



**College of Community  
Innovation and Education**

# **Doctoral Program in Public Affairs**

*Program Handbook*

**2021 - 2022**

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## WELCOME!!

This handbook has been developed to provide the information that you will need regarding the specific policies and procedures in the doctoral program in Public Affairs (PAF). It is expected that you familiarize yourself with the contents of this handbook and adhere to the policies described herein. This handbook does not substitute for other documents provided by the College of Community Innovation and Education (CCIE) and/or the University of Central Florida (UCF). Some important reminders are listed below:

### **Academic Integrity**

We value honesty, integrity, and responsibility in the PAF program. Cheating, plagiarism, and other types of academic dishonesty will be referred to the University for appropriate sanctions. Professors have the right to fail a student that they believe has been involved in any aspect of academic misconduct. A full discussion of students' rights and responsibilities on this issue can be found in the Golden Rule at <http://goldenrule.sdes.ucf.edu>

Students are expected to read the Golden Rule prior to starting the program to ensure that they understand and will not be involved in any aspect of academic dishonesty. Students should also refer to the UCF Graduate Catalog, as they will be responsible for following all policies from Graduate Studies as well as those of the University.

Cheating includes, but is not limited to, plagiarizing materials, using information from notes, books, or the internet during on-line exams, or working with other students in classroom or on-line exams to secure information or answers. When in doubt, ask before you assume that you can work with other student(s) on exams or projects, or use information from other sources. APA citation is required for all information taken from an outside source (including the internet, books, journals, articles, and published and non-published materials).

Students found in violation of academic integrity as it pertains to cheating may be dismissed from the PAF program at the discretion of the PAF Program Director.

### **Professionalism**

The PAF program is an interdisciplinary program celebrating the diversity of our students, faculty, and staff. It is expected that all students, faculty, and staff conduct themselves in a professional manner while in the program.

Students are expected to adhere to the rules and regulations as stipulated by the University of Central Florida and the PAF Program handbook. Professionalism encompasses behaviors and qualities that are expected of graduate students in both the academic setting and in the practical world. Professionalism in the Doctoral Program in Public Affairs begins at the time of program application; therefore, professional conduct is assessed from that point forward.

Attendance, timeliness, and attire are all reflections of professionalism. In the assessment of professionalism, instructors and program administrators will consider each student's conduct; the quality of interactions; tone of oral and written communication; language; meaningful engagement in all aspects of the program; and substantive contribution to class discussions. Students who are in violation of these behaviors will be counseled and reminded of PAF/CCIE/UCF expectations. In such events, the faculty or program administrators may conclude that the student is not able or willing to demonstrate an acceptable standard of professionalism. Repeated disregard or violation of these behaviors will lead to dismissal from the program. Some of the criteria by which a student's professional demeanor is measured are below:

1. **Knowing and following the rules:** Adherence to the rules and regulations as stipulated by UCF and the PAF program.
2. **Timeliness:** Students are expected to regularly arrive in class on time and to comply with each instructor's tardiness policy as stated in the course syllabus. Students are also expected to meet all deadlines in class and in the program.
3. **Attendance:** It is required for students to attend each lecture and comply with the instructor's attendance policy as stated in the course syllabus.
4. **Civility:** Students are expected to behave in a respectful and courteous manner to instructors, fellow students, guest speakers, college, and university administrators, PAF staff, and other UCF Staff. Examples of respectful behavior include but are not limited to modulated tone of voice; professional language that avoids inappropriate, vulgar, or foul expressions; maintaining control of emotions and avoiding threatening or bullying behaviors; respect for others' personal space; respect for PAF and affiliated faculty and staff as well as UCF property; refraining from distracting and disruptive behaviors while on campus, in hallways, and in classrooms; and a generally civil demeanor
5. **Respectfulness:** Being respectful and courteous to others is central to creating a learning environment where individuals can comfortably express ideas.
6. **Guest Speakers / Presentations:** The PAF Program often invites guest speakers from the local community. Students in the program must demonstrate professional conduct, respect, and appreciation for these professionals' donation of their time to enrich students' educational experiences. Students are expected to arrive to class on time and be attentive as a sign of appreciation for their time. Professional attire and conduct are required when guest speakers are present.
7. **Class participation:** Students are encouraged to ask questions at appropriate times to expand their knowledge of the material. Pertinent student-to-student interaction is considered a valuable part of the learning process and appropriate articulation of critical-thinking during class time will be viewed as making an effort to developing deeper understanding of the materials.
8. **Electronic devices:** Use of cell phones, pagers, and other electronic devices is determined by the instructor.

9. Use of Electronic Media: As per Florida Law (§ 934.03) it is illegal to audio or video record any interaction with another individual without their explicit consent. This includes lectures, meetings with instructors, meetings with fellow students, or any situation involving program staff or UCF personnel.
10. Appropriate behavior: Appropriate non-distracting behavior while on campus, in hallways and in classrooms is expected of all students.
11. Honesty: Honesty and veracity are expected of all students in terms of both how they conduct themselves and approach their work.
12. Demonstrating interest: Exhibiting interest in understanding and growing the knowledge base in the discipline is critical to the doctoral process.
13. Accepting constructive criticism offered by instructors and others in an appropriate manner.
14. Practicing the ethical principles guiding the PAF Doctoral Program: These include:
  - Beneficence or Doing Good
  - Justice or Fairness
  - Integrity or Honesty
  - Respect or Inclusiveness

## **Safety and Security**

While UCF is as safe as any college campus, students should always be concerned for their personal safety and security. University police can be reached by dialing 911 in an emergency and 3-5555 (on-campus phones) / 407-823-5555 for all other matters. Students may call the university escort service to be escorted to their vehicle.

