The Doctor of Public Administration Program (DPA)
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I would like to welcome you on behalf of the faculty and staff of the Doctor of Public Administration (DPA) program at Valdosta State University (VSU). The DPA program is an innovative program designed to meet the needs of professionals seeking advanced training in their field.

An outstanding faculty serves the DPA program. Most faculty members in the program are housed in Political Science, but faculty members may also be drawn from related programs at VSU. Faculty members hold degrees from a wide variety of universities located around the nation. In addition, many of the faculty members have extensive experience in public and non-governmental agencies or in the military. All faculty members are committed to helping students succeed in the program.

The DPA program is built on a model of collaborative learning, where we see learning as an active ongoing process. I once had a professor who pointed out that the word “professor” meant someone who had something to profess, or provide us poor hapless graduate students. He was to profess, we were to learn. I and the other faculty members in the program reject that approach, believing that education is a journey involving both student and instructor. Each of us in the DPA program, whether we are a faculty or a staff member, wants you to succeed. We are not here to put up roadblocks, but to help you grow and overcome obstacles. At the same time we recognize that your success will ultimately be determined by you.

Again, welcome to the DPA program. I wish you a successful journey.

Nolan J. Argyle
A Note on How to Use This Guide

This guide sets forth the specific requirements and procedures established by the Department of Political Science for the Doctor of Public Administration (DPA) program. It supplements but does not replace the general policies, requirements, and procedures provided in the Valdosta State University Graduate Catalog. Students are responsible for becoming familiar with both documents. Both this handbook and the Graduate Catalog must comply with Board of Regents policy and procedures, and those policies override any statement in either document.

It is the student’s responsibility to keep apprised of current graduation requirements for his or her degree program. While the provisions of this guide will ordinarily be applied as stated, the Department of Political Science reserves the right to modify any provisions listed in this guide, including but not limited to academic requirements for graduation, without actual notice to individual students. Reasonable efforts will be made, however, to keep students advised of any such changes. Information regarding such modifications will be available in the office of the Department of Political Science.

A Brief History of Valdosta State University

Valdosta State University is one of two Regional Universities in the University System of Georgia. The University System of Georgia includes all state-operated institutions of higher education in Georgia: four research universities, two regional universities, thirteen senior colleges, and fifteen junior colleges. These thirty-four public institutions are located throughout the state.

The institution that is now Valdosta State University was authorized by a special act of the Georgia Legislature in 1906. The school opened its doors to “young ladies” on January 2nd, 1913, offering two years of college work. In 1922 the school began its first four-year bachelor’s degree programs. In 1950 the school became coeducational and changed its name to Valdosta State College. On July 1st, 1993, Valdosta State became a Regional University within the University System of Georgia. As one of two regional universities in the system, Valdosta State University is charged with meeting the needs of a forty-one county region encompassing approximately one-third of the total land area of Georgia.
Program Mission

The DPA program seeks to promote and to maintain a research and service program consistent with the role of a regional university within the University System of Georgia. As stated by the Board of Regents, this says, in part:

The mission will differ from that of comprehensive universities in the following areas: (1) the focus of all activities—instruction, research and service—at the regional university will be sectional in nature, not statewide; (2) academic programming at the graduate level will be generally limited to professional areas of high demand; (3) organized research will focus on needs indigenous to the section of the state served and will be practical in nature.

The complete mission statement is available at the DPA website: www.valdosta.edu/pa. This document states the educational philosophy and mission of the Doctor of Public Administration program and provides guidelines for periodic assessment to guide performance.
Program Philosophy

Welcome to the Doctor of Public Administration program at Valdosta State University. Whether you are considering the application process, or are already enrolled, the DPA program will allow you to explore advancing your level of knowledge in the field of public administration. The DPA blends theoretical learning with practitioner-oriented training to provide students with a well-rounded understanding of the public sector environment. Students can utilize this type of instruction in a variety of professional settings ranging from federal, state, and local government, to agencies and departments, to not-for-profit organizations. A seasoned faculty provides a high standard of teaching designed to broaden students’ methodological and analytical skills, while offering practical forums for the application of these skills.

