



**Ph.D. Program in Public Affairs**

**HANDBOOK, 2018-2019**

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

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## INTRODUCTION

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The handbook provides a roadmap for your exciting intellectual journey in the Ph.D. program in Public Affairs. Plan your career from the first day itself. You will soon become a member of the community of scholars. Delineate your research area carefully. Take advantage of all opportunities to maximize your career goals—take appropriate courses, write papers of professional quality, present in conferences, engage with external scholars. Your dissertation is the main intellectual product out of the Ph.D. program, and generally shapes the research agenda in the first few years following graduation. In addition, we expect that you publish at least one article in a ranked journal before graduation.

The Ph.D. Program in Public Affairs is the oldest Ph.D. program in the university (started in 1983). It is a dynamic program, with students from many states and countries around the world. 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. We have placed students in academia as well as senior positions in university, public, and non-profit settings.

FIU is a top-tier research institution located in Miami, a gateway metropolis in the global context. The university has obtained the highest Carnegie Classifications of Institutions of Higher Education category for doctoral research universities; it is recognized as R1—Doctoral University—Highest Research Activity. The university's total research awards exceeded \$100 million annually in the recent years. With an enrollment of over 55,000 students, FIU is among the top 5 largest universities in the nation.

The Ph.D. program in Public Affairs is offered by the *Department of Public Policy and Administration*. The department's emphasis is on creative problem-solving, leadership and management in complex urban environments in this country and internationally. In addition to the Ph.D. program, the department provides students with a professional education in public sector and nonprofit management by offering a Bachelor of Public Administration and a NASPAA accredited Master of Public Administration. The Chair of the department, Dr. Howard Frank, is the overall person in charge, responsible for all academic and financial aspects. The Ph.D. Director, Dr. Milena Neshkova, is responsible for the Ph.D. program and is assisted by a Program Coordinator.

The Department of Public Policy and Administration is one of the eight signature departments within the *Steven J. Green School of International and Public Affairs* (SIPA). SIPA brings together many of FIU's internationally oriented disciplines to provide cutting-edge research, first-rate teaching, and innovative training necessary for the globalized world of the 21st century. The School also houses many of the University's most prominent international centers, institutes, and programs. It supports numerous lecture series, including the prestigious Ruth K.

and Shepard Broad International Lecture Series. The SIPA Dean's office provides the overall guidance and financial support to the Ph.D. program, including reviewing all the academic documents (e.g. dissertation, annual reviews, etc.).

The *University Graduate School* oversees the admissions process and compliance with all university and other formal requirements of graduate programs. The graduate school lays out the policies and procedures of the university graduate programs. It also monitors students' progress and academic documents.

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## DEGREE REQUIREMENTS

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The **Ph.D. program in Public Affairs** is a 60 credit hours program beyond the Master's degree or its equivalent. Of this, 45 hours are for coursework as follows: six principal core courses (18 credit hours), two flexible core courses (6 credit hours), six specialization elective courses (18 credit hours), and a comprehensive examination (three credit hours). The coursework generally takes two years for full time students. The remaining 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. 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.

Successful completion of course work entails obtaining at least a B grade. Students should successfully complete core and specialization courses, and pass the comprehensive examination in order to advance to Ph.D. candidacy and defend the dissertation proposal. Students must earn at least a B grade in each course

### ***Residency Requirement***

Ph.D. students must also establish residency as defined as the completion of a minimum of 18 graduate credit hours within any consecutive 12-month period. The residency requirement is intended to ensure that doctoral students contribute to and benefit from the complete spectrum of educational, professional, and enrichment opportunities on campus.

### ***Leave of Absence***

The University Graduate School requirements of registration need to be followed during the course of the program. Before taking the comprehensive examination, a student who wants to be excused from registration for three or more consecutive semesters must formally request a leave of absence. After taking the comprehensive examination, a student needs to apply for Leave of Absence for even one semester (continuous registration is required, including during summer semesters). A petition for "Exception to Graduate Requirements" needs to be submitted for obtaining the Leave of Absence. The leave time must be approved by the University Graduate School. Leave will be granted only under exceptional circumstances.

