



**Ph.D. Program in Public Affairs
Information Package for Prospective Students
(Fall 2017 Applicants)**

FALL 2017 APPLICATION DEADLINE: 15 FEBRUARY, 2017

**Department of Public Administration
Steven J. Green School of International and Public Affairs
Florida International University
Miami, FL 33199**

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MESSAGE FROM DEPARTMENT CHAIR

Greetings:

Thank you for considering the Ph.D. Program in Public Affairs at Florida International University. There are many fine doctoral programs in this intellectual space but we'd like to think our program is special for three critical reasons. First, our faculty is an outstanding mix of scholars with national and international reputations that puts a high priority on mentoring doctoral students. Second, the degree offers a great deal of flexibility in terms of concentration within the Department of Public Administration, the School of International and Public Affairs, and the University. Lastly, studying at Florida International University puts you in the midst of one of the world's great urban settings. Miami is an up-and-coming global city that presents opportunities and challenges for urban management. In addition to being a laboratory for urban innovation, it is a diverse setting that offers year-round opportunities for recreation with outstanding international connections.

The Ph.D. Program started in 1983 and has an excellent placement record domestically and internationally. We offer competitive financial aid packages to facilitate matriculation. Our student advisement provides a clear program of studies throughout your studies.

Thank you again for considering our program. We know that the decision to pursue a doctorate requires serious commitment. I speak with confidence in assuring you that your commitment will be rewarded with a challenging and nurturing learning environment.

Sincerely,

Dr. Howard A. Frank
Professor and Chair
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Steven J. Green School of International and Public Affairs
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PH.D. DIRECTOR'S MESSAGE

Dear Prospective Ph.D. student,

Thank you for your interest in the Ph.D. program in Public Affairs at Florida International University. Our Ph.D. program equips you with critical thinking and research capacity on urban and comparative governance issues. It broadly encompasses public administration, management, policy, and service. It prepares you for research and analytic positions in universities, public bureaucracies, and nonprofit organizations. We also have a Combined Degree with Master of Public Health (MPH) (offered by the Department of Health Policy and Management, in the Robert Stempel College of Public Health and Social Work).

The Ph.D. in Public Affairs is the oldest Ph.D. program in the university. Over the last 30 years, we have provided outstanding training and mentoring to students from across the world. We have placed students in academia as well as senior positions in university administration, public, and non-profit management. Our record speaks volumes about the quality of the Ph.D. program and FIU's growing reputation in the United States and abroad.

FIU is located in Miami, a major gateway metropolis in the United States. The Miami metropolitan area is a diverse community with significant immigrant population. It is comprised of 90 cities of different sizes and socioeconomic status. Our location is ideal for studying urban management, as well as international and comparative development issues.

More important than our location is our faculty quality. Our faculty members have national and international reputations. Many have held senior positions in government and non-profit organizations. They have been prominent in professional public administration associations across the globe. The faculty expertise spans areas such as budgeting and public finance, citizen participation, disaster management, e-government, gender and race relations, international development, local and regional economic development, performance management, urban planning, and general public administration. The faculty members are quite interdisciplinary in training, which is conducive to the research and problem-solving skills needed in today's complex environment. They are extremely collegial as well as dedicated to research, teaching, and service to their professional networks. They truly make FIU a special place for Ph.D. in Public Affairs.

I would be happy to discuss how our program fits with your long-term career objectives. My contact information is given below.

Sincerely,



Sukumar Ganapati
Director, Ph.D. Program in Public Affairs
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PH.D. ADMISSION REQUIREMENTS

For admission into the Ph.D. program in Public Affairs, applicants should generally have a Master's degree prior to their enrollment, though outstanding applicants with only a baccalaureate degree may also be considered. Admission is not restricted to students with prior course work in Public Administration. The program encourages applicants with diverse academic backgrounds, with preference given to those with grounding in the policy or administrative sciences. Applicants should ideally demonstrate knowledge of American political institutions and fundamentals of social research methods.

A prospective student can apply to the Ph.D. program online through the University Graduate School (UGS) website (URL: <http://gradschool.fiu.edu/admissions.shtml>). The entire application must be done online. The application materials required are as follows:

- FIU Application for Doctoral Programs (completed online)
- Transcripts (applicant should demonstrate excellence in prior academic work by an earned GPA of 3.5 or better in both undergraduate and graduate degrees)
- GRE scores (applicant is expected to have 60 percentile scores or more in the verbal and quantitative sections; FIU's institutional code is 5206)
- A personal statement describing the applicant's background, career goals, and the reasons for pursuing a Ph.D. in Public Affairs; the statement should also indicate how the applicant's research and career interests fit with those of current faculty
- A current resume
- Three references using the program's recommendation form (see Appendix 1 and 2); two references should preferably be from academics
- At least one writing sample

Students are generally admitted only for the Fall term. Spring or Summer admissions could happen only in exceptional cases.

All students living within a 50-mile radius of Miami are strongly encouraged to interview with the Ph.D. Director during the admissions process. Telephone interviews may be arranged for students living outside a 50-mile radius.

Foreign applicants must demonstrate proficiency in the English language by presenting a minimum score of a 100 on the TOEFL iBT, which is equivalent to 600 on the paper-based Test of English as a Foreign Language (TOEFL PBT). If applicants take the language proficiency assessment administered by the International English Language Testing System (IELTS), a minimum score of 7.0 is desirable.

The admission process is competitive and the program considers all evidence in an application to make admission decision. Meeting the minimum requirements does not guarantee admission. Applicants failing to meet the minimum requirements may be admitted based on other evidence of scholarship potential, such as prior research or senior executive status.

DEGREE REQUIREMENTS

To fulfill the Ph.D. degree in Public Affairs, admitted students must complete at least 60 credit hours beyond the Master's degree or its equivalent. The credit hours include 45 hours of approved course work (including comprehensive examination) and 15 hours of dissertation work after admission to candidacy. In addition, there is a residency requirement of at least 18 semester hours in three consecutive semesters of study during the first year of enrollment, and a minimum of six hours in all subsequent semesters.

Successful completion of course work and passing scores on the comprehensive examination are required in order for students to advance to Ph.D. candidacy and present a dissertation proposal. Students are advised to consult the doctoral program handbook for any additional information regarding benchmarks for student progress in grade point average, course completion, comprehensive examinations, and dissertation work.

Admitted students may transfer a maximum of 12 semester credits (not included in another degree) from other institutions towards Ph.D. degree requirements, subject to the approval of the Ph.D. Program Committee. Admitted students must demonstrate competence in the following areas: American political economy, advanced statistical and qualitative research methods, international development administration, organizational theory and design, and local economic development and urban management. The Program Director may assign specific coursework to students with deficiencies in any of the above mentioned areas.

PROGRAM OF STUDY (PUBLIC AFFAIRS)

The Ph.D. program in Public Affairs is a 60 credit hours program. Of this, 45 hours are for coursework as follows: eight required core courses (24 credit hours), six specialization elective courses (18 credit hours), a comprehensive examination (three credit hours). The rest 15 credit hours are for Ph.D. dissertation work. During the first semester of the program, with the assistance and approval of the Program Director, students are required to select a faculty advisor who is a full-time faculty member relevant to the student's area of research interest. By the end of the first year, students are required to develop a program of study with the assistance and approval of their advisor and the Program Director.