Students should keep personal effects with them at all times and should not leave any personal items in a hallway or conference room. If unfamiliar or suspicious persons are seen in the building, students should not confront them, but instead should contact faculty, staff, or campus police immediately.

Students should not provide any other person with the access code to the labs.

## **E-Mail**

The official mode of communication used by faculty and staff to contact students is e-mail. Students are required to create a Knights email account and provide their email address to the PAF office and to their Track Coordinators/Program Liaisons. The PAF program distributes official information to this email.

Students are responsible and will be held accountable for all information disseminated by email. This will be the only email address to which the program or university will send information.

- To set up your account go to <https://extranet.cst.ucf.edu/kmailselfsvc>

The PAF program email is [PAFPHD@UCF.EDU](mailto:PAFPHD@UCF.EDU)

## **Mailing Address and Telephone Number**

The student is responsible for maintaining updated information on both local and permanent addresses, telephone numbers, and email addresses as well as the address and telephone number of an emergency contact person.

- The student should update this information in “myUCF.”
- The student may contact the program for any changes in contact information after graduation for program mailings.

## **Contacting Faculty Members**

Faculty members can be contacted regarding class or program information and discussion via e-mail or phone as listed on course syllabus. All faculty have posted office hours and contact information on their course syllabus.

## **Questions or Concerns**

Students are welcome and encouraged to meet with their Track Coordinator/Program Liaison, PAF Academic Program Coordinator and the PAF Administrative Assistant when they have questions or concerns regarding their program of study, courses, or other issues that may affect their educational goals. Students should meet each semester with their Track Coordinator/Program Liaison for guidance and are required to meet once per year for an update to ensure timely and effective progression through to obtaining candidacy.

### **PAF PROGRAM CONTACT INFO**

#### **PAF Program Director**

- Professor – Dr. Jeremy Hall                      DPAC Rm. 448R    (407) 823-1921
- School Director – Dr. Doug Goodman            DPAC Rm. 448T    (407) 823-2604

#### **Health Services Management and Research (HSM)**

- Interim Chair – Dr. Su-I Hou                      DPAC Rm. 404H    (407) 823-3344
- Program Liaison– Dr. Su-I Hou                    DPAC Rm. 404H    (407) 823-3344

#### **Social Work (SOW)**

- Chair – Dr. Ana Leon                                HPA1 Rm. 204A    (407) 823-2114
- Program Liaison – Dr. Tracy Wharton            HSI Rm. 247        (407) 823-2819

#### **PAF Program Office**

Academic Program Coordinator II: Jessica Lovelace – DPAC Rm. 440D (407) 823-0170

Advising, processing all academic forms, defense process, graduate assistantships, enrollment, orientation, GPS, payroll, timesheets, purchasing, supplies, printing posters, equipment, lab access, room scheduling, defense scheduling

### **PROGRAM PROGRESSION**

Doctoral education requires dedication, diligence, and the ability to work independently.

Core PAF courses are provided by a team of highly qualified professors. Upon successful completion of the first year of core classes, students are required to complete a written core examination that covers the four substantive core courses. At the conclusion of program coursework, when all curricular requirements have been met, students must complete the qualifying examination to be entered into candidacy for the degree.

Inherent in a doctoral program is completing a dissertation under the mentorship of a dissertation chair on a specific research question.

Students must be able to prioritize competing obligations (personal and work life and academics) to be able to meet deadlines and reach

milestones in completing their doctorate. While part-time study in the program is allowed, all students must complete the degree within the seven-year time frame as required by university graduate policy. The Seven Year Rule at UCF means that all students must complete the requirements for the doctorate within seven years of entering the program as required by UCF Graduate School regulations.

### **Proposed Full-Time Progression of Learning**

Students are to be aware that there is a proposed progression of learning; however, course schedules may change, and it is the students' responsibility to check the schedule each semester. Students will be provided a **3-Year Course Progression Table** for planning purposes.

The program reserves the right to change course offerings or schedules as needed. Please refer to myUCF for up-to-date course schedules. Course substitutions may be approved by the PAF office and/or CCIE Graduate Services office.

### **Academic Progress Policy**

#### **Satisfactory Academic Progress toward Core Courses and Course Completion**

Students are expected to complete all core courses within two to three academic years. Concentration electives and other electives can be taken after exams but must be completed prior to obtaining candidacy status.

#### **Satisfactory Academic Progress toward Exams**

Once the first year of Core Courses is complete, students are required to complete a written core examination. Each course represented on the examination will be covered in a question, and scores by a faculty committee will be assigned as Fail, Pass, or High Pass. Students who do not receive pass or high pass scores on each section of the examination will be required to stand for a supplemental oral examination on those sections. The first year of coursework will consist of the following courses: PAD 7006 Intellectual History of Public Administration, PAD XXXX Public Policy Processes & Theory, PAD 7308 Advanced Public Policy Analysis, and PAD XXXX Public Organizational Theory & Behavior. These courses must be completed before taking the Core Exam; ALL FIRST YEAR STUDENTS ARE EXPECTED TO TAKE THESE FOUR COURSES WHETHER FULL TIME OR PART TIME STATUS.