### ***Transfer of Credits***

Admitted students may transfer a maximum of 12 semester credits (not included in another degree) towards Ph.D. degree requirements, subject to the approval of the Ph.D. Program Committee. Generally, specialization course credits are subject to transfer; core courses will not be exempted. In order to receive transfer credits, the following requirements must be met:

- Students must submit a formal request for transfer of credits, along with the syllabi of the courses (if they are not FIU courses).
- The transferred coursework must have been at the 5000 or higher level of study.
- Students must have received a B or better in those courses.
- The courses must be relevant to the student's area of research interest.

### ***Teaching Assistantships***

The Steven J. Green School of International and Public Affairs allocates a limited number of Teaching Assistantships (TA) 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 on TA contracts are required to work 20 hours a week during each semester they are on contract, including the summer semester. TA assignments are assigned for the Fall semester and then for the Spring and Summer semesters. Please note that a Teaching Assistantship is in essence an employment contract, performance is reviewed every year by faculty or students (if they are teaching a class) and can be terminated for underperformance.

Students with assistantships are required to maintain a 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, with the rest being covered by the UGS.

If students on TA contracts need to travel abroad for **more than one week** during the summer semester, permission/approval from the professor to whom they are assigned and from the Ph.D. program director will be required.

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## PROGRAM OF STUDY

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### ***Principal Core Curriculum (18 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 |

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### ***Flexible Core Courses (6 credits)***

(Select two courses from the following)

|          |   |         |
|----------|---|---------|
| PAD 7808 | Economic Development and Urban Management   | 3 hours |
| PAD 7865 | Development Administration                  | 3 hours |
| PAF 7002 | Foundations of Policy Analysis              | 3 hours |
| URS 7644 | Managing Public Financial Resources         | 3 hours |
| URS 7360 | Contemporary Management Issues and Problems | 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, students may consult with their faculty advisor, appropriate faculty members in public administration, as well as others related to their area of interest. If a student's principal area of interest is in a cognate discipline outside of the Department of Public Policy and Administration, the student and Ph.D. Director should consult with appropriate faculty in designing the program of studies.

### *Choosing a Dissertation Chair*

The student is required to identify an appropriate Ph.D. Dissertation Committee Chair and Co-Chair (if required), who will guide through the dissertation process. S/he may or may not be the same as the faculty advisor assigned in the first year. The Chair or Co-Chair should have substantive expertise in the student's area of research interest. The Chair(s) must be a FIU faculty member with Dissertation Advisor Status (the list is available on University Graduate School website). The Chair should be identified well before taking the comprehensive examination (ideally, end of first year), so that the student can advance adequately with the dissertation proposal. The student should also select the Ph.D. Dissertation Committee with the help of the Chair, which should be no later than the semester in which s/he is taking the comprehensive examination. The University Graduate School's D1 form (which identifies the Dissertation Committee) should be filed prior to comprehensive examination.

### ***Comprehensive Examination (3 credit hours)***

Subsequent to completion of course work, students are required to pass a three-part comprehensive examination. The first component is a one-day long written examination testing for knowledge of the Ph.D. core and related materials. The second component is the 25 page research proposal that will form the basis of the student's dissertation work. Students' are required to consult with their dissertation chair (and committee) about their proposal. A faculty committee reviews both the written examination and the research proposal. The third component is the face-to-face oral examination (about an hour long) with the faculty committee. In the oral, the committee would seek clarifications and further explanations about the answers. The student will then get a passing or failing grade in the overall comprehensive examination from the committee.

If the student passes, s/he can move forward with the dissertation. S/he should then submit the University Graduate School's D-2 form (Program for Doctoral Degree and Application for Candidacy). The student should not have an "Incomplete" grade in any course at the time of submitting the D-2 form; else the UGS will not accept the form. A student who fails the examination on the first attempt must retake the examination at its next offering. If a student fails the examination twice, s/he will be automatically dismissed from the program in accordance with general FIU policy.