Core Curriculum (24 credit hours)

PAD 7055	Scope and Theory of Public Administration	3 hours
PAD 7155	Organizational Development and Change in Public and Nonprofit Organizations	3 hours
PAD 7277	Public Administration and the American Political Economy	3 hours
PAD 7703C	Empirical Methods in Public Administration	3 hours
PAD 7705	Applied Quantitative Analysis I	3 hours
PAD 7707	Applied Quantitative Analysis II	3 hours
PAD 7808	Economic Development and Urban Management (Crosslisted with PAD 5805 Economic Development and Urban Revitalization)	3 hours
PAD 7865	Development Administration (Crosslisted with PAD 6838 Development Administration)	3 hours

Specialization Courses (18 credit hours)

Students are required to take six courses in an area of specialization to be designed with the advisor. The courses must be at the 5000, 6000, or 7000 level and may be taken within the University. These specialization electives may also be especially designed courses developed in conjunction with the student's faculty advisor and with approval of the Ph.D. Director. Specialization areas may include subfields within the realm of public affairs (e.g., public budgeting and financing, human resource management; local government policies, urban management, international and comparative public administration, etc.) or may involve cognate disciplines. At least three hours must be URS 7926 (Supervised Readings), taken in conjunction with comprehensive examination preparation.

In developing a specialization and program of studies, a student may consult with the faculty advisor, appropriate faculty members in public administration, as well as others related to the student's area of interest. If the student's principal area of interest is in a cognate discipline outside of the Department of Public Administration, the student and Ph.D. Director should consult with appropriate faculty in designing the program of studies. With the help of the Ph.D. Director, the student is required to identify an appropriate Ph.D. Dissertation Committee Chair and Co-Chair (if required), both of whom may or may not be

the same as the faculty advisor. The Chair or Co-Chair should have substantive expertise in the student's area of research interest. The Chair must be a faculty member with Dissertation Advisor Status.

Comprehensive Examination (3 credit hours)

Subsequent to completion of course work, students are required to pass a two-part comprehensive examination. The first component of the comprehensive examination is a one-day long written examination testing for knowledge of the Ph.D. core and related materials. The second component is the submission of a research proposal that will likely form the basis of the students' dissertation work after advancing to Ph.D. candidacy.

Students who fail the Comprehensive Examination on the first attempt must retake the examination at its next offering. Students who fail the examination twice will be automatically dismissed in accordance with general FIU policy.

Dissertation work (15 credit hours)

Upon successful completion of the comprehensive examination, a student should select their Ph.D. Dissertation Committee with the help of their Ph.D. Dissertation Committee Chair. The student should then finalize their dissertation proposal in consultation with the Committee. Students are expected to defend their dissertation prospectus before the end of the first semester subsequent to passing the Comprehensive Examination. Upon the public defense and approval of the proposal, the student will initiate formal work on the dissertation. Students should contact FIU's Institutional Review Board to ensure that their research meets the protocol for human subjects research before initiating their fieldwork. Then, the student is expected to make appropriate progress toward completing the dissertation, and to enroll continually (at least six credits per semester) until the degree is completed. Upon completion of the dissertation, the student should formally defend the research at a meeting conducted by the Ph.D. Dissertation Committee. The Ph.D. in Public Affairs degree will be awarded upon a positive recommendation of the Committee and compliance with all policies and procedures required by the University.

Award of Master's Degree to Ph.D. Candidates: Under certain circumstances, students directly admitted into the Ph.D. program following completion of their bachelor's degree, may be awarded a master's degree in public administration. To be eligible, a student must complete core requirements in the master's program. Upon certification by the student's faculty advisor that this requirement has been met, the Ph.D. committee will approve the award of the master's degree upon passing of comprehensive examinations.

PROGRAM OF STUDY (COMBINED DEGREE WITH MASTER OF PUBLIC HEALTH)

The Combined Degree with Master of Public Health (M.P.H, offered by the Department of Health Policy and Management at FIU) provides students with the grounding in public health, health policy analysis, health economics, and public health leadership. The students in this Major will need to be admitted to both the Ph.D. Program in Public Affairs and the M.P.H. program. Students will take M.P.H. classes in the first year. They will begin the Public Affairs Ph.D. courses in the second year while continuing to take courses in public health. M.P.H. courses will be completed at the end of the second year, after which the M.P.H. degree will be awarded. From the third year onwards, students will take the Ph.D. classes until they successfully defend their dissertation. Students will be expected to complete 45 credits for the M.P.H., nine credits of which will be in the Ph.D. program. Students will also be expected to complete 60 credit hours for the Ph.D. Of this, 45 hours are for coursework as follows: eight required core courses (24 credit hours), six specialization elective courses (24 credit hours), a comprehensive examination (three credit hours). The rest 15 credit hours are for Ph.D. dissertation work. During the first semester of the program, with the assistance and approval of the Program Director, students are required to select a faculty advisor who is a full-time faculty member relevant to the student's area of research interest. By the end of the first year, students are required to develop a program of study with the assistance and approval of their advisor and the Program Director.

Core Curriculum (24 credit hours)

PAD 7055	Scope and Theory of Public Administration	3 hours
PAD 7155	Organizational Development and Change in Public and Nonprofit Organizations	3 hours
PAD 7277	Public Administration and the American Political Economy	3 hours
PAD 7703C	Empirical Methods in Public Administration	3 hours
PAD 7705	Applied Quantitative Analysis I	3 hours
PAD 7707	Applied Quantitative Analysis II	3 hours
PAD 7808	Economic Development and Urban Management (Crosslisted with PAD 5805 Economic Development and Urban Revitalization)	3 hours
PAD 7865	Development Administration (Crosslisted with PAD 6838 Development Administration)	3 hours

Specialization courses (18 credit hours)

Students are required to take six courses in an area of specialization to be designed with the advisor. The courses must be at the 5000, 6000, or 7000 level and may be taken within the University. At least three hours must be URS 7926 (Supervised Readings), taken in conjunction with comprehensive examination preparation.

In developing a specialization and program of studies, a student may consult with the faculty advisor, appropriate faculty members in public administration and health policy and management, as well as others related to the student's area of interest. The specialization electives may be especially designed courses developed in conjunction with the student's faculty advisor and with approval of the Ph.D. Director. The dissertation topic should be related to health policy or healthcare management. With the help of the Ph.D. Director, the student is required to identify an appropriate Ph.D. Dissertation Committee Chair and Co-Chair (if required), who should have substantive expertise in the student's area of research interest. The Chair must be a faculty member with Dissertation Advisor Status.

Comprehensive Examination (3 credit hours)

Subsequent to completion of course work, students are required to pass a two-part comprehensive examination. The first component of the comprehensive examination is a one-day long written examination testing for knowledge of the Ph.D. core and related materials. The second component is the submission of a research proposal that will likely form the basis of the students' dissertation work after advancing to Ph.D. candidacy.

Students who fail the Comprehensive Examination on the first attempt must retake the examination at its next offering. Students who fail the examination twice will be automatically dismissed in accordance with general FIU policy.

Dissertation work (15 credit hours)

Upon successful completion of the comprehensive examination, a student should select their Ph.D. Dissertation Committee with the help of their Ph.D. Dissertation Committee Chair. The student should then finalize their dissertation proposal in consultation with the Committee. Students are expected to defend their dissertation prospectus before the end of the first semester subsequent to passing the Comprehensive Examination. Upon the public defense and approval of the proposal, the student will initiate formal work on the dissertation. During this time, the student is expected to make appropriate progress toward completing the dissertation, and to enroll continually (at least six credits per semester) until the degree is completed. Upon completion of the dissertation, the student should formally defend the research at a meeting conducted by the Ph.D. Dissertation Committee. The Ph.D. in Public Affairs degree with Health Policy and Management major will be awarded upon a positive recommendation of the Committee and compliance with all policies and procedures required by the University.

FINANCIAL AID

The objective of financial aid is to provide direct assistance to those students who require funding to complete the Ph.D. program, and to enhance the reputation of the program by attracting an outstanding cadre of students. There are different forms of financial aid available to incoming students. All of these funding opportunities are highly competitive, and students are encouraged to apply as early as possible if they are interested in pursuing any of these opportunities. For more information on financial aid, please visit the University Graduate School's (UGS) website (URL: <http://gradschool.fiu.edu/>; click "Graduate Funding").

