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
Welcome!

The School of Public Affairs at ASU was recently listed as one of the best graduate programs in the world by US News & World Report. The school is ranked 9th overall in the country. Why? Simple. Because of our world-class faculty, new academic programs, emphasis on retention, and our centers of research excellence. The school is also ranked:

- 2nd in Local Government Management
- 3rd in Homeland /National Security and Emergency Management
- 4th in Information and Technology Management
- 5th in Urban Policy
- 7th Public Management and Leadership
- 8th in Environmental Policy and Management
- 9th in Nonprofit Management
- 10th in Public Finance and Budgeting
- 12th in Public Policy Analysis

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.

**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 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, directed by Dr. Barry Bozeman, 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, Don Siegel, and others.

**Participatory Governance** - The mandate of the Participatory Governance Initiative is to promote excellence, collaboration, and innovation in participatory governance research and practice. 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.

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.

**Dr. Don Siegel**
Director, School of Public Affairs
Professor of Public Affairs

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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. 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.
- Applicants are admitted as a cohort in the fall semester. Admission is competitive; a limited number of well-qualified applicants will be admitted each year.
- Students entering with a master's degree in a related field may be granted up to 30 blanket credit hours toward the 84 credit hours required for the doctorate. This leaves 24 credit hours of core courses, 15 credit hours of elective coursework, 3 credit hours of research and 12 credit hours of dissertation (54 credit hours total) to be earned post-admission.
- A completed application packet is due by the application deadline, which is listed on our PhD web page - spa.asu.edu/phd
- All applicants must submit/upload the following materials as part of the online application:
  1. An official ASU Graduate application and application fee.
  2. A written statement of educational and career goals that includes a discussion of research interests (submit online);
  3. A current resume or vitae (submit online);
  4. 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

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thought, their ability to communicate effectively, both verbally and in writing, and their commitment to completion of the program (submit online);

5. Samples of research reports and/or papers (submit online);

6. 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.

7. 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

- International students must submit TOEFL scores to be considered for admission; ASU’s institution code, which you will need to transmit scores to ASU is: 4007.
- English proficiency scores are required even if students have earned a Masters degree from a U.S. 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 students.asu.edu/graduate/proficiency Applicants must meet both the ASU English proficiency as well as the School of Public Affairs English Proficiency requirements (listed above).

Course Descriptions and Sequence

Year One - Fall (9 credit hours)

1. PAF 602 Advanced Research Design for Public Policy and Management. Logic, design, and conduct of applied social research. Traditional scientific explanatory research is a prerequisite for any prescriptive research. The primary orientation of this course is to focus on development of social science explanations for public administrative phenomena and the development of research designs that permit testing of hypotheses derived from these explanations.

2. PAF 605 Organization Theory and Behavior Seminar. This course is designed as an advanced survey of organization theory (OT) and organization behavior (OB) literatures for doctoral students. The seminar pursues multiple goals. It examines the intellectual foundations and historical progression of OT/OB research and explores the craft of conducting social science research related to OT/OB. The course will specifically analyze how current literature in public management and administration applies organization theory for research. The seminar is designed to develop a research-based understanding of main schools of organization theory so that students gain skills to enable them to engage OT/OB theories in their own research.
3. **PAF 609 Advanced Quantitative Methods Seminar.** This course will provide an opportunity to learn the tools necessary for carrying out empirical work through hands-on data work and analysis. Students will learn how to specify and estimate linear regression models and test hypotheses about model parameters under different statistical assumptions. Students will become proficient in programming statistical routines.

**Year One - Spring (9 credit hours)**

1. **PAF 603 Advanced Economics for Public Administration and Public Policy.** Topics 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.

2. **PAF 604 Intellectual Foundations of Public Administration.** Explores significant developments and themes in the theory of public administration, especially American public administration. Historical development of public administration as a body of thought and as a theory of politics; the enduring theme of public administration and democracy; various possible unifying themes, theories, and criteria; and prospects for future theory and research. Aimed at encouraging advanced students to refine their abilities to identify, analyze, interpret, critique, evaluate, and contribute to the literature and intellectual developments of this field of scholarship, as well as to place current and emerging trends in broader context. Builds on more basic courses in public administration and is intended in part to assist students in preparation for doctoral preliminary examinations in public administration. Assumes that students have a solid understanding of American government and bureaucracy.

3. **Elective Course**

**Year Two - Fall (9 credit hours)**

1. **PAF 601 Advanced Public Policy Seminar.** This advanced seminar course in public policy has a single objective: to develop a critical thinking of theoretical perspectives developed to analyze several dimensions of public policy. This class will focus on theories and perspectives across specific policy areas since our objective is to get used to analytical lenses not a specific policy area. This objective will be achieved by reading required books each week. This class requires the ability to analyze critically a body of literature as a prerequisite for advancing that literature. The general format of this course includes reviews of class material and discussion. Prior to each class, students are expected to read the required books listed in the syllabus. Students are responsible for contents included in the readings, even if it is not explicitly reviewed in class.