Program Approach

The DPA is a practitioner-oriented degree that helps students to develop the essential leadership, management, communication, and problem solving abilities necessary to succeed in today’s professional environment. The courses in the program are designed to suit the information and skill needs of professionals currently in the field. We build upon students’ experiences and promote an atmosphere of enthusiastic learning. Our faculty is devoted to the notion that learning is a life-long endeavor that challenges students to grow and develop into well-rounded individuals. Courses at the foundation and core levels, theoretical and methodological levels, and advanced / elective levels guide students through this growing process, allowing them to gain knowledge from expert faculty members in the field.

Accreditation of the Public Administration Program

The Doctor of Public Administration program secured approval from the Board of Regents in the University System of Georgia in 2007. The public administration program has been in operation at Valdosta State University since 1981 when the Master of Public Administration (MPA) was created. The program and MPA was initially located within the School of Business at Valdosta State College (now University), but was transferred to the Department of Political Science in the College of Arts and Sciences in 1983. The Head of the Department of Political Science served as the administrative head of the program until 1989, when Valdosta State University authorized the position of Coordinator of the Master of Public Administration Program. From 1989 to the present, the Public Administration Coordinator has served as the administrative head of the program, under the direction of the Head of the Department of Political Science. The MPA program received its initial accreditation from the National
Association of Schools of Public Affairs and Administration (NASPAA) in 1997, and went through successful reaccreditation in 2005.¹

Application and Admission to the DPA Program

The Admissions Committee

Each academic year, the Coordinator of the Public Administration program will convene a committee of the DPA faculty to review student applications for admission to the program. The purpose of the committee will be to ensure that students meet the minimal criteria for matriculation in the program through careful evaluation of the student’s prior academic performance (GPA), professional experience, letters of recommendation, resume and personal statement, acceptable scores on the admissions exam, and involvement in the community.

¹ The National Association of Schools of Public Affairs and Administration accredits at the master’s level, and does not separately accredit doctoral programs.
After identifying which students meet the below criteria, the committee will then make its recommendations to the Coordinator of the Public Administration program. Students will only be admitted for the fall semester of each academic year, and each matriculating class will be limited to no more than 25 new students.

**Eligibility Requirements for Admission**

In order to be considered for admission to the DPA program, all students must meet the guidelines listed below and submit the following materials (including associated fees) to the VSU Graduate School:

- A completed and signed VSU graduate school application (available online) for admission. Applicants should check with the Graduate School to insure they are submitting the latest form and the correct documentation.

- Official transcripts from all accredited colleges and universities previously attended that verify receipt of an undergraduate bachelor’s degree and graduate level master’s degree from a regionally-accredited institution. Students holding one or more degrees from a foreign institution must have their degree(s) approved by the Graduate School.

- Official test scores showing acceptable performance for the Graduate Record Exam (GRE). The verbal and the higher score on the quantitative ability or analytic ability sections of the GRE will be used to determine candidacy status (students taking the GRE after October 2002 will submit scores on the analytical writing section, which replaces the analytic ability section).

- Three official letters of recommendation from individuals qualified to comment on the candidate’s potential for success in the program—two from former professors familiar with the student’s academic work (if that work is within the last 3 years), and one from a supervisor where the applicant previously was employed for more than 6 months are recommended.

- A comprehensive resume and one to two-page written statement by the applicant stating why they are interested in enrolling in the DPA program, what goals they have for advancing their intellectual abilities in the program, and how study in the program will advance their professional skills.

- Other information deemed necessary for submission by applicants to the DPA program Coordinator.

Special Note: Candidates may be admitted with either regular or probationary status, depending upon an evaluation of their credentials. Students admitted on a probationary basis
must have a Graduate Grade Point Average (GGPA) of 3.0 or better upon completing their first nine semester hours of DPA course work. Exceptionally motivated students who fail to qualify for regular or probationary admittance may petition the Department of Political Science for admission by exception to the DPA program. Students admitted in this category will not be allowed to change their course schedule, including withdrawing from a course, without the permission of the DPA Coordinator.

**Admission Check List**

Students should complete the following admission check list to ensure that they have submitted all material required by the program and by the Graduate School.