In the Fall semester, the written component is generally held in the first Friday of November; the research proposal is due subsequent Friday; and the oral examinations are held the next week. In the Spring semester, the written component is generally held in the first Friday of April; the research proposal is due subsequent Friday; and the oral examinations are held the next week. No comprehensive examination takes place during the Summer semester.

### ***Dissertation work (15 credit hours)***

Upon successful completion of the comprehensive examination, a student should finalize the dissertation proposal in consultation with the Committee. Most chairs and dissertation committees require a full-fledged proposal (25 to 30 pages) to demonstrate the students' depth of knowledge and preparedness about the subject matter. Students are required to formally defend their dissertation prospectus in an oral presentation. The formal defense is required to be held before the end of the semester subsequent to passing the Comprehensive Examination. The University Graduate School's D-3 form (Doctoral Dissertation Proposal) is submitted after successful proposal defense. The D-3 form should be submitted along with a five page write-up of the proposal after the committee has approved. Students should also obtain clearance from FIU's Institutional Review Board (IRB) to ensure that their research meets the protocol for human subjects research before initiating their fieldwork. The IRB clearance can be obtained before the formal defense, which would expedite the UGS's approval of the proposal.

### ***Dissertation Defense***

After the proposal defense, students could start their formal empirical research and analysis required for the dissertation. This is generally referred to as the Ph.D. candidacy or All But Dissertation (ABD) stage. Upon completion of the dissertation research and writing, students need to formally defend the dissertation research at a meeting conducted by the Ph.D. Dissertation Committee. A full draft of the dissertation should be submitted to the Ph.D. Director five weeks before the planned date for Dissertation Defense. The University Graduate School requires submission of the D-5 form (Preliminary Approval of Dissertation and Request for Oral Defense) at this stage. [Please note that there is no D-4 form]

To ensure all University Graduate School procedural requirements for the dissertation are met, the student should follow the check list provided in the UGS's Graduate Packet for Dissertations. Follow the manual of regulations for dissertation preparation available on the UGS website. All committee members must preliminarily approve the dissertation document before the student can apply for the dissertation defense. By their signatures, committee members certify that the dissertation is ready for defense. One copy of the dissertation, certified as complete and provisionally acceptable to the committee and the Dean, and one copy of the dissertation defense announcement must be submitted to the University Graduate School by the published deadline on the academic calendar.

An electronic copy of the defense announcement should be attached to the form in accordance with the format in the Regulations for Thesis/Dissertation Preparation Manual. The announcement of the dissertation defense is an invitation to members of the University community to observe the defense. Announcements will be posted on the UGS website for the academic community to view. Dissertation abstracts should be written clearly, in language accessible to lay people, and free of unnecessary disciplinary jargon; all acronyms should be fully identified.

### ***Applying for graduation***

In order to graduate in a given term, students must submit an application for graduation to the Office of the Registrar by the prescribed deadline. It is the last semester when the students need to be formally enrolled in dissertation credits in order to obtain the degree. It is also the semester when the students defend their dissertation. A student who is denied graduation must complete the requirements for graduation and reapply for graduation. To receive a graduate degree from the University, students must meet the minimum requirements set forth by the Board of Governors and the University and the specific requirements established by the degree program

The University faculty recommends the granting of degrees. All work applied toward degree requirements must be completed within the time limit for degree completion. The program director, the chairman of the department, and the dean of the appropriate School or College must certify that the student has satisfied the minimum conditions required to receive the graduate degree. The University Graduate School will certify that the student has completed the dissertation requirement.

The Ph.D. in Public Affairs degree will be awarded upon a positive recommendation of the Committee and compliance with all University required policies and procedures.

### ***Award of Master's Degree en route 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 MPA Director will approve the award of the master's degree. Generally, the en route Master's degree is given after passing the comprehensive examinations.