All students are expected to take the Qualifying Examination at the completion of their coursework, prior to defending a prospectus and entering candidacy for the degree. The qualifying examination will consist of a combined written examination and oral defense. The qualifying examination is an individual exercise, tailored to each student's interests. As such, the written component of the examination will consist of three written papers: a literature review, a conceptual paper developing theory in an area, and an empirical paper in which the student demonstrates their proficiency in research methods to answer a research question of their choosing. These papers need not be on the same subject, and they may be drawn from their completed coursework. However, students are expected to substantially revise and improve papers utilized in course assignments to bring them up to a publishable status. Many students will choose, and will be well-advised, to use the three-paper model as a steppingstone to the dissertation, where each paper, though unique in focus, is tailored to the student's expected dissertation topic. The qualifying examination should be coordinated closely with their advisor, who should also be their expected dissertation committee chair. If a student cannot take required examinations within the expected timeframe, they must provide a written explanation to the Program Director. If a student does not take exams during the allowed timeframe, they will meet with the PAF Program Director to review their academic progress. The purpose of the meeting is to determine if the student should continue in the program on academic probation or be dismissed for Unsatisfactory Academic Progress. A condition of probation includes a specified date by which the student must complete the exams. Failure to complete the exams by that date will result in dismissal from the program.

Students who take the Core or the Qualifying exam within the allowed timeframe but fail one or both exams must retake the failed exam. Make-up core exams will be scheduled 6-8 weeks following the initial examination. Students who do not successfully pass the core examination after the second attempt will be dismissed from the program. Students failing the Qualifying examination will be allowed a second attempt within six months of the first attempt. If a student's second qualifying examination attempt is unsuccessful, the student will be dismissed from the program. Failure of the Qualifying Exam will require that both written components be revised, and oral defense be repeated within six months. If the student fails a second time, he/she will be dismissed from the program. The qualifying examination must be taken initially within one year of all course work being completed.

Students who do not re-take the failed exam as provided above will meet with the PAF Program Director to determine if they should be allowed to continue in the program. Typically, students would only be permitted to continue under extenuating circumstances. The student will either be dismissed or placed on academic probation and allowed one more opportunity to complete the required exams. Failure to complete the exams by that time will result in dismissal from the program.

#### **Satisfactory Academic Progress toward Prospectus Defense**

Once a student passes both exams, they have one academic year (fall, spring, summer) to defend their dissertation prospectus. During this time, the student may enroll in PAF 7919 Doctoral Research or PAF 7981 Dissertation Prospectus, or electives. Students must be enrolled each semester they are working with faculty and/or their chair for at least one credit of Doctoral Research. Students are not required to enroll in Doctoral Research each semester; however, they are expected to enroll in 3 credit hours of Doctoral Research for at least one semester, which can

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be the semester in which they defend their prospectus.

Students who do not defend their Prospectus and do not obtain candidacy within their allotted time will meet with their dissertation chair and the PAF Program Director to review the student’s academic progress and determine their status. The student must provide a draft of their prospectus work to date to all parties for review. If the student is allowed to continue in the program, they will be placed on academic probation and given a date by which to satisfactorily defend the prospectus and obtain candidacy.

**Satisfactory Academic Progress toward Dissertation Defense**

After obtaining candidacy status, students should expect to complete their dissertation and defend it within two years (six academic semesters) and meet the seven-year limit as required by the College of Graduate Studies. During this time, students must have continuous enrollment and are expected to enroll in three credit hours of dissertation every semester until they have accumulated at least 15 credit hours of dissertation. After completing the minimum of 15 credit hours of dissertation, students (with the exception of international students) can enroll in one credit hour of dissertation each semester after. Students are expected to defend by the deadlines posted by UCF Academic calendar and the PAF Program.

Students who do not defend their dissertation after completion of 15 dissertation hours must meet with their dissertation chair and the PAF Program Director to provide a timeline for completion of the defense. The student must provide a draft of their dissertation work for review. During this meeting, it will be determined if the student will be allowed to continue in the program and, if so, a timeline will be developed for completion of the dissertation. Students may be placed on academic probation at this time; however, the impetus for setting a time frame is to meet the 7-year rule as established in UCF Graduate Policies. Students may be discontinued or dismissed from the program for failure to meet Academic Progress.

Only in the most extenuating circumstances will the College of Community Innovation and Education (CCIE) support requests for extensions to the seven-year rule.

**MILESTONES FOR A STUDENT’S PROGRESS TO DEGREE COMPLETION**

	<b>Task or Milestone</b>	<b>Official Deadline</b>	<b>Responsible Person</b>
<b>1</b>	Introduction into Program (Receive student handbook)	Beginning of the first semester	<b>Program Director &amp; Academic Coordinator</b>
<b>2</b>	Sign Graduate Plan of Study given to student at Orientation	No later than third week of first fall semester	<b>Student/Program Director</b>
<b>3</b>	Complete and pass first year of core coursework	1 year (full- and part- time students).	<b>Student</b>
<b>4</b>	Pass Core Examination	Exams are offered every Spring semester, following the final exam period. Must successfully pass first year of core course to be eligible to take the exams.	<b>Student</b>
<b>5</b>	File Request to form Ph.D. Dissertation Committee Formation Form with PAF office	May be done immediately after passing Core Exam.	<b>Student files with consent of Chair and Committee</b>
<b>6</b>	Complete any remaining core coursework, specializations, and other program requirements.	3 years (full time students)	<b>Student/Approval by Program Director</b>
<b>7</b>	Schedule and Pass Qualifying Examination	3 years (full time students)	<b>Student with approval of Dissertation Committee</b>
<b>8</b>	Request to schedule prospectus defense. Completed Prospectus Defense Scheduling Request Form submitted to PAF office.	4 weeks prior to defense date	<b>Student/Dissertation Committee Chair</b>
<b>9</b>	File Approval of Dissertation Prospectus Defense form upon successful defense of the prospectus and candidacy papers	Immediately following prospectus defense (or when prospectus is completed to committee satisfaction)	<b>Chair and Committee members.</b>
<b>10</b>	File Doctoral Committee/Candidacy Status Form – now eligible for dissertation credits	Following prospectus defense	<b>PAF Office</b>

