academic advisor.

Acceptance and participation in the combined bachelor's /M.P.P. program does not automatically guarantee acceptance into the graduate program, but once admitted to the combined program, a student may not be denied entry into the M.P.P. if that student completes the bachelor's program in good standing and

meets university and department minimum standards for admission to the M.P.A. Students must apply for admission to the graduate program through the Office of Graduate Admissions no later than the last undergraduate semester.

Requirements

- All requirements for a bachelor's degree with a major in any related discipline

Undergraduate students may apply up to 12 credit hours of approved graduate-level course work to satisfy the requirements for both degrees. Students take courses in statistics, public policy, economics, and other courses approved by DPAP.

- All requirements for the Master of Public Policy, including a minimum of 18 credit hours completed in residence in graduate status after the undergraduate degree has been awarded.

Master of Public Administration (M.P.A.)

The Master of Public Administration program provides students the knowledge, skills, and values for functioning with distinction throughout their careers at different levels of responsibility within the U.S. constitutional context and abroad.

Admission to the Program

Applicants must meet the minimum university requirements for graduate study. Admission decisions are based on each applicant's academic record, two letters of recommendation, test scores from the Graduate Record Examination (GRE), and an essay written by the applicant on his or her background and career interests. Applicants may substitute test scores from similar tests, such as the GMAT or LSAT, for the GRE where appropriate. Applicants who received their undergraduate degree more than eight years prior to their date of application may waive the requirement for test scores by submitting a statement describing their professional experience. The department values applicants who have acquired practical experience before beginning their professional degree program. Admission decisions are based on each applicant's total record and not on any single strength or deficiency.

Degree Requirements

- 42 credit hours of approved graduate work

A student who has performed successfully for several years as a manager in a supervisory role in a public service organization before admission to the M.P.A. program may apply to the department chair to have the total program reduced by up to 6 credit hours. Such application must specify relevant responsibilities and be submitted so as to permit evaluation prior to the commencement of the 13th credit of course work. Waiver of the full 6 credit hours is reserved for students at the GS-13 level or its equivalent who exercise significant responsibilities for supervision and program management; a 3-credit waiver may be granted to students with significant responsibilities for supervision or program management. Credit earned as part of an internship may not count toward the total degree requirement of any student receiving such a reduction. Due to a special arrangement, students admitted to the M.P.A. may utilize qualifying courses offered by the Office of Personnel Management (OPM) Executive Management Training Centers toward the credit hours required to earn the degree. Qualifying courses from these two institutions have been certified for college credit by the American Council on Education (ACE).

Students who successfully complete the SPA Key Executive Leadership Development Program may apply to reduce the overall degree requirement for the 42-credit hour M.P.A. by up to an additional 6 credit hours. Students who avail themselves of this provision remain eligible to request the 3 or 6 credit hour waiver for prior professional experience as noted above. At least 30 credit hours must be earned in residence for the M.P.A.

Up to 6 credit hours may be waived for qualifying courses and/or transfer credit from another academic institution, and up to 6 credit hours may be waived for significant management

experience, for a total not to exceed 12 credit hours. Students who avail themselves of this provision will be encouraged to take advanced level work in designated areas as a consequence.

- Comprehensive examination including an exercise in management analysis and a reflective essay
- The research requirement is satisfied by completing two of the following courses with grades of B or better:
 - PUAD-605 Problem Solving for Managers *or*
 - PUAD-601 Methods of Problem Solving I
 - PUAD-610 Management Analysis
 - PUAD-616 Legal Basis of Public Administration
 - PUAD-630 Public Managerial Economics

Course Requirements

- PUAD-605 Problem Solving for Managers (3)
 - or*
 - PUAD-601 Methods of Problem Solving I (3)
- PUAD-610 Management Analysis (3)
- PUAD-612 Public Administration in the Policy Process (3)
- PUAD-616 Legal Basis of Public Administration (3)
 - or*
 - PUAD-608 Comparative Administrative Systems (3) (for international students returning to countries without Anglo-American or European legal traditions, with permission of the academic advisor)
- PUAD-630 Public Managerial Economics (3)
- PUAD-653 The Individual and the Organization (3)
- Two courses from the following:
 - PUAD-609 Topics in Public Management (3)
 - PUAD-611 Government and Non-Profit Informatics (3)
 - PUAD-615 Public-Private Partnerships (3)
 - PUAD-617 Project Management (3)
 - PUAD-650 Leadership in a Changing Workplace (3)
 - PUAD-652 Facilitation and Team Development (3)
 - PUAD-665 Human Resource Management Strategies (3)
- One course in public finance, financial management, or government budgeting from the following:
 - PUAD-631 Financing Government Services (3)
 - PUAD-632 Budget and Cost Analysis (3)
 - PUAD-633 Financial Aspects of Public Management (3)
- PUAD-691 Internship (3) Preservice students about to begin their career participate in a supervised internship.