Teaching Assistantship

The College of Arts and Sciences allocates a limited number of Teaching Assistantships to the department. The Program Director then selects eligible students for the funding on a competitive basis. In order to receive the assistantship, doctoral students must be enrolled full-time (9 credit hours during the Fall and Spring terms, and 6 credit hours during summer term). Students having assistantships cannot hold other employment. The assistantship is awarded in one-year blocks, and is generally provided for up to the first three years of the student's doctoral study. Students with assistantships are required to maintain very high degree of scholastic performance. The exact amount of assistantship depends upon funding provided by the University and the Florida legislature. The assistance includes a bi-weekly stipend and tuition waiver. The stipend is close to \$19,200 annually. These assistantships do not cover additional student fees, such as health, parking, athletic fees, and per credit fees. FIU has partnered with the State University System's insurance broker, Gallagher Koster, to provide the TA's health insurance through UnitedHealthcare. All TAs are required to participate in this health insurance plan and are automatically enrolled by UGS. TAs pay 25% of the insurance costs, and the rest is covered by the UGS.

Research Assistantship

The Research Assistantships are provided by individual faculty members who have sponsored research grants, funded by different agencies. The faculty member selects the students who are to be funded based on their project needs. Sponsored projects vary year to year. This type of funding would typically pay the bi-weekly stipend, but may or may not pay for the tuition costs. FIU has partnered with the State University System's insurance broker, Gallagher Koster, to provide the RA's health insurance through UnitedHealthcare. All RAs are required to participate in this health insurance plan and are automatically enrolled by UGS. RAs pay 25% of the insurance costs, and the rest is covered by the UGS.

Presidential Fellowship

The Presidential Fellowship is utilized for the recruitment of outstanding Ph.D. students to FIU. Each fellowship provides a three-year award package to the fellow. Students are awarded these Fellowships based on their potential to become outstanding scholars and future leaders in their disciplines. Presidential Fellows receive a stipend of \$30,000 per twelve months for three years. The University Graduate School (UGS) will provide the stipend for two of the three years and the department will provide the stipend (equivalent

to Teaching Assistantship) for the remaining year. During the first two years of support, there are no teaching obligations on the part of the recipient. During the third year, the student is expected to have responsibilities consistent with Teaching Assistantship. The department is expected to make the nomination of eligible students. Since the deadline is early (usually February 1), please apply early to be considered for nomination.

McKnight Doctoral Fellowship

The McKnight Doctoral Fellowship program funded by the Florida Education Fund is designed to address the under-representation of African American and Hispanic faculty at colleges and universities in the state of Florida by increasing the pool of citizens qualified with Ph.D. degrees to teach at the college and university levels. Up to 50 Fellowships are awarded annually to students for study at participating Florida universities. Each award provides annual tuition up to \$5,000 for each of five academic years, plus an annual stipend of \$12,000. Each annual renewal is contingent upon satisfactory performance and normal progress toward the Ph.D. degree. Newly admitted doctoral students who have been awarded the fellowship are eligible to receive UGS Enhancement Funding. Interested students should apply directly to FEF online (URL: <http://www.fefonline.org/mdfapply/>). The application can generally be submitted from August through January 15 each year.

Latin America and Caribbean Studies Fellowship (for Latin American/ Caribbean students)

The Latin American and Caribbean Graduate Fellowship program is designed to promote international education and research between FIU and the countries of Latin America and the Caribbean. To be eligible, a student must be: a resident of Latin America or the Caribbean (including Puerto Rico and the U.S. Virgin Islands); fully admitted to a graduate degree program; in good academic standing with an overall graduate GPA of 3.0 or better; enrolled full-time. The student should also not be supported through a TAsip or RAsip. The UGS oversees the administration of this fellowship program in coordination with Academic Affairs and participating academic units. Students, who meet the program criteria, may be nominated by their graduate program, once a year prior to Fall semester. Awards include a \$1,000 annual stipend and a tuition rate reduction to in-state for the academic year. Approximate application deadline is April 1st. Please visit the UGS website for more details.

Fulbright Foreign Student Fellowship Program (for international students)

The Fulbright Fellowship Program is a U.S. government sponsored program designed to increase mutual understanding and the exchange of ideas between the United States and other countries. International students interested in studying at FIU should apply for a fellowship through a participating Fulbright agency ([IIE](#), [LASPAU](#), [AMIDEAST](#), etc.) and then apply to FIU as a part of the Fulbright placement process. Fulbright Foreign Fellows that attend FIU have their out-of-state tuition fees waived. For more information visit the Fulbright Foreign Student Program web site (URL: <http://exchanges.state.gov/non-us/program/fulbright-foreign-student-program>) or contact Albert L. Hoyt III (email: ahoytiii@fiu.edu).

COST OF ATTENDANCE

The cost of attending the Ph.D. program at Florida International University depends on whether you are a Florida resident or not. Florida residents have to pay lower tuition costs as compared to non-Florida residents. You must also take into account the living expenses, if you are coming from out of the state.

The Graduate Tuition and Fees for the Academic Year 2015-16 is given in Appendix 3. As the appendix shows, the tuition per credit hour (including per credit hour fees) is \$455.64 for Florida residents, and \$1,001.69 for non-Florida residents. A full time student would take 9 credit hours during Fall and Spring semesters, and 6 credit hours during Summer semester. There are additional fees for photo ID, health, athletic, and parking which total \$885.60 during Fall, \$875.60 in Spring, and \$642.41 during Summer. The total tuition and fees cost for the year would be \$13,338.97 for Florida residents, and \$26,444.17 for out of state students. International students would normally be assessed at the out of state tuition rates.

The total costs for full time international students (with out of state tuition rates) is estimated in the FIU's Declaration and Certification of Finances Form.

Further resources on estimating costs of attendance:

- FIU Office of the Controller (http://finance.fiu.edu/controller/UG_Calculator.htm): This website gives a detailed overview of current fee structure.
- FIU One Stop Enrollment Services (<http://onestop.fiu.edu/financial-aid/tuition-and-fees/>): This website gives a detailed worksheet of cost of attendance at FIU.
- FIU's Declaration and Certification of Finances form (http://gradschool.fiu.edu/documents/Declaration_of_Finances.pdf): This form gives the annual estimate of graduate costs, including maintenance, books and supplies, and medical insurance (the form is used for international students to demonstrate financial capacity to carry out their studies at FIU).

FREQUENTLY ASKED QUESTIONS

What can I do with my Ph.D.?

People generally pursue the doctorate to open up career paths that would not be possible without it. This can be a career in academia, but it can also mean senior management positions (particularly in the state or federal government), or consulting, where having a doctorate provides one with the additional credibility that comes from having a very high level of professional expertise. Quite often students pursue the doctorate with a second career in mind after retirement or relocation.

How much time does it take to earn the degree?

We advise people that it will probably take at least four calendar years to earn the degree, with five to seven years being typical if matriculation is part-time. Coursework and comprehensive examinations—the first two legs of the program—normally take three years or so. The dissertation can be completed in 12-18 months, but may take more time depending on a number of factors, including work and family commitments.

Does the program provide financial aid?

Financial aid is generally provided in the form of Teaching Assistantships (TAs) to full-time students on a competitive basis. These assistantships include a monthly stipend and a tuition waiver. Students on TAs will have teaching or research responsibilities. We will assist part-time students with obtaining financial aid available through FIU or elsewhere.

Why enter the Ph.D. Program in Public Affairs at FIU?

There are four good reasons to study Public Affairs at FIU. First, our nearly 30 year placement record indicates that our graduates command respect in the workplace. Second, Miami is one of the great “living laboratories” in the United States which provides a learning environment that supports rounded and relevant doctoral training. Third, the faculty and staff will accord you individualized attention in a collegial way that would be difficult to find at many place. Finally, and perhaps most important, please read the faculty biographies. The strength of any Ph.D. program is found in the quality of its faculty.

Can the Program be done part-time?

Half our graduates have earned the degree as part-time students. But this can only be achieved if: (a) your employer gives you scheduling flexibility; and (b) family and friends understand that your discretionary time will be limited. Scheduling flexibility is particularly important at the dissertation phase, when you will need stretches of time for data analysis and write-up. Similarly, our experience shows that part-time students need those near and dear to understand that advanced training is demanding of time and energy—that sometimes is taken away from traditional family routines or social pursuits.