<b>11</b>	Dissertation research and writing/IRB approval (if needed)	Complete within 2 years (meet 7-year total limit of College of Graduate Studies)	<b>Student</b>
<b>12</b>	File Intent to Graduate	Meet Graduate Studies deadlines as described in Academic Calendar and online through Graduate Studies website	<b>Student</b>
<b>13</b>	Submit dissertation to Graduate Studies – Format Review	See Academic Calendar	<b>Student</b>
<b>14</b>	Deliver one soft (electronic) copy of Dissertation, Dissertation Defense Scheduling Form to PAF office, & Dissertation Defense Announcement to PAF office. Request tentative defense date	Required to meet Program and Graduate Studies guidelines and deadlines as posted for that semester. Dissertation materials to be received by PAF office no later than 4 weeks prior to defense date.	<b>Chair and committee approve dissertation ready for defense. Student provides announcement to PAF office.</b>
<b>15</b>	Final Defense Date Scheduled	Once all forms and dissertation copies have been submitted and iThenticate score is approved by committee chair and PAF PD.	<b>PAF office</b>
<b>16</b>	Defense	Required to meet Program and Graduate Studies guidelines and deadlines as posted in the Academic Calendar. Submit final approval forms to PAF office after successful defense and/or completion of revisions.	<b>Student, Chair and Committee</b>
<b>17</b>	Final Dissertation Submission	Submit final copy (after any revisions required by committee at defense) to College of Graduate Studies	<b>Student</b>
<b>18</b>	Graduate	Enjoy the moment!	<b>Student, Family, Friends, PAF Staff and Faculty</b>



## DEGREE REQUIREMENTS

The Public Affairs PhD program curriculum comprises a conceptual core that prepares students to contribute to public and nonprofit policy and management discourse, research, and advanced practice. Advanced studies build on this set of four foundational core courses that explores the intellectual history of public administration, the principal theories of public organizational theory and behavior, the public policy process, including policy formulation and implementation, and advanced public policy analysis. Beyond the core curriculum, students can employ considerable flexibility in selecting concentrations that support their research interests, or seeking approval for unique, self-guided study utilizing eligible electives from across the UCF community. Students will develop strong research skills that will enable them to succeed in academic and professional research positions, as well as leadership positions, in public and nonprofit organizations.

Students should review the **PAF Core Domains and Competencies Matrix (included at the end of this handbook)**. This identifies the significant skills and knowledge areas students will acquire and develop in core courses. In each core course syllabus, there is a table identifying which domains and competencies are covered in that course, which course objectives cover those, and how it is measured in course assignments. This educational plan culminates in the Core and Qualifying Exams that students must pass before defending a dissertation proposal.

Students must complete 57 credit hours beyond the master's degree distributed in the following manner:

- a four-course, 12-credit hour required Public Affairs substantive core
- a four-course, 12-credit hour required Public Affairs research methods core
- a six-course, 18- credit hour Area of Specialization
- 15 credit hours of dissertation (minimum)

Students also must pass a Core Exam, a Qualifying Exam, defend a Dissertation Prospectus, obtain candidacy status, and defend their Dissertation. Students must meet all requirements in the program to graduate.

### **Grade Requirements:**

Students receiving a grade of "C+" or lower in a required substantive core or research methods core course, will be required to repeat the course and earn a grade of B- or better prior to being allowed to take their required exams. Any student who receives more than one "C+" or lower grade in their doctoral course work may be dismissed from the program. Additionally, any student receiving an "F" grade in their doctoral course work will be dismissed from the program. A minimum of 3.0 in the PAF doctoral program is required to maintain graduate student status.

### **Required Course Work**

The Public Affairs program is distinctive in its flexibility. Students can build on strengths within the School of Public Administration, CCIE, and UCF to select courses that support their research. Such work may be conceptually focused within a discipline, but it may also draw from a thoughtfully composed interdisciplinary course of study. Students completing the program can expect to achieve significant expertise in the conceptualization and implementation of research and the analysis and interpretation of empirical findings. Students will also be expected to have solid grounding in the political and organizational realities that affect the conduct of research and its utilization. Students can pursue an enhanced focus in community-based research by including more research and methodology electives in their program of study. More specifically, the graduates of this doctoral program will demonstrate the ability to: 1) attain and apply knowledge and understanding of the complex relationships that characterize public affairs and policy; 2) conduct and lead original research, 3) become professional individuals either in academia or in other positions related to public administration, public affairs, and policy. PAF Course Descriptions can be found online in the UCF Graduate Catalog.

Note: This curriculum is current as per the 2021-2022 catalog year.