- Graduate admissions application *(latest version available)*
- Official transcripts from all accredited colleges and universities previously attended, no matter when or how many courses taken
- Official GRE scores
- Three letters of recommendation
- Medical Form
- Resume
- Written statement

**Contact Information**

Students who have questions about the application process or DPA program can direct their inquiries to:

Dr. Nolan Argyle, Coordinator of Public Administration  
Department of Political Science / Public Administration Program  
101 West Hall  
1500 N. Patterson St.  
Valdosta, GA 31698-0058  
Public Administration Phone: (229) 293-6058  
Fax: (229) 293-6075  
Website: [http://www.valdosta.edu/pa](http://www.valdosta.edu/pa)  
Email: nargyle@valdosta.edu
Introduction

The Department of Political Science offers graduate instruction leading to both the Master of Public Administration (MPA) and the Doctor of Public Administration (DPA) degrees.

The DPA program consists of 54 semester-hours of coursework, divided between foundation and core courses, theory and methods courses, elective courses, and capstone/project credits. The majority of the DPA program is designed around the use of web technology, selected residency seminars and meetings on VSU main campus each fall and spring semesters, and intensive individual study of a research topic and writing of a capstone project which is supervised by DPA faculty members.

The DPA degree is designed to provide students with the analytical and research skills that may be used in a variety of professional careers. While the public and the not-for-profit sectors have traditionally offered the greatest employment opportunities for DPA graduates, the degree is also highly marketable in the private sector given its analytical and research-oriented focus.

The DPA Curriculum

The DPA program curriculum is designed to teach practitioners the essentials of Public Administration. Students must take PADM 9030, Logic of Inquiry in Public Administration, during their first semester, and are strongly encouraged to take PADM 9000, Administration
and Government, during that same semester. These courses provide the foundation needed for success in the program. Students will complete PADM 9990, Capstone Seminar, during their final semester of coursework. This course will culminate with an approved capstone project, where students will dedicate themselves to intensive research of a topic, under the supervision of a project committee. The total number of credits necessary to successfully graduate with a DPA degree is 54.

Foundation Skills

Students are expected to have certain demonstrable skills upon entry to the program. These skills may be demonstrated through prior coursework, through work experience, or through examination. Students who cannot demonstrate mastery of these skills may be allowed to enter the program, but will be required to take additional coursework to meet these requirements. Students are expected to possess basic managerial computer skills, including word processing, spreadsheet, and data management capabilities. Students are expected to have good writing skills, including the ability to write professional papers. Finally, students are expected to be familiar with basic managerial functions including quantitative applications, human resource management and budget processes.

Core Courses (15 Semester Hours)

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>PADM 9000</td>
<td>Administration and Government</td>
<td>3 hrs</td>
</tr>
<tr>
<td>PADM 9010</td>
<td>Financial Management for Public and Non-Governmental Organizations</td>
<td>3 hrs</td>
</tr>
<tr>
<td>PADM 9020</td>
<td>Managing Human Resources in Public and Non-Governmental Organizations</td>
<td>3 hrs</td>
</tr>
<tr>
<td>PADM 9060</td>
<td>Information and Data Management</td>
<td>3 hrs</td>
</tr>
<tr>
<td>PADM/ SOCI</td>
<td>Culture of Formal Work Organizations</td>
<td>3 hrs</td>
</tr>
</tbody>
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Methods Courses (9 Semester Hours)

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>PADM 9030</td>
<td>Logic of Inquiry in Public Administration</td>
<td>3 hrs</td>
</tr>
<tr>
<td>PADM 9040</td>
<td>Research Methods in Public Administration</td>
<td>3 hrs</td>
</tr>
<tr>
<td>PADM/ PSYC</td>
<td>Program Evaluation</td>
<td>3 hrs</td>
</tr>
</tbody>
</table>

Concentration Area Courses (15 Semester Hours)

Each student is to identify an area of concentration no later than upon completion of 18 hours of coursework. Once an area of concentration has been identified the student will work with her/his major advisor to develop a program of study, which will govern the remainder of the student's coursework. The DPA Coordinator, the Head of the Department of Political Science, the Dean of the College of Arts and Sciences, and the Dean of the Graduate School must approve this program of study.
Guided Elective Courses (6 Semester Hours)

Students will select 6 semester hours of guided electives through consultation with their advisor. Students lacking the foundation skills indicated above may use their guided electives to meet those requirements.