2. **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 explore the important theoretical and ethical issues that bear on these approaches.

3. Elective Course
   Year Two - Spring (9 credit hours)

1. PAF 620 PA Professional Development Workshop. Prepares doctoral students to become productive and effective public administration scholars, teachers, and researchers.

2. Elective Course

3. Elective Course

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

The program consists of a minimum of 48 credit hours of graduate work beyond the master’s degree. Of the 48 credit hours, at least 12 must be research and dissertation credit (of which no more than 9 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, 605, 609, 610, and 620 prior to the end of the second year in the program.

Enrollment and Academic Progress

Continuous Enrollment Policy: 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 the Graduate College 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 the Graduate College are considered withdrawn from the university under the

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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.

**Paid Parental Leave:** Postdoctoral scholars and graduate students with a .50 FTE research or teaching assistantship (RA/TA) appointment, who have completed at least one academic year's service, are eligible for up to 6 weeks of paid parental leave for the birth or adoption of a child. They will continue to receive their stipend and associated benefits (health insurance and tuition remission) during this six-week period. If both parents are graduate students or postdoctoral scholars, only one parent may receive the accommodation. The department is responsible for funding these costs. The RA/TA must maintain a minimum enrollment of six credit hours during the term of paid leave. Any portion of the six-week period that falls outside the appointment term will reduce the amount of available paid parental leave on a pro-rated basis.

**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 the Graduate College. 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.

- 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 F.
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 and Candidacy**

Upon completion of core course work, and before undertaking dissertation research, the student completes two comprehensive examinations – one written core and one specialization exam. The specialization exam requires submission of a publishable quality paper and oral defense of that paper. 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.

**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:

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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 and 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 and obtain signatures on the prospectus/proposal form for submission to the Graduate College. 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](https://graduate.asu.edu/graduate-faculty/degree/PPPUBADPHD).

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: graduate.asu.edu/progress/graduation_deadlines.

**Advising**

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.

**Initial advising** occurs 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** occurs at the end of the first year. Students 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 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

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/dotal-examinationprocess.

Dissertation Committee
The role of the dissertation committee is to advise the student's 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 chose 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

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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**

1. **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, provided to you in the first letter sent by ASU Graduate Admissions. If you have discarded or misplaced the letter, please contact computer accounts at 1-855-278-5080 or help.asu.edu to have a new activation code created for you. With your ASURITE ID and activation code, go to asu.edu/asurite and follow the guided steps.

2. **Login to MyASU**
   When your account is active, you may login to myASU at my.asu.edu and proceed to the next step of 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 email account - this is the university’s primary means of communication with you. You should check your ASU email regularly, or forward it to an account you check frequently.

3. **Submit proof of immunization**
   In order to register for classes, you must have verification of two MMR (measles [rubella] /mumps/rubella) immunizations on record at ASU. The Immunization Records Submission Form can be found online at students.asu.edu/health/immunization. To verify that ASU has received and recorded your immunization documentation, go to myASU (my.asu.edu), log in with your ASURITE ID and password, and look under Priority Tasks. If MMR documentation has not been recorded with the Student Health and Wellness Center, you will see a message requesting that you submit documentation. Should you have a notification called MMR Immunization, click on the notification and follow the steps listed. 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.)

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4. 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 (my.asu.edu), login using your ASURITE ID and password. On the left side of your myASU page, there is a box labeled “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.

Adding, Dropping, and Withdrawing from Classes

You are responsible for your own academic schedule. Each semester, you will enroll and make adjustments to your schedule. Your academic calendar is available to assist you. The “My Classes” section of your MyASU allows you to add, drop, and withdraw from classes. You need to be familiar with the academic calendar, which changes every semester. The academic calendar contains key dates of when you can make course adjustments, withdraw from classes with a tuition refund, etc. Current and future academic calendars can be found at students.asu.edu/registrar-semester-calendar. If you must withdraw from a class due to circumstances beyond your control, please review procedures for a Medical/Compassionate Withdrawal at students.asu.edu/forms/medical-compassionate-withdrawal-request.

Residency 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 Finances item on your student center (below the Priority Tasks section referenced above). You will then need to submit a completed Citizenship Verification Form and a legible copy of acceptable documentation to a registrar location at any campus.