What will my program of studies be comprised of?

Approximately half the required course work is in research methods, political economy, organizational behavior, development administration and urban economic development.

The other half is tailored to the student's individual interests and may draw upon many other disciplines within the University.

Do I need to start the Program in the fall semester?

Students are generally admitted only in the Fall term to assure they will have a cohort of fellow students for support and intellectual interaction. Although the FIU online system allows for Spring and Summer application, the College of Arts and Sciences does not encourage such admission. Spring or Summer admissions could occur only in extraordinary circumstances. Generally such exception would be due to a funding limitation (e.g. funding would otherwise not be available to the student, a faculty member with sponsored research needs to admit a Ph.D. student carry out the research project, etc.). Should you think that there is an imperative for you to start in a semester other than Fall, please discuss with the Ph.D. Program Director.

What kind of academic background is preferred for our degree?

Admission is not restricted to students with prior course work in Public Administration. The program encourages applicants with diverse academic backgrounds, with preference given to those with grounding in the policy or administrative sciences. We have admitted students from a wide variety of majors, typically from the social sciences, liberal arts, and business administration. Those with clinical backgrounds such as psychology or social work, and scientific background such as environmental engineering, have also sought the degree.

Can I be directly admitted to the doctorate without having a Master's degree?

Applicants should generally have a Master's degree prior to their enrollment, though outstanding applicants with only a baccalaureate degree may also be considered. Some of our best students have entered the Ph.D. without a master's degree. These have tended to be younger students seeking full-time studies. This track enables students to earn the Master of Public Administration (MPA) en route to the Ph.D. This matriculation model is generally taken by younger students seeking full-time matriculation.

Why do I have to take the Graduate Record Examination (GRE)?

We evaluate the application package as a whole, where GRE is an important component of the evaluation. We do not evaluate applications without the GRE score. The University Graduate School does not prescribe a threshold minimum score. However, GRE does gain more weightage if an applicant is seeking financial aid. Applicants are expected to have a score in the 60th percentile for both the quantitative and verbal sections.

What are the faculty's strengths and program specializations?

This faculty has depth in several areas including: urban management and service delivery, local planning and economic development, budgeting and financial management, general public administration, non-profit organizations and their management, disaster management, gender and race issues, democratic institution building, public ethics and values, international and comparative public administration. Miami's "gateway" status in the midst of the 5.0 million residents facilitates studies in those areas and our faculty is developing greater strength in them all the time.

FACULTY BIOGRAPHIES

Susannah Bruns Ali

Dr. Ali is an assistant professor who joined the department in Fall 2014. She received both her Ph.D. and M.P.P degrees from the American University. She had previously worked as a Policy Analyst at the Office of the Assistant Secretary for Planning and Evaluation in the U.S. Department of Health and Human Services where she collaborated with the White House, Congress, various Federal Government agencies, and advocacy groups. Her professional experience includes a position as a Human Resources Developer for a human services nonprofit organization.

Dr. Ali's research focuses on factors that influence public sector employee career choices, with particular attention on the influence of the political environment on careerists' choices. Her publication has appeared in *Public Administration Review*. She has presented her research at the annual meetings of the American Society for Public Administration, the American Political Science Association, the Association for Public Policy and Management, the Public Management Research Association, and the Association for Research on Nonprofit Organizations and Voluntary Action. Dr. Ali has received several awards, including: Presidential Management Fellowship, Presidential Letter of Commendation, the DHHS Secretary's Award for Distinguished Service, Human Services awards from the State of Maryland, and the American University John D. Young Award for scholarship, leadership, and commitment to public service.

Mohamad G. Alkadry

Mohamad G. Alkadry serves as Associate Professor of Public Administration and Director of the Master of Public Administration Program at Florida International University (FIU). He also serves as an affiliate faculty member of the FIU Women's Center. He previously held academic and administrative appointments, and was tenured at, West Virginia University in Morgantown, WV and Old Dominion University in Norfolk, VA.

He received his Ph.D. from Florida Atlantic University (2000) and his Masters of Public Policy and Public Administration from Concordia University in Quebec (1996). His undergraduate work was done at Carleton University in Canada (2002, 2004) and the American University of Beirut in Lebanon.

Dr. Alkadry has over 34 peer-reviewed articles, 9 peer-reviewed book chapters, 4 journal symposia, 51 applied research reports, and 62 conference papers. He is also co-editor and co-author of three books: *Women and Public Service: Barriers, Challenges and Opportunities* (2013, 2014), *These Things Happen: Stories from the Public Sector* (2002), and *Scaling Up Microenterprise Services* (1998). His work appears in *Review of Public Personnel Administration*, *International Journal of Organizational Theory and Behavior*, *Public Administration Review*, *Administration and Society*, *Public Integrity*, *Journal of Education Finance*, *Social Work in Health Care*, *Public Productivity and Management Review*, *Public Administration and Management*, *Administrative Theory and Praxis*, among other journals.

Dr. Alkadry's practitioner experience includes service as a senior research associate at the Center for Urban Redevelopment and Empowerment (Florida Atlantic University) and as a

Value-for-Money (performance) Auditor with the Office of the Auditor General of Canada (Ottawa). Dr. Alkadry has authored in excess of fifty community and professional studies in areas of governance and public management. He served on the West Virginia Stroke Taskforce, the West Virginia University Council on Women's Concerns and the West Virginia Behavioral Health Commission Regulatory Workgroup. He led the effort to conduct the homeless census for the Mon Valley Homeless Coalition (WV), the Mid-Central Homeless Coalition (WV) and Martin County Homeless Coalition (FL).

Dr. Alkadry is Fulbright Specialist (2014-2017). He also serves as Associate Managing Editor of *Public Integrity* – the leading ethics journal in public administration. He is also a Distinguished Research Fellow with the Public Procurement Research Center. He served (2008-2011) on the Commission on Peer Review and Accreditation – part of the National Association of Schools of Public Affairs and Administration (NASPAA), and on the governing board of the Universal Public Procurement Certification Council (UPPCC). Dr. Alkadry chaired the American Society of Public Administration's Section on Effective and Sound Administration in the Middle East. He currently co-chairs the NASPAA Diversity and Social Equity Committee, and serves on the National Council of NASPAA. He also serves on the Board of Directors of some local, national and international public administration organizations.

Can Chen

Dr. Chen is an Assistant Professor of Public Budgeting and Finance who joined the Department of Public Administration at FIU in Fall 2015. He received his Ph.D. in Public Administration from the University of Nebraska Omaha in Summer 2015. His research agenda focuses on developing sound capital planning and budgeting practices for public and nonprofit sectors, and promoting innovative, efficient, and effective infrastructure financing to support critical infrastructure that is sustainable in its financing and funding, use, performance, and maintenance. His current research interests include capital budgeting and finance, innovative infrastructure finance (transportation and environmental infrastructure), infrastructure accounting and reporting, and infrastructure performance management.

Dr. Chen's work has been published in the academic journals of *Public Finance Review*, *Public Budgeting and Finance*, *Municipal Finance Journal*, *Public Works Management and Policy*, and *Food Studies: An International Journal*. He has also published three single and co-authored chapters in the books of *Encyclopedia of Public Administration and Policy* (Public Budgeting and Finance Section), *Sustaining the States: The Fiscal Viability of American State Governments*, and *Voices of Hunger: Food Insecurity in the United States*. He has frequently presented his research at the annual meetings of the American Society for Public Administration (ASPA), the Association for Public Policy and Management (APPAM), the Public Management Research Association (PMRA), the Association for Budgeting and Financial Management (ABFM), and the Western Social Science Association (WSSA). His research has received several national awards: the 2014 NASPAA Pi Alpha Alpha Best Doctoral Student Manuscript Award, the 2014 Best Student Paper Competition (an Honorable Mention Award) for the ASPA Section on Transportation Policy & Administration, and the 2013 ASPA Founders' Forum Fellowship. At FIU, he teaches MPA courses on public financial management and quantitative methods.