Capstone Seminar/Project (9 Semester Hours)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>PADM 9990</td>
<td>Capstone Seminar</td>
<td>3 hrs</td>
</tr>
<tr>
<td>PADM 9999</td>
<td>Final Project/Organizational Analysis</td>
<td>6 hrs total</td>
</tr>
</tbody>
</table>

Residency Requirements

Both matriculating and continuing DPA students must fulfill certain residency requirements each fall and spring semester while registered in the program. Students will be expected to attend a series of seminars and meetings over a two-day intensive period scheduled on a Friday and Saturday at the beginning of the semester on the main VSU campus. Students will fulfill these residency requirements in one of the following tracks: 1) the first track for newly matriculated students introduces them to the program, faculty, and academic VSU community. Students will attend seminar sessions conducted by faculty members, and a formal BlazeVIEW training session which will help them become acquainted with the online requirements of the program; 2) the second track will be for continuing students. It will require them to sit for a series of advanced seminar sessions conducted by faculty members, and may require them to present an aspect of their research (i.e. a written paper, presentation, etc.) from the prior academic year.

Students in both tracks will attend orientation and will have individualized meetings with the DPA faculty. Students will be required to attend all events in their entirety on the assigned days in order to fulfill their residency requirements.
The DPA Capstone Project

The final one to two years of a student’s progress in the DPA program will involve researching a topic and writing a capstone project. Students will petition to have a committee of 3 members oversee their projects. Of this number, at least one must be full-time faculty member in the DPA program, with the option of having a third full-time faculty member or members from another department at VSU (with the approval of the Coordinator of the DPA program). One member on the committee will serve as “chair,” and all committee assignments must be approved by the Coordinator of the DPA program, including any changes in members later in the project.

The purpose of the final capstone project is to have students demonstrate the research and analytical abilities gained through study in the DPA program, while applying critical thinking and methodological skills to a topic of practical interest similar to what the student would find in a professional environment. Each student must develop a prospectus as part of her/his work in PADM 9990, Capstone Seminar, and must then submit that prospectus and obtain approval from his or her committee members and the Coordinator of the DPA program, and have the prospectus approved before commencing on the actual project. The prospectus will link the student’s topic to the academic literature and theoretical foundations that they learned through their formal coursework. Students will be required to have scheduled discussion sessions with their project committee throughout the process to ensure that they are on track with the committee’s expectations.

When the student’s committee is in agreement that a final draft has been successfully produced, the student will sit for a public defense, which will be open to other faculty members, students, and members of the VSU academic community. Upon the conclusion of that defense, the committee will vote using the following outcomes: Pass With No Changes (S); Pass With Changes (IP); or Fail (U); A student who earns the Pass With No Changes (S) grade will have his or her project accepted as the final document by the committee. A student who earns the Pass With Changes (IP) grade will be expected to make the recommended revisions to his or her final draft, and resubmit it for final acceptance within a specified period of time recommended by the committee. A student who earns the Fail (U) grade will be required to meet with both their assigned committee members and the Coordinator of the DPA program to determine if the project can be revised into a workable final draft that can be successfully defended by the student.

Students must be familiar with and meet the requirements of the Graduate School for submission of theses and dissertations.
BlazeVIEW Technology

Accessing the Internet and communicating through email technology is an essential component of the DPA program. VSU utilizes a web technology known as BlazeVIEW, which provides a forum of communication and discussion for students, as well as a medium for accessing important information such as course readings, assignments, tests/examinations, projects, and grades. Students will be expected to thoroughly understand how to navigate BlazeVIEW in order to fulfill their coursework requirements. Training will be provided for new students to the program during orientation weekend of fall semester.

Academic Requirements

The following requirements must be met in order for DPA students to successfully continue in the DPA program:

- Students must maintain a minimum of a 2.5 Grade Point Average throughout the program. Students must have a Graduate Grade Point Average (GGPA) of 3.0 or higher to graduate from the program. A grade of less than “B” received at Valdosta State University cannot be balanced by work transferred from another school.