Area of Concentration (9-12 credit hours)

- 9-12 credit hours in an area of concentration
 - Areas include: public financial management; state and local administration; international management; policy analysis; human resource management; arts management; non-profit management; information systems management; management consulting; and public management. Students may create special areas of concentration by consulting program faculty and their academic counselor.

Master of Public Administration: Key Executive Leadership (M.P.A.)

Using executive education models, the Key Executive Leadership M.P.A. prepares mid-level public servants to become more effective organizational leaders. Begun in 1975, the Key Executive Leadership Program is a graduate course of study in the skills, knowledge, and values needed by top-level public executives and offers participants the perspectives and competencies necessary for effective performance in high level executive work. The curriculum includes the major activity areas used in certifying candidates for career positions in the Senior Executive Service. Classes are held on selected Fridays and weekends. Participants continue to work at their jobs while completing their studies.

Admission to the Key Executive Leadership Program is competitive and restricted to GS-13s or above (or the equivalent) who exercise significant responsibilities for program management or policy development and are preparing themselves for positions of greater responsibility. The program is oriented to civilian personnel in the federal government, military or other uniformed personnel, state and local officials, and personnel in the nonprofit sector.

With the expectation that graduates of the program will move from managerial to leadership roles within their organizations, the executive M.P.A. curriculum encompasses the principal components of public service education: the leadership of public service organizations, the public policy and organizational environment, and the analysis of issues.

Degree Requirements

- 36 credit hours of approved graduate work
Students who successfully complete the SPA Key Executive Leadership Development Program may apply to reduce the overall degree requirement for the 42-credit hour M.P.A. by up to an additional 6 credit hours. Students who avail themselves of this provision remain eligible to request the 3 or 6 credit hour waiver for prior professional experience as noted above. At least 30 credit hours must be earned in residence for the M.P.A.
- Comprehensive examination using action learning to solve a real organizational problem
- The research requirement is satisfied by completing two of the following courses with grades of B or better:
PUAD-623 Executive Problem Solving
PUAD-625 Analysis and Evaluation
PUAD-654 Organization Diagnosis and Change

Course Requirements

- 3 credit hours from the following:
PUAD-621 Topics in Executive Management (1-3)
PUAD-628 Executive Skill Modules (1-2)
PUAD-629 Symposium on Executive Management (2)
PUAD-659 Action Learning for Executives (1.5)
- 27 credit hours from the following:
PUAD-611 Government and Non-Profit Informatics (3)

- PUAD-620 Public Marketing and Strategic Communication (1.5)
- PUAD-622 Leadership for Executives (3)
- PUAD-623 Executive Problem Solving (3)
- PUAD-624 Budgeting and Financial Management (3)
- PUAD-625 Analysis and Evaluation (3)
- PUAD-626 Legal Issues in Public Administration (3)
- PUAD-627 Politics, Policymaking, and Public Administration (3)
- PUAD-630 Public Managerial Economics (3)
- PUAD-634 Acquisition Management (1.5)
- PUAD-638 Human Resource Management for Executives (1.5)
- PUAD-639 Ethics for Public Managers (1.5)
- PUAD-654 Organization Diagnosis and Change (3)

- an additional 6 credit hours from the courses listed above
or
9 credit hours of approved coursework taken through OPM's Federal Executive Institute and/or Management Development Centers
or
6 credit hours may be waived for students who successfully complete the SPA Key Executive Leadership Development Program

Master of Public Administration (M.P.A.) and J.D.

Admission to the Program

Applicants must satisfy the admission requirements of both the Department of Public Administration and Policy (DPAP)/SPA and Washington College of Law (WCL). Admission criteria are the same as those for the M. P.A. However, students who have been admitted to WCL will not be required to take the Graduate Record Examination (GRE). Students may begin their studies in SPA after completing one year or the equivalent of full-time study at WCL. Admission to either the M.P.A. or J.D. program does not guarantee admission to the other.

M.P.A. Degree Requirements

- 42 credits hours of approved graduate course work including at least 24 credit hours of M.P.A. course work in SPA, and up to 18 credit hours from WCL
- Written comprehensive examination
- The research requirement is satisfied by completing two of the following courses with grades of B or better:
PUAD-605 Problem Solving for Managers *or*
PUAD-601 Methods of Problem Solving I
PUAD-610 Management Analysis
PUAD-616 Legal Basis of Public Administration
PUAD-630 Public Managerial Economics
LAW-516 Legal Rhetoric I *and* LAW-517 Legal Rhetoric II