Shaoming Cheng

Dr. Cheng is an associate professor in the Department of Public Administration since 2008. Before he joined FIU, he was a Research Assistant Professor at the Regional Research Institute, West Virginia University. He received his Ph.D. in Public Policy from George Mason University in 2005. His research interests center on entrepreneurship and small business development policy, and regional economic health, performance, and development. His works have received several research awards, including the 2005 Charles M. Tiebout Prize from the *Western Regional Science Association*, the 2006 William H. Miernyk Research Excellence Medal for best paper presented at Southern Regional Science meeting, and 2006-07 Best Dissertation in Asia from the *Association for Public Policy Analysis and Management (APPAM)*.

Dr. Cheng's research has been funded by several foundations and federal agencies. He received funding from the 2010-11 Kauffman Professor Program of FIU's *Eugenio Pino & Family Global Entrepreneurship Center* to study the determinants of business start-up survival and performance. In 2008, the U.S. Department of Agriculture funded his study on evaluation biases against rural incubators; the project demonstrated the importance of business incubation for entrepreneurship fostering and rural economic development. In 2011, the Economic Development Administration funded his research on performance measurement and asset mapping of regional innovation systems. Lastly, he is a part of the National Science Foundation project funded study team on drivers of speedy and high quality recovery following the 2005 Hurricane Katrina, the 1993 Mid-West Floods, and the 1996 Southern Plains Drought.

Howard Allan Frank

Dr. Frank is a professor and the current Chair of the Department of Public Administration. He obtained his Ph.D. in Public Administration from the Askew School of Public Administration and Policy, Florida State University. During his tenure of nearly 25 years at FIU, he has served as Director of the Metropolitan Center, Director of the Institute of Government, and Acting Director of the School of Policy and Management. He has previously worked as a capital budget analyst with the Broward County Office of Planning and as a Management Analyst with the Delaware Department of Labor and Employment Security. Dr. Frank's current research interests focus on public sector retirement behavior and local government performance measurement. He has written extensively in the areas of local government budgeting, budgetary forecasting and performance measurement. He has also undertaken numerous program evaluations for local governments and the State of Florida, and has worked with many local governments in Florida on the development of performance indicators. His first book, *Budgetary Forecasting in Local Government*, dealt with techniques of local revenue forecasting. His second book, *The Miami Fiscal Crisis: Can a Poor City Regain Prosperity?*, has dealt with the Miami fiscal crisis of the late 1990s. His third book, *Handbook of Financial Management*, is an edited volume.

In conjunction with FIU's Metropolitan Center, Dr. Frank has carried out numerous funded research projects. They include examining the privatization and efficiency program of the Miami-Dade County Housing Agency. He has also carried out research dealing with the

South Florida workforce. He has served on Miami-Dade County's Efficiency and Competition Commission and on the oversight board for the Miami-Dade Housing Agency, Section 8 program. Furthermore, Dr. Frank has been involved in several professional service activities. He was the Managing Editor of the *Journal of Public Budgeting, Accounting, & Financial Management* from 2008 to 2011. He has been on the editorial boards of *Public Administration Quarterly* and *International Journal of Organizational Theory and Behavior*. He was the treasurer of the *Southeastern Conference of Public Administration* from 2000 to 2008. In 2006, the South East Conference of Public Administration (SECOPA) honored Dr. Frank with the prestigious Donato Pugliese Award for his long term service.

Nazife Emel Ganapati

Dr. N. Emel Ganapati is an Associate Professor in Public Administration at Florida International University (FIU). She holds a master's degree in planning from the University of Pennsylvania and a Ph.D. degree in planning from the School of Policy, Planning and Development, University of Southern California in Los Angeles. At FIU, Dr. Ganapati teaches courses on empirical methods, emergency management, policy analysis and public participation. Prior to joining FIU, she taught at the University of Miami and the University of Southern California. Dr. Ganapati's research interest includes disaster management, citizen participation/ community empowerment, and international development administration. Her principal focus is on post-disaster recovery, a topic that has received very little attention in the public administration discipline. Dr. Ganapati's work has been published in top journals, including the *Public Administration Review*, *Journal of the American Planning Association*, *Administration and Society*, *Disasters*, *Natural Hazards Review*, *Natural Hazards*, the *International Journal of Mass Emergencies and Disasters*, the *International Journal of Emergency Services*, and *Cooperation and Conflict*. Dr. Ganapati has received funding from the National Science Foundation (NSF) for her research for the following projects: (1) Assessment of Cascading Failures and Collective Recovery of Interdependent Critical Infrastructure in Catastrophic Disasters: A Study of 2015 Earthquake in Nepal (Co-Principal Investigator, Ongoing, \$49,962); (2) The Resilient Rural America: Drivers of Speedy and High Quality Recovery Following a Disaster (Principal Investigator, Completed, \$359,854); and, (3) Re-Housing Urban Haiti after the Earthquake: The Role of Social Capital (Principal Investigator, Completed, \$45,441). She also directed a study entitled Emotional Labor after the Haitian Earthquake: Haitian and International Disaster Relief and Early Recovery Workers in the Rubble funded by the National Institutes of Health (NIH) (Completed, \$175,926, Overall Principal Investigator: Mario de la Rosa). Furthermore, Dr. Ganapati serves as the Principal Investigator of Graduate Research Fellowships for stipend and educational expenses of two Ph.D. students: Nicki Fraser and Andrea Headley. These fellowships are funded by the National Science Foundation and the Department of Justice, respectively. Due to her achievements in research and scholarship, Dr. Ganapati received one of the 2012 university-wide Top Scholar Awards at FIU. Prior to this award, she received two awards for her doctoral dissertation: the 2006 Gill-Chin Lim Award for the Best Dissertation on International Planning (given by the Association of Collegiate Schools of Planning) and the 2006 Jack Dyckman Award for Outstanding Doctoral Dissertation in Planning given by her alma mater, University of Southern California. Furthermore, she was given a community award from the 10th Year Golcuk Earthquake Commemoration Committee due to her contributions to the recovery of Golcuk, the

epicenter of the deadly 1999 earthquake in Turkey. Dr. Ganapati has been active in reviewing funding proposals submitted to the NSF and the U.S. Department of Agriculture—both as an expert and panel reviewer. She also serves as an Executive Committee Member of the American Society for Public Administration's (ASPA) Section for Emergency and Crisis Management (SECM) and a member of the Gill-Chin Lim Dissertation Award Committee of the Association of Collegiate Schools of Planning.

Sukumar Ganapati

Dr. S. Ganapati is an associate professor in the Department of Public Administration. He is also the Director of the Ph.D. program. He obtained his Ph.D. in Planning from the School of Policy, Planning, and Development at the University of Southern California. Dr. S. Ganapati's research interests are both international and domestic. His research focuses on housing, community development, e-government and information technology applications. He has over 30 refereed publications. This includes peer reviewed articles in top ranked research journals, such as: *Housing Studies*, *International Journal of Urban and Regional Research*, *Journal of Environmental Planning and Management*, *Journal of Planning Education and Research (JPER)*, *Journal of the American Planning Association*, *Public Administration and Development*, *Urban Affairs Review*, *Government Information Quarterly*, *Public Policy Management Review*, *Public Administration Review*, *Journal of Public Affairs Education*.

Dr. S. Ganapati has won two awards for his articles: (i) the Honorable Mention for the Chester Rapkin Award (2008) given by the Association of Collegiate Schools of Planning; and (ii) the Jorge E. Hardoy Memorial Prize for Best Paper (1999), given by International Sociological Association. In 2012, he was awarded the Public Administration Educator of the Year Award, given by the South Florida Chapter of the *American Society for Public Administration (ASPA)*. In 2001, the California State University, Northridge gave him the "Outstanding Professor Award". He has carried out international projects sponsored by the *U.S. Department of State*, the *U.S. Department of Education*, and the *U.S. Agency for International Development*. He has also conducted sponsored research projects funded by the *IBM Center for the Business of Government* and *National Science Foundation*.