### **Public Affairs Substantive Core Curriculum—12 Credit Hours**

- PAD 7006 Intellectual History of Public Administration (3 credit hours)
- PAD 7016 Public Policy Processes and Theory (3 credit hours)
- PAD 7106 Public Organization Theory and Behavior (3 credit hours)
- PAD 7308 Advanced Public Policy Analysis (3 credit hours)

### **Research Methods Core—12 Credit Hours**

- PAD 7706 Advanced Research Design for Public Administration and Policy (3 credit hours)
- PAD 7701 Quantitative Methods for Public Administration and Policy I (3 credit hours)
- PAD 7756 Quantitative Methods for Public Administration and Policy II (3 credit hours)
- PAD 7709 Advanced Qualitative Methods for Public Administration and Policy (3 credit hours)

## **Doctoral Dissertation - 15 Credit Hours**

Students will register for PAF 7980 Doctoral Dissertation once they have obtained candidacy status.

### **Area of Specialization - 18 Credit Hours**

Suggested areas of specialization are comprised of graduate courses offered by the School of Public Administration's existing graduate degree programs. When pursuing electives intended for master's level students, doctoral students are expected to complete additional readings and assignments in addition to those required for master's students enrolled in those courses. Students complete four recommended courses for their chosen specialization (substitutions will be allowed with the approval of the program director, and students may create their own specialization with advance approval from the program director) and 6 credit hours of directed research in which the student conducts independent research in their anticipated dissertation topic with their advisor. The concentrations identified below are exemplary and not exclusive. It is important to note that many students interested in pursuing a research career will find it necessary to supplement the quantitative methods sequence with additional coursework in analytic methods or public economics, which may also be provided through the directed study courses in consultation with the program director and their dissertation chair. Concentrations include but are not limited to:

- Public Policy Analysis
- Public Budgeting & Finance
- Public Management
- Urban Policy
- Emergency Management
- Nonprofit Management
- Collaborative Governance
- Comparative Public Administration

### **Public Policy Analysis**

- PAD 6035 Public Administration in the Policy Process
- PAD 6307 Public Policy Analysis and Management
- PAD 6616 Economic Principles for Public Policy and Management
- PAD 6327 Public Program Evaluation Techniques
- \*Additional courses available with program director approval (REQUIRES REGISTRATION/ELECTIVE APPROVAL FORM)

### **Public Budgeting & Finance**

- PAD 6207 Public Financial Management
- PAD 6260 Fundamentals of Public Sector Accounting
- PAD 6227 Public Budgeting
- PAD 6238 Revenue Policy & Administration
- PAD 6616 Economic Principles for Public Policy & Management
- \*Additional courses available with program director approval (REQUIRES REGISTRATION/ELECTIVE APPROVAL FORM)

### **Public Management**

- PAD 6417 Human Resource Management
- PAD 6439 Leadership in Public Service
- PAD 6227 Public Budgeting
- PAD 6335 Strategic Planning & Management
- PAD 6705 Public Sector Communications
- \*Additional courses available with program director approval (REQUIRES REGISTRATION/ELECTIVE APPROVAL FORM)

### **Urban Policy**

- PAD 6200 International Emergency & Crisis Management
- PAD 6716 Information Systems for Public Managers & Planners
- PAD 6387 Transportation Policy
- PAD 6339 Housing Development & Planning
- URP 6711 Sustainable Transportation Planning
- \*Additional courses available with program director approval (REQUIRES REGISTRATION/ELECTIVE APPROVAL FORM)

### **Emergency Management**

- PAD 6399 Foundations of Emergency Management & Homeland Security
- PAD 6397 Managing Emergencies & Crises
- PAD 6716 Information Systems for Public Managers & Planners

- PAD 6825 Cross-Sectoral Governance
- PAD 6357 Urban Resilience
- \*Additional courses available with program director approval (REQUIRES REGISTRATION/ELECTIVE APPROVAL FORM)

### **Nonprofit Management**

- PAD 6142 Nonprofit Organizations
- PAD 6335 Strategic Planning & Management
- PAD 6237 Ethics and Governance in Nonprofit Management
- PAD 6208 Nonprofit Financial Management
- \*Additional courses available with program director approval (REQUIRES REGISTRATION/ELECTIVE APPROVAL FORM)

### **Collaborative Governance**

- PAD 7827 Network Governance
- PAD 6829 Network Analysis in Public Policy & Management
- PAD 6825 Cross-Sector Governance
- \*Additional courses available with program director approval (REQUIRES REGISTRATION/ELECTIVE APPROVAL FORM)

### **Comparative Public Administration**

- PAD 5339 Global Cities
- PAD 6836 Comparative Global Public Administration
- PAD 6357 Urban Resilience
- \*Additional courses available with program director approval (REQUIRES REGISTRATION/ELECTIVE APPROVAL FORM)

\*Note: Additional concentrations are under development and will be identified after receiving approval from the CCIE/UCF curriculum committees.

### **Electives**

Electives may be any non-required graduate course in the four PAF discipline departments or graduate courses outside of CCIE as approved by the student's Program Liaison or the PAF Program Director with a course/elective approval form. Electives taken as part of the program of study may be at the 6000 or 7000 level. Rare exceptions allowing students to take 5000-level courses may be considered. The goal is to ensure that all courses in the doctoral program of study represent true additions to scholarly research and a student's doctoral-level body of knowledge and are not a repeat of course work that can be taken at the master's level.

Furthermore, students may take 6000-level courses that are required for a master's degree if those courses are selected from a discipline other than that in which the student received his/her master's degree.