Course Requirements

- PUAD-605 Problem Solving for Managers (3)
or
PUAD-601 Methods of Problem Solving I (3)
- PUAD-610 Management Analysis (3)
- PUAD-612 Public Administration in the Policy Process (3)
- PUAD-630 Public Managerial Economics (3)
- PUAD-653 The Individual and the Organization (3)
- Two courses from the following:
PUAD-609 Topics in Public Management (3)
PUAD-611 Government and Non-Profit Informatics (3)
PUAD-615 Public-Private Partnerships (3)
PUAD-617 Project Management (3)
PUAD-650 Leadership in a Changing Workplace (3)
PUAD-652 Facilitation and Team Development (3)
PUAD-665 Human Resource Management Strategies (3)
LAW-xxx course from WCL approved by M.P.A. advisor
- One course in public finance, financial management, or government budgeting from the following, or other course approved by M.P.A. advisor:
PUAD-631 Financing Government Services (3)
PUAD-632 Budget and Cost Analysis (3)
PUAD-633 Financial Aspects of Public Management (3)

Area of Concentration

- 15-18 credit hours in an area of concentration with approval of the M.P.A. advisor; this requirement may be completed with WCL courses, as long as at least 24 credit hours for the M.P.A. are taken in approved SPA courses.
Areas include: law and government, public financial management; state and local administration; international management; policy analysis; human resource management; arts management; non-profit management; information systems management; management consulting; and public management. Students may create special areas of concentration by consulting program faculty and their academic counselor. Preservice students about to begin their career are strongly encouraged to participate in a supervised internship either through DPAP or WCL.

J.D. Degree Requirements

- 80 credit hours of course work required for the J.D.
- LAW-601 Administrative Law (3-4)

Master of Public Administration (M.P.A.) and L.L.M.

Admission to the Program

Applicants must satisfy the admission requirements of both the Department of Public Administration and Policy (DPAP)/SPA and Washington College of Law (WCL). Admission criteria are the same as those for the M. P.A. However, students who have been admitted to WCL will not be required to take the Graduate Record Examination (GRE). Students may begin their studies in SPA after completing one year or the equivalent of full-time study

at WCL. Admission to either the M.P.A. or L.L.M. program does not guarantee admission to the other.

M.P.A. Degree Requirements

- 42 credits hours of approved graduate course work including at least 24 credit hours of M.P.A. course work in SPA, and up to 18 credit hours from WCL
- Written comprehensive examination
- The research requirement is satisfied by completing two of the following courses with grades of B or better:
PUAD-605 Problem Solving for Managers *or*
PUAD-601 Methods of Problem Solving I
PUAD-610 Management Analysis
PUAD-630 Public Managerial Economics
LAW-580 Introduction to American Legal Institutions (3)
or other approved LAW-xxx course accepted as legal research course by WCL
LAW-892 Washington Lawyer (2)

Course Requirements

- PUAD-605 Problem Solving for Managers (3)
or
PUAD-601 Methods of Problem Solving I (3)
- PUAD-610 Management Analysis (3)
- PUAD-612 Public Administration in the Policy Process (3)
- PUAD-630 Public Managerial Economics (3)
- PUAD-653 The Individual and the Organization (3)
- Two courses from the following:
PUAD-609 Topics in Public Management (3)
PUAD-611 Government and Non-Profit Informatics (3)
PUAD-615 Public-Private Partnerships (3)
PUAD-617 Project Management (3)
PUAD-650 Leadership in a Changing Workplace (3)
PUAD-652 Facilitation and Team Development (3)
PUAD-665 Human Resource Management Strategies (3)
LAW-xxx course approved by M.P.A. advisor (3-4)
- One course in public finance, financial management, or government budgeting from the following, or other course approved by M.P.A. advisor:
PUAD-631 Financing Government Services (3)
PUAD-632 Budget and Cost Analysis (3)
PUAD-633 Financial Aspects of Public Management (3)

Area of Concentration

- 12-15 credit hours in an area of concentration with approval of the M.P.A. advisor; this requirement may be completed with WCL courses, as long as at least 24 credit hours for the M.P.A. are taken in approved SPA courses.
Students beginning their careers are expected participate in a supervised internship through DPAP (PUAD-691) for up to 3 credit hours.

L.L.M. Degree Requirements

- 18 credit hours of course work required for the L.L.M.
- LAW-601 Administrative Law (3-4) or other course approved by M.P.A. advisor

Master of Public Policy (M.P.P.)

The Master of Public Policy (M.P.P.) program provides students with a blend of analytical, contextual, ethical, and substantive skills and knowledge to advance the quality of advice given to policy makers in a variety of institutional settings in the United States and abroad.

Admission to the Program

Applicants must meet the minimum university requirements for graduate study. Admission decisions are based on each applicant's academic record, two letters of recommendation, test scores from the Graduate Record Examination (GRE), and an essay written by the applicant on his or her background and career interests. Applicants may substitute test scores from similar tests, such as the GMAT or LSAT, for the GRE where appropriate. Applicants who received their undergraduate degree more than eight years prior to their date of application may waive the requirement for test scores by submitting a statement describing their professional experience. The department values applicants who have acquired practical experience before beginning their professional degree program. Admission decisions are based on each applicant's total record and not on any single strength or deficiency.