Before he joined FIU, Dr. S. Ganapati taught at California State University, Northridge; California Polytechnic State University, Pomona; University of Southern California; and Manipal Institute of Technology (India). He was also the Assistant Director of the Center for International Policy, Planning, and Development (CIPPAD) at University of Southern California.

Jean-Claude Garcia-Zamor

Dr. Garcia-Zamor is a professor in the Department of Public Administration since 1990. He obtained his Ph.D. in Public Administration in 1968 from the New York University. Prior to joining FIU, he taught at Howard University in Washington, D.C., the University of Texas at Austin, and the Brazilian School of Public Administration in Rio de Janeiro. He is also currently an Honorary Professor of Ethics and Management at Leipzig University in Germany where he has been teaching every summer since 1999. He has held a variety of senior positions in both major international organizations and the private sector. He served as Controller of the Inter-American Development Bank, Senior Specialist in Public

Administration at the Organization of American States, and President of the International Development Group, Inc., a 25-member Washington-based international consulting firm. He has also worked in Latin America and in Africa as a consultant for the World Bank, the United Nations and the United States Agency for International Development. In 2007, he received a Fulbright Fellowship to be affiliated with the Faculty of Law and Administration of Warsaw University for 5 months.

Professor Garcia-Zamor is the author of five books, has edited or co-edited six others and has contributed chapters to numerous other books. He has also published extensively on issues of development administration, organizational behavior, comparative public administration, and ethics and government in professional research journals in the United States, Puerto Rico, Brazil, Belgium, Great Britain, the Netherlands, India, South Korea, Poland, and China. His latest book, *The Leipzig Model: Myth or Reality? A Study of City Management in the Former East Germany*, was published in 2008. His next book, to be published in 2014, is entitled *Strategies for Urban Development in Leipzig, Germany: Harmonizing Planning and Equity*. He served three years as a member of the Editorial Board of Public Administration Review (PAR) and four years as the Book Review Editor of Public Organization Review. He is also a Life Member of the American Society for Public Administration (ASPA) and a member of several other professional and academic societies both in the United States and abroad.

Hai (David) Guo

Dr. Guo is an associate professor in the Department of Public Administration since 2008. He obtained his Ph.D. in Public Policy from the Joint Doctoral program of the Andrew Young School of Policy Studies at Georgia State University and the School of Public Policy at the Georgia Institute of Technology. He holds a master degree in Economics from Georgia State University and a masters degree of Public Administration from Iowa State University. Prior to joining the department, he worked on the Government Performance Project, which is a survey of performance management of state governments (funded by the Pew Trusts Center on the States). He also taught undergraduate courses at Georgia State University. His research focuses on state and local public finance, budgeting and performance management. At FIU he teaches graduate courses on quantitative research method and public budgeting and finance.

Alexander Kroll

Dr. Kroll joined the Department as an Assistant Professor of Public Administration in August 2013. Prior to joining FIU, he was a Post-Doctoral Researcher at the University of Potsdam (Germany) from which he received his Ph.D. in Public Administration in 2012 and his MPA in 2008. In the course of his undergraduate studies, he spent a year studying at the University of California, Los Angeles (UCLA). His interest is in studying public management topics at the local, state, and national level from an international comparative perspective. His research focuses on organizational and individual behavior and effectiveness, particularly in terms of performance management, strategy, leadership, and motivation. He received the German Carl Goerdeler Dissertation Award in 2013 and the Best-Paper Award from the Study Group "Performance in the Public Sector" at the annual conference of the European Group of Public Administration in 2011. At the Academy of Management

Conference 2014, he received the Carlo Masini Award for outstanding scholarship in the fields of public and nonprofit management for a co-authored paper he presented as well as the JPART-PNP Top Reviewer Award. His research has been published (or is forthcoming) in the *American Review of Public Administration*, *International Public Management Journal*, *Public Administration*, and *Public Administration Review*. Dr. Kroll has been a fellow of the Konrad Adenauer Foundation and the German Academic Exchange Service (DAAD).

Milena Neshkova

Milena I. Neshkova is an associate professor in the Department of Public Administration since 2008. She earned her Ph.D. from the School of Public and Environmental Affairs (SPEA) Indiana University in 2008. She also holds MPA from Indiana University and MA in Journalism from Sofia University. She was also a journalist in a leading Bulgarian newspaper. Her editorial work during the time of transition and democratization in Bulgaria introduced her to the very practical aspects of public policy and administration, and became the basis of her academic work. Her research interests encompass bureaucracy and democracy, and how to achieve a more responsive, fair, and accountable public administration. Her recent work examines how citizens' participation in administration impacts efficiency and effectiveness of public service delivery. Her articles have appeared in *Public Administration Review*, *Journal of Public Administration Research and Theory*, *Policy Studies Journal*, *American Review of Public Administration*, *Journal of European Public Policy*, among other journals.

Dr. Neshkova has received grants from the National Science Foundation (NSF), Kauffman Foundation, European Union Centers of Excellence at Indiana University and University of Miami/Florida International University. She has taught various courses in public administration, public management, financial management, research methods, and statistical techniques at graduate, both doctoral and master, and undergraduate levels. Her instructional expertise has been recognized with the Dean's Award for Excellence in Teaching at Indiana University. Dr. Neshkova is fluent in Bulgarian, Russian, and English, and has working knowledge of German, Czech, Macedonian, and Serbo-Croatian languages.

Meredith A. Newman

Meredith A. Newman is Vice Provost for Faculty and Global Affairs at Florida International University. In this role she works directly with the Provost to oversee all initiatives that support faculty, including recruitment, promotion and retention of faculty and other areas that relate to a professionalized faculty and career progression. Dr. Newman also oversees FIU Global, which centralizes the university's global initiatives in regards to planning, facilitating, coordinating and initiating partnerships with international institutions and organizations. She serves as Chair of an FIU Global Council, made up of multidisciplinary representatives, whose mission includes facilitating the expansion of global learning programs and strategic global initiatives for FIU. Dr. Newman joined the faculty as Director of the School of Public Administration and Professor in Public Administration in 2006. She subsequently served as Chair of the Department of Public Administration before joining the Dean's office at the College of Arts & Sciences in January 2013 as Senior Associate Dean and subsequently as Vice Dean. Her successful academic career includes appointments at the University of Illinois Springfield and at Washington State University Vancouver. Prior to

her career in academia, Newman served with the Australian Foreign Service, the U.S. Department of State, and the World Bank, including tours of duty in France, Viet Nam, Senegal, Malaysia, and Republic of Singapore. Dr. Newman is recognized as one of the leading experts in the field of public management and the emotive aspects of work. Dr. Newman's books have won numerous awards. Her contributions to the profession have been recognized by a series of awards, such as the Lifetime Achievement in Public Human Resources Scholarship Award of the American Society for Public Administration. Dr. Newman is past Chair of the Commission on Peer Review and Accreditation of the Network of Schools of Public Policy, Affairs and Administration; former Vice-President for North America, the International Association of Schools and Institutes of Administration; and Past President of the American Society for Public Administration. She is a Fellow of the National Academy of Public Administration.