### ***Annual Student Evaluations***

Each year, the department conducts an Annual Progress Review meeting with each PhD student, where a panel of our faculty meets with each student. Typically, the dissertation chair (or advisor) is a part of the meeting. The intent of the review is to assess student's progress in the PhD program, and to address any concerns that the student may have. The meetings last for about half-hour and are held in Spring semester (usually April). You will need to complete the online form found in the MyFIU portal. The student should provide a printed copy of the completed evaluation to the faculty panel during the meeting.

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## **DEVELOPMENT OPPORTUNITIES**

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### ***Ph.D. Colloquium***

The Ph.D. Colloquium exposes doctoral students to the most recent research in the field and allow them to interact with prominent Public Administration scholars. We invite leading scholars from various universities to present their research and interact with the Ph.D. students. Our faculty and students in the advanced stages of their dissertation also make presentations about their research in the colloquium. The colloquium is a good opportunity for students to socialize amongst themselves. All Ph.D. students funded through Teaching Assistantship funding (and other full time students) are *required* to attend the Ph.D. colloquium. We strongly encourage the part-time students to attend as well (they are required to attend at least half of the colloquium presentations).

The colloquium is usually held in public administration conference room. External speakers are asked to informally meet with Ph.D. students in order to give guidance about advancing in careers, how to publish, and other important aspects of Ph.D. life that are typically not covered in classroom settings.

There will be additional outside speakers invited to speak to Ph.D. students during the Spring semester.

### ***Public Administration conferences***

Ph.D. students are strongly encouraged to attend the public administration and other conferences in their areas of research interest. The conferences are venues for students to interact with other leading scholars working in similar research areas, building up the community of scholars. Students should attend these conferences from the second year itself. To maximize the conference experience, students should have a written paper to present. Most academic conferences require submission of an abstract of the paper (four to six months prior to the conference). The conferences could be international, national, regional, and local. The usual conferences of interest to public administration students are: American Society of Public Administration (ASPA); Association for Public Policy Analysis and Management (APPAM); Southeastern Conference for Public Administration (SeCOPA). There are also various special interest conferences (e.g. Association for Budgeting and Financial Management, ABFM conferences). Students should seek the advice of their dissertation chairs/ advisors in order to select their venues of interest. Many of the conferences also have special awards for well written student papers. Several of our students have successfully obtained such awards. These awards are excellent stepping stones for a successful career.

Financial support for conference travel is available through the FIU Graduate and Professional Student Committee (GPSC). GPSC provides funding for up to \$500 annually for travel purposes. In addition, the Green School of International and Public Affairs' Dean's Office provides matching fund up for up to \$200 each year.

### ***Dissertation Research Funding***

There are two forms of dissertation research funding available within FIU through the University Graduate School. The *Doctoral Evidence Acquisition (DEA)* Fellowship is specifically intended to support doctoral students for whom their current means of financial support would significantly interfere with or preclude their ability to collect the evidence needed for their doctoral research. A DEA Fellow is awarded a stipend to enable evidence acquisition that otherwise would not be possible. Evidence acquisition activities that might be supported by the DEA Fellowship include, but are not limited to, off-campus library/archive research, field work, experiments, interviews, collection of specimens, etc.

The *Dissertation Year Fellowship (DYF)* provides support to highly-qualified FIU doctoral students during the writing phase of their dissertation. It is intended to facilitate the timely completion of high-quality manuscripts and dissertations. Dissertation Fellows are expected to graduate within one year after receiving the award.

Besides the FIU funding, there are possibilities for external funding for dissertation research, depending on the topic. Students should consult with the dissertation chair to explore such opportunities.

### ***Publications***

All Ph.D. students are expected to have at least one publication before they graduate. The motto in academia is, Publish or Perish. The earlier you are in the publishing game, the more successful you will be in future academic life. Even if you do not plan on academic career, publication is crucial to maintaining intellectual credibility. You should aim to publish a dissertation chapter. Peer-reviewed articles in ranked public administration journals are the most competitive, and most sought after for academic placement. Book chapters and other monographs contribute to the experience of writing successfully. The Ph.D. colloquium and conferences are good testing grounds for publications.