Degree Requirements

- 39 credit hours of approved graduate work
- Comprehensive examination that assesses ability to analyze and resolve policy challenges
- The research requirement (non-thesis option) is satisfied by completing two of the following courses with grades of B or better:
 - PUAD-601 Methods of Problem Solving I
 - PUAD-602 Methods of Problem Solving II
 - PUAD-604 Public Program Evaluation
 - PUAD-607 Economics and Politics of Public Policy
 - PUAD-630 Public Managerial Economics

Course Requirements

- PUAD-601 Methods of Problem Solving I (3)
(students may test out of PUAD-601 and substitute another approved course)
- PUAD-602 Methods of Problem Solving II (3)
- PUAD-603 Policy Process (3)
- PUAD-606 Foundations of Policy Analysis (3)
- PUAD-630 Public Managerial Economics (3)
- PUAD-631 Financing Government Services (3)
- PUAD-684 Organizational Analysis (3)
- PUAD-688 Policy Practicum (3)
- one of the following:
 - PUAD-604 Public Program Evaluation (3)
 - PUAD-607 Economics and Politics of Public Policy (3)
 - PUAD-685 Topics in Policy Analysis and Management:
Cost Benefit Analysis (3)
- one of the following (may be waived without substitution with approval of advisor):

- PUAD-616 Legal Basis of Public Administration (3)
- PUAD-617 Project Management (3)
- PUAD-619 Ethical Issues in Public Policy (3)
- PUAD-650 Leadership in a Changing Workplace (3)

Area of concentration

- 12 credit hours in an area of concentration:
 - Areas include: social policy; science, technology, and environmental policy; crime, public law, and policy; public financial management; public management; nonprofit policy, management, and leadership; international development; applied politics, including campaign management and women and politics; comparative public policy; and advanced policy analysis.
 - If not taken to fulfill the research requirement above, and with permission of the academic advisor, PUAD-604 and PUAD-607 may be taken as part of a concentration.
 - Students without a significant professional work background participate in an internship, which may be taken for credit (PUAD-691). For students already employed, a formal internship is optional.

Master of Public Policy (M.P.P.) and J.D.

Admission to the Program

Applicants must satisfy the admission requirements of both the Department of Public Administration and Policy (DPAP)/SPA and Washington College of Law (WCL). Admission criteria are the same as those for the M.P.P. However, students who have been admitted to WCL will not be required to take the Graduate Record Examination (GRE). Students may begin their studies in SPA after completing one year or the equivalent of full-time study at WCL. Admission to either the M.P.A. or J.D. program does not guarantee admission to the other.

M.P.P. Degree Requirements

- 39 credits hours of approved graduate course work including at least 24 credit hours of M.P.P. course work in SPA, and up to 15 credit hours from WCL
- Written comprehensive examination
- The research requirement is satisfied by completing two of the following courses with grades of B or better:
 - PUAD-601 Methods of Problem Solving I
 - PUAD-602 Methods of Problem Solving II
 - PUAD-604 Public Program Evaluation
 - PUAD-607 Economics and Politics of Public Policy
 - PUAD-630 Public Managerial Economics
 - LAW-516 Legal Rhetoric I *and*
LAW-517 Legal Rhetoric II

Course Requirements

- PUAD-601 Methods of Problem Solving I (3)
(students may test out of PUAD-601 and substitute another approved course)
- PUAD-602 Methods of Problem Solving II (3)

- PUAD-603 Policy Process (3)
- PUAD-606 Foundations of Policy Analysis (3)
- PUAD-630 Public Managerial Economics (3)
- PUAD-631 Financing Government Services (3)
- PUAD-684 Organizational Analysis (3)
- PUAD-688 Policy Practicum (3)
- one course from the following:
 - PUAD-604 Public Program Evaluation (3)
 - PUAD-607 Economics and Politics of Public Policy (3)
 - PUAD-685 Topics in Policy Analysis and Management: Cost Benefit Analysis (3)

Area of Concentration

- 15 credit hours in an area of concentration with approval of the M.P.P. advisor; this requirement may be completed with WCL courses, as long as at least 24 credit hours for the M.P.A. are taken in approved SPA courses.

Areas include: social policy; science, technology, and environmental policy; crime, public law, and policy; public financial management; public management; nonprofit policy, management, and leadership; international development; applied politics, including campaign management and women and politics; comparative public policy; and advanced policy analysis.

If not taken to fulfill the research requirement above, and with permission of the academic advisor, PUAD-604 and PUAD-607 may be taken as part of a concentration.