Valerie Patterson

Valerie L. Patterson is a Clinical Associate Professor in the public administration program. She teaches courses in human resource policy and management, administrative and governmental ethics, organization theory and behavior, and courses examining contemporary race and gender issues. Her most recent research examines government and its relationship with underserved communities and persistent social equity barriers in communities of color. She also serves as affiliated faculty with FIU's African & African Diaspora Studies program and currently serves on its Steering Committee. She is also affiliated faculty with the Center for Women's and Gender Studies. Dr. Patterson has also held administrative appointments at Florida International University as the Assistant Dean of the College of Urban and Public Affairs and as Associate Director of the School of Policy and Management. On the national level, Dr. Patterson is a past chair of the Section on Historical, Artistic, and Reflective Expression (SHARE) of the American Society of Public Administration (ASPA) and currently serves on the SHARE editorial board. She has served as a mentor in the Mandela Washington Fellows program. Her research interests have led to numerous conference and panel presentations focused on ethics, women in administration, and government and hip-hop culture. She has presented before the Leadership Training Institute of the National League of Cities, the Hip-Hop Journalism Association, International Trade and Finance Association, the Florida Association of Black Faculty and Staff, the Florida Association of Women in Education, the Conference of Minority Public Administrators, Florida Women in Government, Center for Nonprofit Management, the Education Trust, the National Forum for Black Public Administrators, the Foundation for Democracy in Africa and numerous other organizations and groups. She has appeared on several television and radio programs discussing the topic of ethics and professionalism. She has worked on several local initiatives focused on the Overtown community, including three years on the St. John Community Development Corporation's Board of Directors and for ten years served on the chair and a member of the steering committee of the annual event "Things Are Cooking in Overtown". She is a past board member of the Youth Ethics Initiative Advisory Board and past member of the Miami-Dade County Ethics Task Force. She currently serves on the board of the South Florida Chapter of the American Society for Public Administration.

Keith Revell

Keith Revell is an Associate Professor of Public Administration. He holds an MA (1989) and a PhD (1994) in American History from the University of Virginia. His current research project focuses on the redevelopment of South Beach (Miami Beach). He is the author of *Building Gotham: Civic Culture and Public Policy in New York City, 1898-1938* (Baltimore: Johns Hopkins University Press, 2003), which won the Urban History Association's award for Best Book in North American Urban History (2002) and the Public Works Historical Society's Abel Wolman Award [best book in public works history] (2003), and has now appeared in paperback. His other publications include "Micro-Incentives and Municipal Behavior: Decentralization and Fiscal Federalism in Argentina and Mexico," *World Development* (2016) (with Heidi Smith), "The Skyscraper and the City: Schultze & Weaver's New York Hotels," in *In Pursuit of Pleasure: Schultze & Weaver and the American Hotel* (Princeton: Princeton Architectural Press, 2005) and "Law Makes Order: The Search for Ensemble in the Skyscraper City, 1890-1930," in *The American Skyscraper: Cultural Histories* (New York: Cambridge University Press, 2005).

Dr. Revell has participated in applied research projects on the Historical Impacts of Transportation Projects in the Overtown Community and the Transportation Aspects of Welfare-To-Work, and was recently a speaker at the Miami City Club on South Florida's Transportation Crisis. He has conducted training seminars on decision-making, conflict-resolution, and leadership for the City of Tamarac, the City of Davie, the Department of Children and Family Services, FIU's Institute of Government, Baptist Health Enterprise, and the Executive Leadership Institute of the National Forum for Black Public Administrators. He has also made presentations on urban affairs topics at the Paul Milstein Center of the Columbia University MBA Program, the annual investors' conference of the New York City Municipal Water Finance Authority, the South Florida Chapter of the Association of Certified Public Managers, the Miami Design Preservation League, and the Wolfsonian Museum.

Dr. Revell served as Public Administration Program Coordinator (2001-2003), PhD Coordinator (2001-2002), and Search Committee Chair (2004), among his other university service activities. He has been a member of the Biscayne Bay Regional Restoration Coordination Team (an advisory group to the Working Group of the South Florida Ecosystem Restoration Task Force) since 2001. He has been active in the Greater Miami Chamber of Commerce where he served as co-chair of the Environmental Strategic Planning Committee of the Environmental Affairs Group (2003-2004) and co-chair of the Environmental Business Practices Awards Committee of the Environmental Affairs Group (2001-2003). He has also moderated Leadership Miami Forums on the environment (2004 and 2005).

Dr. Revell has taught twelve different course preparations while at FIU, ranging from the undergraduate to doctoral levels, including PAD6434 Leadership and Decision-making, PAD3800 Managing Global Cities, and PAD7257 Economic Context of Government (which has been cross listed with the History Department).

Allan Rosenbaum

Dr. Rosenbaum is a professor in the Department of Public Administration. He has served as Director of the Institute for Public Management and Community Services (IPMCS) for the past twelve years. He originally came to FIU as Dean of the School of Public Affairs and

Services. Before joining FIU, he served in the executive branch of the U.S. federal government. He had served on the faculty at the Universities of Connecticut, Maryland, and Wisconsin, Madison and held a research position at the University of Chicago. In these capacities, he was actively involved in research, consulting and advocacy activities with state and local governments in the United States in several areas including higher education, employment and training policy, economic development, elementary and secondary education, social welfare, urban development and science and technology policy. where he worked very closely with state governments, local school districts and the congress on the re-authorization of major pieces of education legislation. He has received numerous awards for his service and engagement at FIU as well as from national and international professional circles.

His current research focuses on international decentralization, legislative strengthening, and democratic development. He has also carried out related technical assistance and consulting activities in over 70 countries in Asia, Africa, Eastern and Western Europe and Latin America. His most recent books include *Democratic Governance in Central and Eastern European Countries: Challenges and Responses for the XXI Century* (edited with Juraj Nemec); *State Modernization and Decentralization – Implications for Education and Training in Public Administration* (edited with Ludmila Gajdosova); and *Healthcare Delivery Systems: Opportunities for Public Management Education in Central and Eastern Europe* (edited with Juraj Nemec and Kenneth Tolo). He is also the co-author of *Local Governance and Responding to Citizen's Needs* (published by the United Nations). Dr. Rosenbaum has prepared commissioned papers on issues of decentralization, democracy, economic development and civil society for major United Nations Conferences in Bucharest, New York, Rio de Janeiro, Stockholm and Marrakech.

Dr. Rosenbaum has been elected to become the President of American Society for Public Administration (ASPA) in 2013-14. He chaired the joint taskforce of the United Nations and the International Association of Schools and Institutes of Administration on the development of standards of excellence for public administration education and training programs around the world. He was the co-chairperson of the United Nations expert group on enhancing the capacity of governmental leadership. He was the Chairperson of the international committees of both the American Society for Public Administration and the National Association of Schools of Public Affairs and Administration and as a member of the Executive Council of the latter organization. In addition, he has served as President and Vice President of and is currently on the Board of Management of the International Association of Schools and Institutes of Administration located in Brussels, Belgium. He was recently elected as a Fellow of the National Academy of Public Administration.

APPENDICES

Appendix 1. Recommendation Form—Academic

Appendix 2. Recommendation Form—Professional

Appendix 3. Graduate Tuition and Fees, 2016-2017

RECOMMENDATION FORM – ACADEMIC

Applicant's Name _____

Name of Person Completing this form _____

To the applicant: This form should be given to two professors who are able to comment on your qualifications for doctoral study in Public Affairs. For the convenience of the person completing this form, you should include a stamped envelope addressed to the Department of Public Administration. No action will be taken on your application until all recommendations are received.

Under the federal Family Education Rights and Privacy Act of 1974, students are entitled to review their records, including letters of recommendation. However, those writing recommendation and those assessing recommendation may attach more significance to them if it is known that the recommendation will remain confidential. It is your option to waive your right to access to these recommendations or to decline to do so. Please mark the appropriate phrase below, indicating your choice of option, and sign your name.

- I waive my right to review of the recommendation.
- I do not waive my right to review of this recommendation.

Date _____ Applicant's Signature _____

Name (Please Print) _____

RECOMMENDATION

1. I have known the applicant for _____ years, _____ months.
2. I know the applicant Slightly Fairly Well Very Well
3. I have known the applicant : As an undergraduate assistant As a teaching assistant
 As a graduate student As an undergraduate student
 Other
4. Critical incidents: For each of the following incidents, check those that you know from your own direct personal experience and observation that apply to this student

ORIGINALITY

- Generates creative ideas in class discussions.
- Has demonstrated a sensitivity to public policy problems.
- Has completed an innovative research project.
- Has won an award for academic excellence or community service.
- Has created an original work of art, music, or fiction.
- Recasts old problems in original ways.