- A student whose Grade Point Average drops below a 3.0 will be placed on academic probation, and must return his or her Grade Point Average to a 3.0 within the next 9 semester hours of course work. A student failing to return his or her Grade Point Average to a 3.0 during this period may continue to pursue the DPA degree only upon the recommendation of the DPA Coordinator with the concurrence of the Dean of the Graduate School.
• Students will be dismissed from the DPA program if they accumulate three or more academic deficiency points. A grade of “C” (while it will be credited toward the DPA degree) equals one deficiency point. A grade of “D,” “WF,” “F” or “U” (none of which will be credited toward the DPA degree) equals two deficiency points. Courses will be graded using traditional letter grades, while the capstone course (9990) and the project capstone (9999) will utilize the categories Satisfactory/Unsatisfactory.

• A maximum of 6 semester hours of graduate work earned at another institution may be transferred into the DPA degree program. The DPA Coordinator and the Dean of the Graduate School must approve all transfer credit.

• A grade of “I” in a course to be counted toward the DPA degree should be removed the following semester. Any student carrying an incomplete grade “I” over two semesters may continue to pursue the DPA degree only with the approval of the DPA Coordinator.

• Each student must submit an Application for Graduate Degree form no later than two semesters before expected graduation. The student should complete only the top portion of the form, sign the form in the appropriate place, and then submit the form, along with a receipt for the graduation fee, to the DPA Coordinator.

• Courses taken more than seven years prior to the semester of degree completion may not be used to meet graduate degree requirements. Under extenuating circumstances a student, with the approval of the DPA Coordinator, may appeal in writing for a one-time extension of this limitation. A committee, approved by the Dean of the Graduate School, will consider the appeal and may recommend to the Dean of the Graduate School that the student be granted an extension of the seven-year limitation. The maximum extension for completion of the program may not exceed one additional calendar year.

Student Responsibilities

By awarding a DPA degree to a student, Valdosta State University is indicating to prospective employers that the student is a person whom an organization would deem a valuable contributor in a professional, analytical and/or managerial capacity. Thus, a student must demonstrate high professional standards while in the program.

Each student in an online course is expected to participate in each assignment, including chat room and bulletin board (threaded discussion) assignments. Students who have valid reasons for missing a given assignment should make arrangements with the instructor in advance. In case of emergency, a student is expected to inform the instructor and arrange for make-up work for missed sessions as soon as is feasible. Students who wish to take a course in a semester in which they know they will miss some of the class periods must make acceptable
arrangements with and gain the permission of the course instructor before registering for the course.

Research papers written for courses, along with the capstone project, are to follow APSA style. All material taken from any source—books, articles, newspapers, other student papers, class lectures, etc.—must be properly cited, and all sources identified.

It is the responsibility of the student to make their own travel arrangements to and from campus to fulfill their residency requirements each fall and spring semester. Further, students will be expected to purchase the textbooks required for each course. The direct telephone number for the VSU bookstore is: (Toll Free: 1-800-618-1878 Select 7)

The website for the bookstore can be found at: http://services.valdosta.edu and using the pull-down window.

The DPA Coordinator is the advisor for all students pursuing the DPA degree at Valdosta State University. Any questions concerning the program should be addressed to the Coordinator.

Each student is to prepare a program of study and have that program approved by the DPA Coordinator prior to completing 18 hours of coursework in the program. Students should consult the Graduate Catalog in effect at the time they enter the program to determine the requirements for their program of study. Any changes made in program requirements after the student has entered the program become optional for him or her; that is, a student may remain under the requirements effective when he or she entered the program or may opt to finish the program under the new requirements.

Any student who is inactive in the program for one calendar year or longer will be required to submit a request for readmission, and, if readmitted, must follow the program requirements in effect at the time of readmission.