### ***Other FIU Resources***

There are many FIU resources that Ph.D. students should take advantage of during their study period. The University Graduate School (UGS) routinely offers different types of professional development opportunities by coordinating with other units. The UGS's Academy of Graduates for Integrative Learning Experiences (AGILE) seeks to enrich the graduate student learning experience by enhancing students' cognitive, interpersonal, and intrapersonal skills through a series of self-paced, structured, and accessible interdisciplinary workshops, dialogues, and experiential opportunities. The UGS also holds the Graduate Student Appreciation Week, which recognizes the contributions, impact and value of graduate and professional students. The week's events include graduate scholarly forum where students present papers; graduate symposium covering academic and non-academic topics

for successful careers; and graduate social events. The UGS also has an Office of Statistical Consulting to assist with various aspects of statistics.

The FIU Center for Excellence in Writing offers assistance with writing class papers. It is an excellent resource for those students for whom English is a second language. Consultants spend two hours per session with each student. The center also conducts workshops, such as writing the literature review, planning academic career, etc. that may not be carried out in a typical classroom setting.

The FIU Center for the Advancement of Teaching seeks to recognize and cultivate learner-centered teaching throughout the university. It provides support to faculty and teaching assistants. FIU CAT provides a space for intellectual exchange about teaching and learning, encouraging faculty at all levels to devote their energy to student learning and assisting them to find new ways of facilitating our community project, education.

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## DISSERTATION FORMS

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The following dissertation forms need to be submitted to University Graduate School as you proceed through the program:

*Form D-1 (Appointment of Dissertation Committee):* Submit this form after selecting your Dissertation Chair and Committee. Must be done before Comprehensive Examinations.

*Form D-1r (Appointment of Revised Dissertation Committee):* Submit this form if there is any change in your committee after submitting a D-1 form.

*Form D-2 (Program for Doctoral Degree and Application for Candidacy):* Submit this form after comprehensive examination. It lists courses toward PhD program.

*Form D-3 (Doctoral Dissertation Proposal):* Submit this form after the proposal defense. Need to submit Institutional Review Board (IRB) Approval, if applicable.

*Form D-5 (Preliminary Approval of Dissertation and Request for Oral Defense):* Before defending the dissertation, submit this form along with the full draft of the dissertation.

*Final ETD Approval Form (Approval of defense, dissertation, and electronic submission of dissertation):* Submit this form along with the final version of your dissertation

[Note: There is no Form D-4.]

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## PROGRAM PLAN

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### ***Plan for Full-Time Students***

Full-time students typically take the full load of classes (9 credits) during each semester. A student who is admitted in Fall would typically have the following course program (the actual program might differ based on student's requirements and transfer courses). Please take courses that contribute to your long term career goals. You should also hone in on your research focus as you move forward, especially with the specialization courses. Attend an academic conference annually from second year onwards. Generally, you should be able to defend the dissertation by 4th or 5th year.

|  |   |
|--|---|
| <i>First year:</i>                                       |   |
| Fall semester:   | PAD 7277; PAD 7055; PAD 7705                                  |
| Spring semester:   | PAD 7155; PAD 7703c; PAD 7707                                 |
| Summer semester:   | Two specialization courses                                    |
| <i>Second year:</i>                                      |   |
| Fall semester:   | PAD 7808; Two specialization courses                          |
| Spring semester:   | PAD 7865; Two specialization courses                          |
| Summer semester:   | Two specialization courses                                    |
| <i>Third year:</i>                                       |   |
| Fall semester:   | PAD 7960 (Comprehensive exam); and Two specialization courses |
| Spring semester:   | PAD 7980 (Dissertation credits); Defend dissertation proposal |
| Summer semester:   | PAD 7980 (Dissertation credits)                               |
| <i>Fourth year onwards (until Dissertation Defense):</i> |   |
| Fall semester:   | PAD 7980 (Dissertation credits)                               |
| Spring semester:   | PAD 7980 (Dissertation credits)                               |
| Summer semester:   | PAD 7980 (Dissertation credits)                               |