LEADERSHIP AND PERSUASIVE SKILLS

- Is convincing in discussions or debate.
- Leads group discussions easily.
- Was elected an officer of an organization or to a political office.
- Volunteers to give oral reports.
- Organized a student group project.
- Has participated in a business venture or political campaign.

Applicant's Name _____

INDEPENDENCE

- Tries to solve problems independently before seeking advice.
- Performed research with a faculty member that was not for course credit.
- Completed an independent project with little faculty direction.
- Organized a special course of readings or experiences for self.
- Has worked to pay tuition and expenses when taking degrees or additional courses.
- Requires little direction from faculty.

5. Candidate Ratings: Compared to other graduate applicants you have known, rate this applicant on each characteristic.

CHARACTERISTICS	LOWER 50%	UPPER 50%	UPPER 25%	UPPER 10%	UPPER 5%	No Basis for Judgment
Academic Ability						
General Knowledge						
Scientific Skepticism						
Oral Expression Skills						
Written Expression Skills						
Originality						
Social Awareness and Concern						
Emotional Maturity						
Desire to Achieve						
Ability to Work With Others						
Leadership Skills						
Persuasive Ability						
Independence and Initiative						
Professional Commitment						
Research Skills						
Teaching Skills						
Potential for Success						
Carefulness in Work						

6. Is the applicant's academic potential greater or less than that indicated by his/her grades? Insert an X where appropriate on the scale below.

Much Less	Somewhat Less	Equal	Somewhat Greater	No Basis for Judgment

7. How would you rate the applicant's potential for future advancement in administration?

- Poor Fair Good Excellent Cannot Determine

RECOMMENDATION FORM – PROFESSIONAL

Applicant's Name _____

Name of Person Completing this form _____

Position of person completing this form _____

To the applicant: This form should be given to an administrator who is able to comment on your qualifications for doctoral study in Public Affairs. For the convenience of the person completing this form, you should include a stamped envelope addressed to the School of Policy and Management.

Under the federal Family Education Rights and Privacy Act of 1974, students are entitled to review their records, including letters of recommendation. However, those writing recommendation and those assessing recommendation may attach more significance to them if it is known that the recommendation will remain confidential. It is your option to waive your right to access to these recommendations or to decline to do so. Please mark the appropriate phrase below, indicating your choice of option, and sign your name.

- I waive my right to review of the recommendation.
- I do not waive my right to review of this recommendation.

Date _____ Applicant's Signature _____

Name (Please Print) _____

RECOMMENDATION

1. I have known the applicant for _____ years, _____ months.
 2. I know the applicant Slightly Fairly Well Very Well
 3. I have known the applicant : As his or her direct supervisor As a supervisor of his or her supervisor
 In a training capacity As a fellow worker with more or less equal responsibility
 Other
-
4. Critical incidents: For each of the following incidents, check those that you know from your own direct personal experience and observation that apply to this student

ORIGINALITY

- Generates creative ideas.
- Has devised a technique, designed equipment, or developed an unusual organizational strategy.
- Has completed an innovative project.
- Has won an award for professional excellence or community service.
- Has created an original work of art, music, or fiction.
- Recasts old problems in original ways.

LEADERSHIP AND PERSUASIVE SKILLS

- Is convincing in discussions or debates.
- Leads group discussions easily.
- Was elected an officer of an organization or to a political office.
- Volunteers to give oral reports.
- Organized one or more group projects.
- Has participated in a business venture or political campaign.

Applicant's Name _____

INDEPENDENCE

- Tries to solve problems independently before seeking advice.
- Performed research on an organizational problem without being asked.
- Completed an independent project with little organizational direction.
- Has worked to pay extra personal or family expenses.
- Requires little direction from supervisors.

5. Candidate Ratings: Compared to other public administrators you have known, rate this applicant on each characteristic.

CHARACTERISTICS	LOWER 50%	UPPER 50%	UPPER 25%	UPPER 10%	UPPER 5%	No Basis for Judgment
Native Intelligence						
General Knowledge						
Scientific Skepticism						
Oral Expression Skills						
Written Expression Skills						
Originality						
Social Awareness and Concern						
Emotional Maturity						
Desire to Achieve						
Ability to Work With Others						
Leadership Skills						
Persuasive Ability						
Independence and Initiative						
Professional Commitment						
Research Skills						
Respect in the Organization						
Potential for Success						
Carefulness in Work						

6. Is the applicant's potential greater or less than that indicated by his/her position in the organization? Insert an X where appropriate on the scale below.

Much Less	Somewhat Less	Equal	Somewhat Greater	No Basis for Judgment

7. How would you rate the applicant's potential for future advancement in administration?

- Poor
 Fair
 Good
 Excellent
 Cannot Determine

Florida International University GRADUATE Tuition and Fees

2016-2017 Academic Year

New Students - Admit Term Fall 2006 or Thereafter

Tuition	Resident	Non-Res	GA/TA Rate (.5 FTE)	RA Rate (Grant pays tuition)
Tuition per credit (matriculation)	\$379.95	\$900.00	Waived	\$379.95
Per Credit Hour Fees	\$75.69	\$101.69	\$75.69	\$75.69
Total Tuition and Fees per Credit	\$455.64	\$1,001.69	\$75.69	\$455.64

Semester Fees				
Health	\$93.69	\$93.69	\$93.69	\$93.69
Athletic	\$10.00	\$10.00	\$10.00	\$10.00
Parking Fee (Fall\Spring)	\$90.70	\$90.70	\$90.70	\$90.70
Total per Semester Fees (Fall\Spring)	\$194.39	\$194.39	\$194.39	\$194.39
Parking Fee (Summer)	\$84.58	\$84.58	\$84.58	\$84.58
Total per Semester Fees (Summer)	\$188.27	\$188.27	\$188.27	\$188.27

Total Tuition and Fees per semester <u>Not</u> Covered by Assistantship	GA/TA Rate (.5 FTE)	RA Rate (Grant pays tuition)	Full-time Enrollment
Fall 2016 (Includes \$10 Photo ID fee)†	\$885.60	\$4,305.15	9 credits
Spring 2017 †*	\$875.60	\$4,295.15	9 credits
Summer 2017 †*	\$642.41	\$2,922.11	6 credits

† add \$35 orientation fee if student's first semester.

* add \$10 Photo ID fee if student's first semester.

Continuing Students - Admit Term Before Fall 2006

Tuition	Resident	Non-Res	GA/TA Rate (.5 FTE)	RA Rate (Grant pays tuition)
Tuition per credit (matriculation)	\$362.71	\$882.76	Waived	\$362.71
Total Per Credit Hour Fees	\$73.97	\$99.97	\$73.97	\$73.97
Total Tuition and Fees per Credit	\$436.68	\$982.73	\$73.97	\$436.68

Semester Fees				
Health	\$93.69	\$93.69	\$93.69	\$93.69
Athletic	\$10.00	\$10.00	\$10.00	\$10.00
Parking Fee (Fall\Spring)	\$90.70	\$90.70	\$90.70	\$90.70
Total per Semester Fees (Fall\Spring)	\$194.39	\$194.39	\$194.39	\$194.39
Parking Fee (Summer)	\$84.58	\$84.58	\$84.58	\$84.58
Total per Semester Fees (Summer)	\$188.27	\$188.27	\$188.27	\$188.27

Total Tuition and Fees per semester <u>Not</u> Covered by Assistantship	GA/TA Rate (.5 FTE)	RA Rate (Grant pays tuition)	Full-time Enrollment
Fall 2016 (Includes \$10 Photo ID fee)	\$870.12	\$4,134.51	9 credits
Spring 2017	\$860.12	\$4,124.51	9 credits
Summer 2017	\$632.09	\$2,808.35	6 credits