Transfer Credits (aka pre-admission credits)

Graduate credits completed at ASU, from another regionally accredited US institution, or international institution officially recognized by that country, before the semester and year of admission to an ASU graduate degree program, are referred to as pre-admission credits. With the approval of the MPA/MPP Director and the Graduate College, students may include a maximum of 12 graduate-level credit hours with grades of “B” or better that were not used towards a previous degree. Preadmission credits must have been taken within three years of admission to the ASU degree program to be accepted.

Faculty

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

**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.

**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.

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

**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.

**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.

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Ulrich Jensen, Assistant Professor; PhD., Political Science, Aarhus University. Research areas: Public management, leadership, motivation, values, performance.

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.

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, Associate 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.

Angel Molina, Assistant Professor. PhD., Texas A&M University. Research areas: Organizational behavior and policy outcomes, public values, education policy, Latino politics.

Karen Mossberger, Professor. 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.

Daniel Schugurensky, Professor. Ph.D., Education Policy, University of Alberta. Research areas: Lifelong 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.

Donald Siegel, Professor and Director, School of Public Affairs. PhD, Business Economics, Columbia University. Research areas: University technology transfer, entrepreneurship, corporate governance, social responsibility.
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.

Eric Welch, Professor; Director, Center for Science, Technology, and Environmental Policy Studies; 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 Science, Technology, and Environmental Policy Studies (C-STEPS)
- Center for Social Cohesion
- Center for Urban Innovation
- Morrison Institute for Public Policy
- Participatory Governance Initiative
- 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

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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 Science, Technology and Environmental Policy Studies (CSTEPS)** 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 in scope.

The **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.

The **University Design Consortium** was created by Arizona State University and China’s Sichuan University to develop innovative strategies for universities to address the complex issues of the

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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) ASU Bookstore offers a low price guarantee
3) Books purchased through the ASU bookstore are guaranteed to be the correct edition for your class
4) One-stop shopping for all your ASU textbooks, materials, and supplies.

Textbooks for SPA courses can easily be purchased at the Downtown Phoenix campus bookstore. For more information, visit: [http://www.asu.edu/bookstore](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](http://campus.asu.edu/downtown/information-commons).

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. 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](http://graduate.asu.edu/pff) for more information.

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School of Public Affairs’ Career Services Office
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
Phoenix, AZ 85004
Web: http://spa.asu.edu/career-services
Phone: 602.496.0450 | E-mail: spa_careerservices@asu.edu

University Career Services
ASU Career Services Office is a partner with the School of Public Affairs Career Services Office and assists 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.

University Career Services’ 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

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 - thesundevils.com
ASU Fitness - fitness.asu.edu

Student Organizations
Get involved in your community and your university through a variety of student organizations and clubs.
Professional Development
The International City/County Management Association (ICMA) is the professional organization for local government professionals. Arizona State University’s ICMA (ASU-ICMA) Student Chapter was founded in 2012, and has organized several events each year, including tours of facilities in the Phoenix Metro Area, discussions with active and retired managers, regional conferences, socials, career-related events, internship seminars, and other learning opportunities. The chapter continues to grow in undergraduate and graduate student members, and seeks opportunities to connect student members with School of Public Affairs (SPA) alumni and local government representatives for career guidance, mentoring, and networking opportunities throughout the academic year.

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: eoss.asu.edu/drc
Phone: 480-965-1234
Email: drc@asu.edu

Parking and Transit Services
You can purchase a decal to park in any of ASU’s parking lots. There are several parking lots to choose from at the Downtown campus, lots vary in price. Decal purchases can be made online at cfo.asu.edu/pts-parking-downtown, or in person at the Parking office in the Downtown campus’ University Center, Suite 116, between 8:00 am – 4:30 pm.

If you elect to buy 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 at https://cfo.asu.edu/parking

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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.

Intercampus options - 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 cfo.asu.edu/pts-shuttles 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 public transportation options, see https://cfo.asu.edu/transit

Money Matters and Sun Card
View your tuition receipts, charge history, payments, refunds, and more by clicking on the “Finances” tab of your MyASU. Semester-specific payment options and deadlines are described in the University Academic Calendar at: 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 ($200 for non-residents). You can pay for your tuition a number of ways - students.asu.edu/tuitionandbilling

Sun Card
The Sun Card is the official photo ID of all Arizona State University students, faculty and staff. Learn more at https://cfo.asu.edu/cardservices

- 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: asu.edu/cardservices

About Arizona State University
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

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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 knowledge 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 city-states. We are accredited by the Network of Schools of Public Policy,
Affairs, and Administration (NASPAA), and are consistently ranked in the TOP TEN schools nationally by *U.S. News and World Report*.

### Key Faculty and Staff

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Contact information for School of Public Affairs Faculty, along with curriculum vitaeas and profiles, can be found on our Faculty Page at [http://spa.asu.edu/about_us/directory](http://spa.asu.edu/about_us/directory).