In addition to any of the required specialization courses, any student may use the following as electives:

- PAF 7908 Independent Study – variable credits, (maximum of 6 credit hours may count as electives - Requires Registration/Elective Approval Form)
- PAF 7981 Dissertation Prospectus (course)
- PAF 7055 State and Local Government
- PAF 7858 Advanced Seminar in Government and Policy Research
- PAD 6834 Comparative Public Administration
- PAD 7317 Program Design and Management
- PAD 7707 Advanced Research in Public Administration
- HSA 6108 Healthcare Strategic Management
- HSA 6128 Services Management
- HSA 6342 Healthcare Human Resources Management
- PHC 6000 Epidemiology
- PHC 6146 Health Planning and Policy
- PHC 6160 Healthcare Finance and Insurance
- HSA 7125 Globalization and Health
- PAF 6938 Special Topics
- PAF 7925 Symposium on Public Affairs Issues
- PAD 7827 Network Governance
- PAD 7057 Advanced Public Management
- PAD 7026 Advanced Seminar in Public Administration
- HSA 7116 Theories in Healthcare Management
- HSA 7936 Advanced Seminar in Health Economics
- HSA 7938 Advanced Seminar in Health Services Research
- SOW 6383 Social Work Administration
- SOW 7492 Theory Development in Social Work and Applied Social Science Research
- SOW 7494 Conducting Evidence-based Research in Social Work and Allied Fields

**PAF 7919 Doctoral Research** – available only after passing qualifying exam. This course is not an elective. It is designed for students to use as a means to prepare their prospectus as needed.

**PAF 7908 & PAF 6908 Independent Study (IS)** – Students can only use a maximum of 6 credit hours of IS to satisfy elective requirements. To be approved, students must attach a syllabus to all IS requests. **The syllabus must include course objectives/learning outcomes, a list of assessments/assignments with stated deadlines, readings, and an A-F grading scale.** An Independent Study course graded on a S/U grading scale will not be accepted as an approved elective. IS courses cannot be used for students to conduct independent research, write and/or develop research papers, or assist faculty with research. IS courses are designed to satisfy course elective requirements that expand of course materials likely not available to students in a previously established course. Students interested in using a course to work on research projects should enroll in PAF 6918 Directed Research or PAD 7919.

### **Transfer Work**

Transfer work will only be accepted by the Public Affairs PhD program if taken as part of an approved plan of study for a doctoral program at UCF or elsewhere. A maximum of 6 credit hours taken at the doctoral level may be considered for transfer. Transfer work will not be accepted into the PAF substantive or methodological core components. The acceptance of transfer credit into an area of specialization is dependent upon the approval of the Program Director.

### **Advising**

New students attend an initial orientation and a general advising session prior to the start of fall classes. Students will be advised by their Program Liaison, the Academic Program Coordinator, and/or the Program Director until they have an approved Dissertation Chair. The Program Liaison and the Program Director help the student throughout the foundation stage of the program, assisting in the clarification of interests and goals. The Program Liaison, with help of the PAF Academic Coordinator and the Program Director, assists the students in selecting elective courses, finalizing the Graduate Plan of Study, and facilitating discussion with faculty members who have similar research interests that can advance the student's program of study. Students must meet at least once a year with the Program Liaison and/or the Program Director to review of the student's academic progress to date and will submit this to the Program Director.

Students should begin looking for a Dissertation Advisor/Chair in their second year. Once a student has confirmed a Dissertation Chair, discussion and review of dissertation topics should begin.

### **Satisfactory Academic Progress**

Students must make continuous progress towards the academic milestones as established in the PAF program. Failure to meet the identified timeframes of these milestones may result in students being placed on academic probation. Students may be placed on probation or dismissed if they have 2 or more courses graded less than B-. When on probation, a hold is placed on registration and records by the College of Graduate Studies. Probation status also prohibits a student from holding a Graduate Assistantship. Students will be notified by the PAF Program if they are facing probation. Students will be dismissed from the program if they receive an "F" grade in a PAF course, if their GPA falls below 3.0, or if they fail either their core exam or qualifying exam twice. Please check the Graduate Catalog for any other conditions of probation, discontinuation, and dismissal as outlined by the College of Graduate Studies and UCF.

### **Switching Areas of Specialization**

Once a student selects an area of specialization, they are not typically allowed to change. Requests will be reviewed on a case-by-case basis. The request to change must be done within the first two semesters a student is in the program. It must be done in consultation with both the Program Director. This process does not guarantee approval.

### **Graduate Plan of Study**

Students will be required to create their Plan of Study (POS) no later than the third week of the first semester of their first year with their Program Liaison and the PAF Academic Coordinator. The POS can be found online and tracked each semester on the Student's electronic Graduate Plan of Study (GPS) to monitor progress. The PAF office will submit all forms turned in for electives and committee formation, update results of the exams, obtaining candidacy, and defense results. All Graduate School requirements regarding the GPS must be followed or a hold will be placed on registration.

### **Time Limitation and Continuous Enrollment (7 Year Rule)**

A student has seven years from the date of admission to the doctoral program to complete the dissertation and the doctoral degree. No courses used in a program of study can be older than seven years at the time of graduation.

Students who anticipate being out for more than 2 consecutive semesters should apply for a Special Leave of Absence no later than the end of the add/drop period of their second semester of non-enrollment. Students who do not maintain continuous enrollment without a Special Leave of Absence (see Continuous Attendance and Special Leave of Absence in the General Graduate Policies) must file for readmission to the university. The time spent in an approved Special Leave of Absence will essentially “stop the clock” for a student for a maximum of three semesters and be added to a student’s total time limitation for degree completion. A student can request a SLOA for a maximum of six semesters.

After entering candidacy, students must enroll every semester, including summer, in at least 3 credit hours of PAF 7980 Dissertation.