**Plagiarism Policy**

Each student is required to read and be familiar with the section on plagiarism in the VSU Thesis and Dissertation Guide (pp. 25-28). (The plagiarism section of the Guide is taken from Virginia Tech, with permission, and may also be found at www.valdosta.edu/pa/ under “student information”). Each student must sign the following statement, and return that statement to the DPA Coordinator.
Student Statement:

I have read and I understand the section on plagiarism from the VSU Thesis and Dissertation Guide. I understand that any work submitted by me in the DPA program may be submitted to an electronic data base to check for plagiarism, and that any work so submitted will be added to that data base. I understand that the minimum penalty for plagiarism is a failing grade on the plagiarized assignment. I further understand that plagiarism may result in me receiving a failing grade for the course involved or in termination from the program. I affirm that all work submitted by me to be original work, except where clearly documented.

__________________________________
Name (printed)

__________________________________
Signature

__________________________________
Date

The Americans with Disabilities Act (ADA)

Valdosta State University complies fully with the requirements of the Americans with Disabilities Act (ADA). If you believe that you are covered under this act, and if you have need for special arrangements to allow you to meet the requirements of a course, please contact the Access Office for Students with Disabilities. Also, please discuss this with the instructor (via email) at the time of the beginning of the class. You may contact the office at: www.valdosta.edu/spp/ or at 229-245-2498 or 229-219-1348 (tty).

VSU Campus Emergencies

While much of the DPA program will utilize Internet technology and BlazeVIEW, it is possible that a campus emergency (natural or otherwise) may prevent a scheduled meeting, particularly during the fall residency weekend requirement. Under such circumstances when an emergency forces the closing of the VSU main campus for safety reasons, the Coordinator of the DPA program will, upon safe resolution of the emergency by the university, contact students with a rescheduled date for the cancelled meeting. All of the above mentioned guidelines on student responsibility and attendance will still apply.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Description</th>
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<tbody>
<tr>
<td>PADM 9000</td>
<td>Administration and Government</td>
<td>An introduction to the history and evolution of American public administration, and the institutions of government. Special attention will focus on the practice and discipline of Public Administration, the core functions of public sector organizations, with an overview of general organizational theory, and the New Public Administration and other themes in public administration.</td>
</tr>
<tr>
<td>PADM 9010</td>
<td>Financial Management for Public and Non-Governmental Organizations</td>
<td>A review and assessment of current practices and theory in public finance administration. The applicability of key public theories is analyzed in terms of their use within governmental and not-for-profit (NPO) settings. Specific attention is paid to applying theory as a standard of judgment in assessing the quality of governmental and NPO financial and budgetary structures and activities.</td>
</tr>
</tbody>
</table>
### PADM 9020 Managing Human Resources in Public and Non-Governmental Organizations
A focus on human resource management in public and non-governmental organizations. Emphasis is on understanding the unique perspectives that the management of human resources in public and non-governmental organizations brings and the lessons to be drawn from understanding those perspectives. Attention will focus on the standards government bureaucracies have set for personnel practices in areas of diversity, equal opportunity, merit, and fair labor compensation that have been adopted in the private and non-governmental sectors.

### PADM 9030 Logic of Inquiry in Public Administration
An in-depth examination of epistemological issues in public administration. The course is founded on the principle that there are multiple ways to view the world and therefore there are multiple ways in which we can approach the study of public administration. Based on this view, the course exposes students to the various epistemological approaches used in the systematic study of public administration.

### PADM 9040 Research Methods in Public Administration
Prerequisite: PADM 9030. An in-depth examination of the research methods used in the study of public administration. The course will expose students to the research methodologies available to modern public administrators and academics and to the software packages available to analyze data concerning various questions important to public administrators. The course will help students acquire the capability to critically examine empirical research and facilitate their ability to develop and carry out a complete empirical research project.

### PADM/PSYC 9050 Program Evaluation
Prerequisite: PADM 9040. Program evaluation in government and nonprofit organizations. Topics will include theories, research, and practice related to program evaluation. The skills learned from this course will assist the practitioner in determining the effectiveness of new or existing programs in organizations. The summary and communication of results to constituent groups will be a key part of the reporting process.

### PADM 9060 Information and Data Management
Promote understanding of technology and information management. Students will gain an understanding of the most important aspects of information technology including hardware, software, and systems development. The course will also introduce techniques that will allow students to better manage such resources, in terms of human as well as technological assets. Particular emphasis will be placed on the management of information resources within the public sector and the role of E-Government at the local, state, federal, and international levels.