Students without a significant professional work background participate in an internship, which may be taken for credit (PUAD-691). For students already employed, a formal internship is optional.

J.D. Degree Requirements

- 80 credit hours of course work required for the J.D.
- LAW-601 Administrative Law (3-4)

Master of Public Policy (M.P.P.) and L.L.M.

Admission to the Program

Applicants must satisfy the admission requirements of both the Department of Public Administration and Policy (DPAP)/SPA and Washington College of Law (WCL). Admission criteria are the same as those for the M.P.P. However, students who have been admitted to WCL will not be required to take the Graduate Record Examination (GRE). Students may begin their studies in SPA after completing one year or the equivalent of full-time study at WCL. Admission to either the M.P.A. or L.L.M. program does not guarantee admission to the other.

M.P.P. Degree Requirements

- 39 credits hours of approved graduate course work including at least 24 credit hours of M.P.P. course work in SPA, and up to 15 credit hours from WCL
- Written comprehensive examination

- The research requirement is satisfied by completing two of the following courses with grades of B or better:
 - PUAD-601 Methods of Problem Solving I
 - PUAD-602 Methods of Problem Solving II
 - PUAD-604 Public Program Evaluation
 - PUAD-607 Economics and Politics of Public Policy
 - PUAD-630 Public Managerial Economics
 - LAW-516 Legal Rhetoric I *and*
 - LAW-517 Legal Rhetoric II

Course Requirements

- PUAD-601 Methods of Problem Solving I (3) (students may test out of PUAD-601 and substitute another approved course)
- PUAD-602 Methods of Problem Solving II (3)
- PUAD-603 Policy Process (3)
- PUAD-606 Foundations of Policy Analysis (3)
- PUAD-630 Public Managerial Economics (3)
- PUAD-631 Financing Government Services (3)
- PUAD-684 Organizational Analysis (3)
- PUAD-688 Policy Practicum (3)
- one course from the following:
 - PUAD-604 Public Program Evaluation (3)
 - PUAD-607 Economics and Politics of Public Policy (3)
 - PUAD-685 Topics in Policy Analysis and Management: Cost Benefit Analysis (3)

Area of Concentration

- 15 credit hours in an area of concentration with approval of the M.P.P. advisor; this requirement may be completed with WCL courses, as long as at least 24 credit hours for the M.P.A. are taken in approved SPA courses.

Areas include: social policy; science, technology, and environmental policy; crime, public law, and policy; public financial management; public management; nonprofit policy, management, and leadership; international development; applied politics, including campaign management and women and politics; comparative public policy; and advanced policy analysis.

If not taken to fulfill the research requirement above, and with permission of the academic advisor, PUAD-604 and PUAD-607 may be taken as part of a concentration.

Students without a significant professional work background participate in an internship, which may be taken for credit (PUAD-691). For students already employed, a formal internship is optional.

L.L.M. Degree Requirements

- 18 credit hours of course work required for the L.L.M.
 - LAW-601 Administrative Law (3-4) or other course approved by M.P.A. advisor

M.S. in Organization Development

The AU/NTL M.S. in Organization Development is a unique partnership between American University and the NTL Institute for Applied Behavioral Science. This non-traditional program is well suited for individuals who intend to become scholar-practitioners. Graduates acquire knowledge and skills in organizational development (OD) theory, research, strategy, methodology, and facilitation skills. They apply these competencies as consultants and leaders in the public, private, NGO, and non-profit sectors. The program emphasizes action research, experiential learning, and self-awareness in facilitating complex organizational change in global, multicultural contexts. Students acquire proficiency in the core competencies of OD as recommended by the Academy of Management. Classes are designed for the full-time employed adult learner, and generally meet for two 3-day weekends separated by three to four weeks. Students matriculate through the entire program as members of a cohort.

Through a collaboration between the AU/NTL program and the National Labor College (NLC) to provide professional education and development opportunities to sponsored members of organized labor unions, two graduate certificates are offered, Fundamentals of Organization Development and Advanced Organization Development, which comprise the required course work for the M.S. In Organization Development. Students in this program may either complete one or both of the certificates in nondegree status, or apply for admission to the M.S. in Organization Development no later than completion of the first certificate, and if accepted, count the 18 credit hours of the completed certificate course work toward the degree requirements.

Admission to the Program

In addition to meeting the minimum university requirements for graduate study, applicants must possess two years of relevant professional experience in organization development, human resource development, or related fields, or for students in the AU/NTL/NLC program, professional experience in labor management relations. Exceptions may be made for highly qualified applicants with many years of service and a record of exceptional accomplishment. Such candidates are admitted provisionally, and after completing four

courses with a grade point average of 3.00 or higher, may be advanced to full standing.