### ***Plan for Part-Time Students***

Part-time students typically take fewer classes to fit their other life schedule, but is usually two courses (6 credits) per semester. A student who is admitted in Fall would typically have the following course program (the actual program might differ

based on student's requirements and transfer courses). Please take courses that contribute to your long term career goals. You should also hone in on your research focus as you move forward, especially with the specialization courses. Attend an academic conference annually from third year onwards. Generally, you should be able to defend the dissertation by 5th or 6th year.

|  |   |
|--|---|
| <i>First year:</i>                                       |   |
| Fall semester:   | PAD 7705; and either of PAD 7277 or PAD 7055                  |
| Spring semester:   | PAD 7707; and either of PAD 7703c or PAD 7707                 |
| Summer semester:   | Two specialization courses                                    |
| <i>Second year:</i>                                      |   |
| Fall semester:   | PAD 7808; and leftover of PAD 7277 or PAD 7055                |
| Spring semester:   | PAD 7865; and leftover of PAD 7703c or PAD 7707               |
| Summer semester:   | Two specialization courses                                    |
| <i>Third year:</i>                                       |   |
| Fall semester:   | Two specialization courses                                    |
| Spring semester:   | PAD 7960 (Comprehensive exam)                                 |
| Summer semester:   | PAD 7980 (Dissertation credits);                              |
| <i>Fourth year onwards (until Dissertation Defense):</i> |   |
| Fall semester:   | PAD 7980 (Dissertation credits); Defend dissertation proposal |
| Spring semester:   | PAD 7980 (Dissertation credits)                               |
| Summer semester:   | PAD 7980 (Dissertation credits)                               |

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## UNIVERSITY RESOURCES

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### **FIU Department of Public Policy and Administration (PCA 257)**

Website: <http://pa.fiu.edu>

Phone: (305) 348-5890

Chair: Howard Frank

PhD Director: Milena Neshkova [(305) 348-0486]

PhD Coordinator: Dirk Hart

Office Manager: Stephanie Miller

### **Green School of International and Public Affairs (SIPA 530)**

Website: <http://sipa.fiu.edu/>

Phone: (305) 348-7266, Email: [international@fiu.edu](mailto:international@fiu.edu)

Dean: John Stack

Associate Dean: Shlomi Dinar [for Graduate Studies and Innovation]

### **University Graduate School**

Website: <http://gradschool.fiu.edu>

Phone: (305) 348-2455, Email: [ugs@fiu.edu](mailto:ugs@fiu.edu)

Dean: Andrés Gil

### **International Students and Scholar Services (SASC 230)**

Website: <https://globalaffairs.fiu.edu/iss/>

Phone: (305) 348-2421; Email: [iss@fiu.edu](mailto:iss@fiu.edu)

Senior Director: Alejandra Parra

### **Center for Excellence in Writing**

Website: <https://writingcenter.fiu.edu/>

Phone: (305) 348-6634

Interim Director: Glenn Hutchinson

### **Statistical Consulting**

Phone: (305) 348-2261, Email: [zhuj@fiu.edu](mailto:zhuj@fiu.edu)

Statistical Consultant: Jianbin Zhu

### **GIS Center**

Website: <https://gis.fiu.edu/>

Phone: (305) 348-7949

GIS Center Head: Zhaohui (Jennifer) Fu

### **Center for the Advancement of Teaching**

Website: <http://undergrad.fiu.edu/cat/>

Phone: (305) 348-4214; Email: [teach@fiu.edu](mailto:teach@fiu.edu)

Director:

### **Institutional Review Board**

Website: <http://research.fiu.edu/irb/>

Phone: (305) 348-8311.

IRB Coordinator: Maria Melendez-Vargas