### PADM/SOCI 9070 Culture of Formal Work Organization
The study of organizational culture in public and nonprofit organizations. While culture remains an elusive concept, the research literature will reveal methods of studying and changing the culture of the organization. The impact of culture on organizational behavior, (recruitment, training, and retention of employees, effectiveness of programs, and delivery of services or products) will be discussed.
PADM 9990 Capstone Seminar
Graded “Satisfactory” or “Unsatisfactory.” The concluding seminar in the DPA program, to be taken during a student’s final semester. Students will demonstrate mastery of the material presented in their programs of study through a variety of methods. Students will develop and present a professional portfolio in this course. Students will develop and defend the proposal for their final project/organizational analysis.

PADM 9999 Final Project/Organizational Analysis
Prerequisite: Completion of major courses and permission of advisor or final project chair. Graded “Satisfactory” or “Unsatisfactory.” Development and defense of the final project/organizational analysis. Students will conduct either an applied research project for or a descriptive and prescriptive evaluation of the management practices of an agency under the supervision of a faculty committee. Course may be repeated for credit.

Valdosta State University Policies, Fees, and Procedures

International Student Admissions

Valdosta State welcomes applications from international students. At Valdosta State University, international students are defined as citizens of countries other than the United States who require a visa in order to study in the U.S. To be considered for admission, international students must submit certain materials to the Graduate School, Valdosta State University, Valdosta, GA 31698-0005. See the Graduate School's homepage for a list of required documents.

University Fees for Graduate Credits

Current fees are listed in the Graduate Catalog, available online under the Bursary. Students in the DPA program will pay eTuition regardless of residency status. In addition students will pay the technology fee along with any fees required by the Board of Regents, but will not be assessed the remaining fees.
Financial Aid

Veterans Financial Aid Services. The Veterans Affairs Office, a part of the Office of Financial Aid, is located in the University Center. A full-time counselor assists all veterans in completing applications for educational benefits, making adjustments in payments, providing tutorial assistance, updating enrollment certifications, and with other services to assist veterans with their education.

Veterans Administration Assistance. Veterans, service personnel, and eligible dependents may qualify to receive benefits through the Veterans Administration. Applications may be made through the VSU Office of Veterans Affairs.

Montgomery GI Bill (Active Duty). This program of education benefits is for students who enter active duty for the first time after June 30, 1985. The student must, with certain exceptions, serve continuously on active duty for three years of a 3-year enlistment or, for a lesser benefit, two years of an initial active duty obligation of less than three years. A student also may qualify for benefits by initially serving two continuous years on active duty, followed by four years of Selected Reserve Service.

Montgomery GI Bill (Selected Reserve). This program of education benefits is for Reservists of the armed forces as well as the Army National Guard and the Air National Guard. For eligibility, a reservist must have a 6-year obligation to serve in the Selected Reserve, complete Initial Active Duty for Training, have a HS diploma or its equivalent, and remain in good standing in a drilling Selected Reserve Unit. If a student has a parent who is a military veteran, the student may qualify for help from the U.S. Department of Veterans Affairs. Benefits may be awarded for pursuit of associate, bachelor’s, or graduate degrees. Details are available in the Office of Veterans Affairs of Valdosta State.

EMPLOYMENT OPPORTUNITIES

Graduate Assistantships. The University provides a limited number of graduate assistantships. Interested applicants should apply to the Graduate School.
VSU’s Odum Library is committed to provide library resources and services to VSU students taking courses both on and off the main campus. To help address the concerns of off-campus students, the library maintains the Distance Learning/Off-Campus/Online Students and Faculty webpage. Students have access to every library in the University System of Georgia through the Georgia Library Learning Online (GALELEO) system. Students may access over 100 databases indexing thousands of periodicals and scholarly journals. Over 2,000 journal titles are provided in full text.

Students receive training on using Odum Library’s online services in their initial orientation.
All students entering the DPA program must file a Declaration of Residency Intent with the Dean of the Graduate School prior to beginning residency. The initial plan for residency must show that the objectives of the residency will not be compromised by the student’s employment or any proposed employment. Upon completion of coursework, the comprehensive exam, and the final oral defense, the Residency Plan that was followed must be submitted to the Dean of the Graduate School. The residency requirement is outlined below. All courses applied toward the fulfillment of the residency requirement must be at the graduate level and related to the degree. Residency must be completed prior to admission to candidacy. The Residency requirement for doctoral students will be satisfied upon completion of at least four residency seminars over a minimum period of two years.