Degree Requirements

- 39 credit hours of approved graduate work
- The research requirement is satisfied by completing two of the following courses with grades of B or better:
 - PUAD-641 Methods of Problem Solving (3)
 - PUAD-642 Organization Dynamics (3)
 - PUAD-646 Consultation Skills (3)
 - PUAD-677 Introduction to Organization Development (3)
- Written comprehensive examination
- Students must take a human interaction laboratory from the NTL Institute on group and personal interaction

Course Requirements

- PUAD-640 Leadership (3)
- PUAD-641 Methods of Problem Solving (3)
- PUAD-642 Organization Dynamics (3)
- PUAD-644 Interventions in Organization Development (3)
- PUAD-646 Consultation Skills (3)
- PUAD-648 Group Theory and Facilitation (3)
- PUAD-649 Studies in Human Resource Management: Diversity in Organizations (3)
Team Dynamics (3)
- PUAD-653 The Individual and the Organization (3)
- PUAD-674 Practicum Research Project (1.5) taken twice for a total of 3 credit hours
- PUAD-675 Organizational Analysis and Strategies (3)
- PUAD-677 Introduction to Organizational Development (3)
- PUAD-679 Studies in Human Resource Development: Use of Self (3)

Ph.D. in Public Administration

The mission of the Ph.D program is to educate scholars who produce original research that is methodologically sound, socially relevant, and makes important contributions to knowledge and theory.

Admission to the Program

Applicants are considered and admitted for the fall semester only. February 1 is the deadline for application for admission. All applicants must submit scores from the verbal and quantitative sections of the Graduate Record Examination (GRE). The normal minimum for consideration is a grade point average of 3.20 (on a 4.00 scale) in all previous academic work. Preference will be given to applicants for full-time study, although highly qualified students may be admitted for part-time study.

Major Fields

Public Administration, American Politics, Comparative Politics, Justice, Law and Society, and Policy Analysis

Degree Requirements

- 72 hours of approved graduate work is required for students entering the program with a bachelor's degree; a minimum of 48 hours is required of students who have completed an approved master's degree.

A minimum grade point average of 3.2 in all course work is required to remain in good standing and to earn the degree.

- Advancement to candidacy is accomplished by successfully completing a written qualifying examination on the major field at the end of the second semester of study.
- Students take written comprehensive examinations in Public Administration and any one of the remaining major areas. They master the subject matter of a third area through formal course work. Following completion of the written examinations, all students take an oral examination on their entire program of study before a committee of faculty members, and defend their dissertation proposal.

The remaining major field areas include American politics, comparative politics, policy analysis, justice, law and society, methods, and any Ph.D. field offered at American University, subject to the approval of the SPA director of doctoral programs. Methods is offered only as a third, non-comprehensive field. Two of the three major field areas must be offered by the School of Public Affairs. Under special circumstances, students may take a field outside American University, subject to the approval of the SPA director of doctoral programs.

- The Ph.D. is fundamentally a research degree. Understanding scientific inquiry and correctly using research techniques require extensive preparation. All students in the program take three courses designed to help doctoral students comprehend

the nature of science and master tools of research (see Course Requirements, below).

- Each student selects a research specialization in which he or she will complete an original project under the direction of program faculty and write a dissertation. Students may choose research projects within one of the major areas or they may select a research specialization from one of the other graduate fields within the school.

Each student prepares a research proposal for the dissertation project. It is the responsibility of the student to secure the agreement of a School of Public Affairs full-time tenured or tenure-track faculty member to serve as the chair of the dissertation committee. One of the two other members of the committee may be from outside the School of Public Affairs. Each student must publicly defend the research proposal before the dissertation committee and other interested faculty.

The committee and the SPA director of doctoral programs (acting for the dean) must approve the defense and the research proposal. The topic covered by the proposal must be related to ongoing research or publications of the supervising faculty.

As work on the dissertation project progresses, students register for 6–12 credit hours of directed study. Substantive course work may be used as part of this requirement where it contributes directly to the research specialization and is specifically recommended by the dissertation chair.

Upon completion of the research and the written dissertation, the candidate submits his or her manuscript to the dissertation committee for review. If the committee members approve the manuscript, the candidate must complete an oral defense of the dissertation and the general field in which it lies before the committee and other interested faculty. The committee determines conclusively at this point whether the dissertation and examination are acceptable.

The dissertation must consist of high quality original research directly relevant to the student's doctoral program. A dissertation proposal may be rejected if the topic does not address a major research issue in political science or public administration, the research design is inadequate, the methodology is inappropriate, or because no full-time tenured or tenure-track faculty member in the School of Public Affairs is academically competent or available to supervise the project. If the candidate fails to maintain satisfactory progress toward completion of the dissertation, his or her candidacy may be terminated.