## CORE AND QUALIFYING EXAMS

Upon successful completion of the first year of core courses, will complete a written core examination at the conclusion of their initial year in the program. The exam will consist of questions drawn from each core course and developed by the instructor of record. The take-home exam will be administered by the Ph.D. program director in an open note, time-limited format. The Ph.D. faculty committee (consisting of core course instructors) will assess each student's response to their substantive question. Students failing the examination will be allowed a second attempt within six months of the first attempt. If a student’s second core examination attempt is unsuccessful, the student will be dismissed from the program. Students are expected to demonstrate proficiency in the PAF Core Competencies. Every core course contributes to these competencies as articulated in the PAF Core Competencies Matrix.

At the conclusion of program coursework, when all curricular requirements have been met, students must complete the qualifying examination to be entered into candidacy for the degree. The examination will consist of a two-day written and an oral component, both on campus and closed book, during which students will be required to demonstrate familiarity with literature, theory, and analysis to the satisfaction of the committee. The student must pass both the written and oral components to proceed in the program. Failure of either component will require that both be retaken within six months. If the student fails a second time, he/she will be dismissed from the program. The qualifying examination must be taken initially within one year of all course work being completed. Qualifying exams will be assessed by a student’s respective dissertation committee. **Therefore, students will not be able to sit for their qualifying exams if they have not officially formed a formal dissertation committee.**

Students who feel that they have a legitimate reason for not scheduling to take or missing the exam should promptly notify the PAF Office to request an extension. Students must notify the PAF office in writing no later than two weeks prior to the exam that they intend to take the exam. Notices of testing dates and requests for responses will be sent to all students by the PAF office.

The core exam is normally offered on Monday and Wednesday during the week following the university-designated final exam week each fall and spring semester. These exams are not offered during the summer. The dates for these exams will be set by the PAF office and are not negotiable. The qualifying examination will be set for each student individually with coordination from their dissertation chair and committee members.

The core and qualifying exams assess the student’s knowledge of the substantive and research methodological core classes and the student’s ability to apply this information to real-world examples.

Public Affairs doctoral faculty will be responsible for creating, reading, and grading exams. The final grading for the exam will consist of a score of “High Pass” “Pass” or “Fail.” The PAF Office will notify students of their exam results through email. All students will have two opportunities to pass the core and qualifying exams. Students must pass each component of each examination. Any student failing either exam twice will be dismissed from the program with no opportunity for re-admittance to the PAF program.

Please note that there are no exceptions to this dismissal policy.

## DISSERTATION

The College of Graduate Studies has a listing of policies and procedures for the dissertation here:

<http://graduatecatalog.ucf.edu/content/Policies.aspx?id=5696>. CCIE and the PAF Program have the option to modify those policies and all college and program policies are included in the following sections.

### **Dissertation Committee and Chair Selection**

The committee must include the prospective chair of the student's dissertation committee and three other members selected by the chair in consultation with the student. During or prior to the semester during which completion of the qualifying examination is anticipated, students must select a dissertation committee (3 members from the public administration faculty, one of whom will serve as chair, plus an outside member). This committee will oversee the qualifying examination, dissertation proposal, and dissertation.

Students should expect to form a committee approximately one semester after passing their qualifying exams. Once students have identified their committee members, they must request the PAF Committee Formation form from the PAF office. Students will use this form to collect committee information from all prospective members and then submit the form to the PAF Office. Once the PAF Office receives this form, each committee

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member will need to sign an electronic copy of the committee form that will be emailed to each member individually by the College of Graduate Studies. Students cannot schedule their prospectus defense or enter candidacy until there is an approved dissertation committee on file for them. The subject chosen by students for study should reflect their interests while making an independent contribution to the body of knowledge. Once students have chosen their topic, they should look for a faculty member within their track or within PAF who can serve as the Chair of their dissertation committee. The Dissertation Chair is the person who will provide the primary intellectual leadership on the committee as well as be responsible for overseeing the prospectus as it proceeds to defense.

Students may elect to work with faculty based on the similarity of research interests, current research projects, methodological expertise, or other areas of compatibility. Any graduate faculty member in the PAF department is eligible to serve as a Dissertation Chair. The student's Program Liaison will assist students in identifying an appropriate and willing Chair. Students should recognize that faculty members are limited to serve on no more than ten dissertation committees (chairing a maximum of four) at any one time. Students must submit their committee formation form by the end of the semester immediately following the completion of their qualifying exam to maintain satisfactory academic progress.

Once selected, the student, in conjunction with the Dissertation Chair, will assemble the dissertation committee. Committee members should be chosen to maximize the ability to provide a meaningful contribution on substantive and/or methodological areas related to the proposed study while ensuring interdisciplinary representation amongst committee members. While the student is the author of the prospectus and dissertation, the committee is expected to provide guidance in shaping this work. In this sense, the prospectus and dissertation are both a learning opportunity for the student as well as a demonstration, by its successful completion, that the student can independently engage in meaningful original research.

The committee must be composed of a Dissertation Chair and two additional committee members who are listed as graduate faculty in the college and usually are faculty in the discipline-based track. The fourth member must be outside of the student's track discipline to ensure the interdisciplinary nature of the study. Note: "Discipline" includes persons outside the faculty department who are representing the same discipline as the track department. "Discipline" includes all cognate areas within a field (such as using a lawyer on a criminal justice dissertation or a medical doctor on a health service management and research dissertation). Where a decision is made to include someone not listed in the Graduate Faculty register, the Chair can nominate that person to be included as a Graduate Faculty Scholar by completing and submitting the necessary paperwork to the PAF program. Students may review a list of approved dissertation faculty from the Graduate Studies website (<http://www.graduatecatalog.ucf.edu/GradFaculty/>).