Intended Semesters of Residency

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<th>Semester/Year</th>
<th>Semester/Year</th>
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Student Signature

Date

The student’s plans for employment during the intended residency period as specified above will not interfere with satisfactory completion of the residency requirement.

Doctoral Advisor

Signature

Date

Department Head of Major

Signature

Date

Dean of Arts & Sciences

Signature

Date

Graduate School Dean

Signature

Date
Admission to Candidacy

Student

ID Number

Department

Major

The above named student has successfully completed the capstone seminar and is admitted to candidacy for the Doctor of Public Administration degree.

Capstone Seminar (PADM 9990) ___________________________

Date Completed

Doctoral Advisor

Signature ___________________________ Date ________

Department Head of Major

Signature ___________________________ Date ________

Dean of Arts & Sciences

Signature ___________________________ Date ________

Graduate School Dean

Signature ___________________________ Date ________
Dissertation/Project Committee

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<tr>
<th>Student</th>
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<tr>
<td>Department</td>
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Check the appropriate category:  ___ Appointment  ___ Change

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<tr>
<th>Doctoral Advisor</th>
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It is recommended that the faculty members listed below serve as members of the Dissertation Committee for the above named student.

<table>
<thead>
<tr>
<th>Dissertation Committee Chair</th>
<th>Signature</th>
<th>Date</th>
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<tr>
<td>Dean of Arts &amp; Sciences</td>
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<tr>
<td>Graduate School Dean</td>
<td>Signature</td>
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Dissertation/Project Proposal Approval

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<th>Student ID Number</th>
<th>Department Major</th>
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*Title of the dissertation to be applied toward the requirements of the degree program listed above.

Is IRB Review Approval Attached? Yes  No

The Dissertation Committee is responsible for ensuring that the dissertation contributes new knowledge of fundamental importance or significantly modifies, amplifies, or interprets existing knowledge in a new and important manner.

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<tr>
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Dean, Arts & Sciences  Signature  Date
Dean, Graduate School  Signature  Date

*Changes to the title may be submitted by memorandum to the Graduate School until immediately before graduation; however, changes submitted less than two months before graduation may not appear in the Commencement Program.
Dissertation/Project Defense Notification

Student

ID Number

Department

Major

Date

Time

Location

Title of Dissertation:

Abstract: (Copy and Paste Abstract here or attach as separate page.)
# Final Approval of Dissertation/Project

<table>
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## Committee Approval

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<tr>
<td>Dean, Graduate School</td>
<td>Signature</td>
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This form must accompany the dissertation and both must be submitted to the Graduate School no later than 2 weeks prior to anticipated graduation.

Accepted by the Graduate School

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From VSU Website: http://www.valdosta.edu/adv/sharedimages/map_p_1.gif
From VSU Website: http://www.valdosta.edu/adv/sharedimages/Web_City_Map_2000.GIF
Regional Map
Internet Sites / Resources

American Society for Public Administration (ASPA)
www.aspanet.org
Association for Public Policy Analysis and Management (AAPM)
http://www.appam.org/
The Chronicle of Higher Education
http://chronicle.com/
CNN
www.cnn.com
International City/County Management Association (ICMA)
www.icma.org
International Personnel Management Association (IPMA)
http://www.ipma-hr.org/
National Academy of Public Administration (NAPA)
www.napawash.org
National Association of Schools of Public Affairs and Administration (NASPAA)
www.naspaa.org
The National Center for Public Productivity (NCPP)
http://www.pamij.com/
New York Times
www.nytimes.com
Public Administration & Management An Interactive Journal
http://www.pamij.com/
Public Administration Review
www.blackwellpublishing.com
State of Georgia
www.georgia.gov
U.S. Federal Government Agencies Directory
http://www.lib.lsu.edu/gov/fedgov.html
Washington post
www.washingtonpost.com/