Course Requirements

- PUAD-710 Seminar in Public Administration (3)
 - Additional advanced courses in public administration, proseminars and additional advanced courses in the two remaining major field areas, including American politics, comparative politics, justice, law and society, policy analysis, methods, and any Ph.D. field offered at American University, subject to the approval of the SPA director of doctoral programs. Proseminars are selected from:
 - GOVT-710 Seminar in American Politics (3)
 - GOVT-720 Seminar in Policy Analysis (3)
 - GOVT-730 Seminar in Comparative Politics (3)
 - JLS-710 Seminar in Justice, Law and Society (3)
- Three courses in research design and methodology:
- GOVT-612 Conduct of Inquiry I (3)
 - GOVT-613 Conduct of Inquiry II (3)
 - GOVT-614 Research in Political and Administrative Behavior (3) *or*
 - GOVT-615 Qualitative Research Methods (3) *or*
 - GOVT-704 Approaches to Political Understanding
 - GOVT-799 Doctoral Dissertation Seminar (6–12)

Graduate Certificate in Nonprofit Management

This interdisciplinary certificate program encompasses course offerings from the School of Public Affairs, Kogod School of Business, and School of Communication, with the opportunity for students to select courses from the School of International Service and College of Arts and Sciences as well. It provides those currently working in the nonprofit sector a program combining both academic rigor and skill set training to enhance their performance in this growing work sector, as well as a foundation for master's degree students about to enter the field.

Admission to the Program

Open to students with a bachelor's degree from an accredited institution, some demonstration of capability either through an interview or application essay, and either three years of work experience or admission to an American University graduate degree program.

Certificate Requirements

- 18 credit hours of approved course work with at least 9 credit hours at the 600-level or above with grades of C or better.

Grades of C- or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students in certificate programs must take a minimum of 6 credit hours during each 12-month period and complete the certificate in four years. International students must enroll in 9 credit hours each semester (except for summer). A maximum of 3 credit hours earned at an accredited college or university may be applied toward the certificate as transfer credit.

Course Requirements

- ACCT-607 Accounting Concepts and Applications (3)
or
FIN-630 Financial Analysis: Concepts and Applications (3)
- COMM-642 Public Communication Management (3)
- MGMT-633 Leading People and Organizations (3)
or
MGMT-609 Organizational Behavior and Human Resource Management (3)
- PUAD-681 Managing Nonprofit Organizations (3)
- 6 credit hours approved by a program advisor

Graduate Certificate in Leadership for Organizational Change

This certificate program is designed for students interested in increasing their capacity to lead themselves and others toward the objective of significant organizational change.

Admission to the Program

Open to students with a bachelor's degree from an accredited institution.

Certificate Requirements

- 15 credit hours of approved course work with at least 6 credit hours at the 600-level or above with grades of C or better.

Grades of C- or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students in certificate programs must take a minimum of 6 credit hours during each 12-month period and complete the certificate in four years. International students must enroll in 9 credit hours each semester (except for summer). At the discretion of the department, a maximum of 3 credit hours earned at an accredited college or university may be applied toward the certificate as transfer credit.

Course Requirements

- PUAD-650 Leadership in a Changing Workplace (3)
- 12 credit hours from the following or other courses with approval of the department:
 - PUAD-652 Facilitation and Team Development (3)
 - PUAD-653 The Individual and the Organization (3)
 - PUAD-654 Organizational Diagnosis and Change (3)
 - PUAD-656 Managing Diversity (3)
 - PUAD-657 Managing Organizational Transformation (3)
 - PUAD-658 Managing Conflict (3)*or*
12 credit hours of approved SPA graduate courses offered through a Key Executive Leadership Program contract program, jointly selected and approved by the department and the contracting agency.

Graduate Certificate in Public Policy Analysis

This certificate provides students with a fundamental understanding of the tools necessary to conduct public policy analysis, including formal program evaluation, benefit-cost analysis, multivariate regression, and the criteria to assessing the need for government intervention.

Admission to the Program

Open to students with a bachelor's degree from an accredited institution, demonstration of capability through test scores from the Graduate Record Examination (GRE), and an essay written by the applicant on his or her background and interests.

Certificate Requirements

- 15-18 credit hours of approved course work with at least 6 credit hours at the 600-level or above with grades of C or better. Students with recent course work in basic statistics may waive PUAD-601 by taking a short examination, all others must take the six courses listed below for a total of 18 credit hours.

Grades of C- or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students in certificate programs must take a minimum of 6 credit hours during each 12-month period and complete the certificate in four years. International students must enroll in 9 credit hours each semester (except for summer). A maximum of 3 credit hours earned at an accredited college or university may be applied toward the certificate as transfer credit.

Course Requirements

- PUAD-601 Methods of Problem Solving I (3)
- PUAD-602 Methods of Problem Solving II (3)
- PUAD-604 Public Program Evaluation (3)
- PUAD-606 Foundations of Policy Analysis (3)
- PUAD-607 Economics and Politics of Public Policy (3)
- PUAD-630 Public Managerial Economics (3)

Graduate Certificate in Public Financial Management

This certificate program is designed for government employees interested in expanding their knowledge and practical skills in public financial management. The main objective of the program is to provide students with a working knowledge of basic financial management techniques that are relevant to public sector financial operations.

Admission to the Program

Open to students with a bachelor's degree from an accredited institution.

Certificate Requirements

- 15 credit hours of approved course work with at least 6 credit hours at the 600-level or above with grades of C or better.

Grades of C- or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students in certificate programs must take a minimum of 6 credit hours during each 12-month period and complete the certificate in four years. International students must enroll in 9 credit hours each semester (except for summer). A maximum of 3 credit hours earned at an accredited college or university may be applied toward the certificate as transfer credit.

Course Requirements

- PUAD-601 Methods of Problem Solving I (3)
- PUAD-610 Management Analysis (3)
- PUAD-631 Financing Government Services (3) *or* PUAD-636 Strategic Fiscal Planning (3)
- PUAD-632 Budget and Cost Analysis (3)
- PUAD-633 Financial Aspects of Public Management (3) course substitutions may be made with approval of the department

Graduate Certificate in Public Management

Admission to the Program

Open to students with a bachelor's degree from an accredited institution.

Certificate Requirements

- 15 credit hours of approved course work with at least 6 credit hours at the 600-level or above with grades of C or better.

Grades of C- or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students in certificate programs must take a minimum of 6 credit hours during each 12-month period and complete the certificate in four years. International students must enroll in 9 credit hours each semester (except for summer). A maximum of 3 credit hours earned at an accredited college or university may be applied toward the certificate as transfer credit.

Course Requirements

- A minimum of four courses from the following:
 - PUAD-604 Public Program Evaluation (3)
 - PUAD-611 Government and Non-Profit Informatics (3)
 - PUAD-615 Public-Private Partnerships (3)
 - PUAD-617 Project Management (3)
 - PUAD-632 Budget and Cost Analysis (3) *or* PUAD-633 Financial Aspects of Public Management (3)
 - PUAD-652 Facilitation and Team Development (3)
 - PUAD-665 Human Resource Management Strategies (3)
- One area specific management course from the following:

PUAD-613 Administration of International Programs (3)
PUAD-614 Development Management (3)
PUAD-681 Managing Nonprofit Organizations (3)
PUAD-687 Urban Management (3)

other approved course substitutions may be made with approval of the department

AU/NTL/NLC Graduate Certificates

Offered in partnership by the AU/NTL program and the National Labor College (NLC) to provide professional education and development opportunities, the following certificates are available to sponsored members of organized labor unions. Classes are held at the George Meany Center for Labor Studies in Silver Spring, MD. Students in this program may also apply to the M.S. Organization Development.

Graduate Certificate in Fundamentals of Organization Development

Admission to the Program

Open to students with a bachelor's degree from an accredited institution who are employees of organized labor unions.

Certificate Requirements

- 18 credit hours of approved course work with at least 9 credit hours at the 600-level or above with grades of C or better.

Grades of C- or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students in certificate programs must take a minimum of 6 credit hours during each 12-month period and complete the certificate in four years. International students must enroll in 9 credit hours each semester (except for summer). A maximum of 3 credit hours earned at an accredited college or university may be applied toward the certificate as transfer credit.

Course Requirements

- PUAD-642 Organization Dynamics (3)
- PUAD-646 Consultation Skills (3)
- PUAD-649 Studies in Human Resource Management: Team Dynamics (3)

- PUAD-653 The Individual and the Organization (3)
- PUAD-675 Organizational Analysis and Strategies (3)
- PUAD-677 Introduction to Organizational Development (3)

Graduate Certificate in Advanced Organization Development

Admission to the Program

Open to students with a bachelor's degree from an accredited institution who are employees of organized labor unions and have completed the Graduate Certificate in Fundamentals of Organization Development.

Certificate Requirements

- 21 credit hours of approved course work with at least 9 credit hours at the 600-level or above with grades of C or better.

Grades of C- or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students in certificate programs must take a minimum of 6 credit hours during each 12-month period and complete the certificate in four years. International students must enroll in 9 credit hours each semester (except for summer). A maximum of 6 credit hours earned at an accredited college or university may be applied toward the certificate as transfer credit.

Course Requirements

- PUAD-640 Leadership (3)
- PUAD-641 Methods of Problem Solving (3)
- PUAD-644 Interventions in Organization Development (3)
- PUAD-648 Group Theory and Facilitation (3)
- PUAD-649 Studies in Human Resource Management: Diversity in Organizations (3)
- PUAD-674 Practicum Research Project (1.5) taken twice for a total of 3 credit hours
- PUAD-679 Studies in Human Resource Development: Use of Self (3)