It is important for students to realize that as their study evolves or faculty-staffing changes, it may be appropriate to add or drop members from the dissertation committee including, at times, the Dissertation Chair. Students should seek guidance from their committee members, Chair and/or their track coordinator/Program Liaison. If there is any change in the committee membership, a formal request must be submitted to the PAF office for approval via an updated PAF Committee Formation Form, which must be completed and turned into the PAF office. This form also must be submitted to and approved by the College of Graduate Studies.

### **Changing Dissertation Chair**

While students are expected to work with selected dissertation chairs until graduation, students have the right to request a change to their selected dissertation committee chair. It is advised that any changes to committee members, including committee chairs, occur at least two semesters prior to an expected defense date. In addition, dissertation committee chairs and/or committee members have the right to request to be removed from a student's dissertation.

Steps for changing dissertation committee members:

1. Submit a written request to the PAF Office for review.
2. Submit a completed Dissertation Committee Formation/Change form to the PAF Office.
3. Ensure that any new committee members meet the established university criteria for committee members and chairs.
4. Communicate any prospective and approved changes to all remaining committee members.

### **Candidacy Status Requirements**

*The university requires all doctoral students to participate in the Academic Integrity Training program. This training, along with all related components, must be completed prior to the student being admitted to candidacy. (Information will appear on the student's "To-Do" list in MYUCF.)*

Students can officially obtain candidacy status when they have successfully completed all course work, passed the research proficiency and qualifying exams, formed their Dissertation committee, have no more than six required courses remaining (electives included) and all required paperwork has been completed and submitted. In addition, students admitted to their UCF doctoral program in Fall 2011 or a later term must complete all CITI Responsible Conduct of Research (RCR) training. Once they have obtained Candidacy status, students can register for dissertation hours.

Candidacy Status paperwork (this includes the **PAF Notification of Doctoral Candidacy form**) must be submitted no later than the established university deadline. There are no exceptions to this deadline. This will allow time for Graduate Studies to change a student's status from Non-

Candidacy to Candidacy Status. Students must be admitted to candidacy prior to the first day of classes in any given semester to enroll in PAF 7980 Dissertation. There are no exceptions granted by the Graduate School. If the deadline is missed, the student will have to wait until the next semester to enroll in dissertation credits. It is not allowed to change doctoral to dissertation research inside of a semester (this includes summer and all of its sessions).

### **Requirements for Candidacy:**

5. Pass Core and Qualifying Exams
6. Form an appropriate Dissertation Committee by established university deadline:
  - a. Chair (Graduate Faculty member who is eligible to chair a dissertation committee)
  - b. Minimum of four committee members (all must hold a Graduate Faculty or Graduate Faculty Scholar appointment)
  - c. At least three, and most of the committee, must be members of the Graduate Faculty
  - d. At least one member must be from outside the department (or college, if a college-wide program)
  - e. At least one member must have served previously on a thesis or dissertation committee that graduated a student, either at UCF or at another accredited institution. If the Chair does not have this experience, another graduate faculty member who has this experience may serve in this role as Vice Chair. Under certain circumstances (see page 2), a graduate faculty scholar who has previous committee experience may serve as Vice Chair.
7. Have **no more than 6 total credit hours** of coursework remaining (including electives)
8. Complete all required RCR Workshops and CITI Integrity Trainings
9. Complete **PAF Notification of Doctoral Candidacy** form

### **Entering Candidacy**

1. Students can enroll in dissertation hours (PAF 7980) once they enter candidacy.
2. Students must successfully defend their Dissertation Prospectus **by the end of the fourth semester in candidacy**. Failure to meet this deadline may result in probation and/or dismissal from the program.
3. Students cannot engage in data collection, data analysis or IRB approval before successfully defending their dissertation prospectus.
4. After successful prospectus defense, students will be considered "All but Dissertation" (ABD). Students can begin engaging in data collection, data analysis and the IRB approval process.

## **DISSERTATION PROSPECTUS**

### **Purpose**

The purpose of the Ph.D. program in Public Affairs is to train students to conceptualize, understand, and address the complexities of real-world concerns through an interdisciplinary perspective. Towards those ends, the dissertation provides evidence of the student's ability to independently conduct scholarly research on meaningful social issues resulting in findings that have both applied and theoretical importance. While the former might answer to a specific agency or community concern, the latter represents a clear contribution to knowledge and should include material worthy of publication. Once a student defends the Prospectus, they can begin working on requesting IRB approval for their dissertation research, collecting pertinent data, and analyzing primary and/or secondary data.

### **Prospectus Components**

Once successfully defended and approved by the student's committee, the prospectus in the Public Affairs doctoral program serves as a "contract" between the student and the faculty to conduct research and write the dissertation, meaning that significant deviation from the approved study must be approved by the committee. A successful prospectus must meet three criteria before it can be approved. First, it must demonstrate that the proposed study will significantly add to the knowledge base in the candidate's discipline. Second, it must show the student's capability to conduct this research through the theoretical foundation and research design. Finally, the prospectus must provide evidence that the study is feasible and can be successfully completed in the manner and under the time constraints noted in the proposal.

A prospectus should provide a theoretically informed framework to guide the empirical study that will make this a significant and substantive contribution to the body of scientific knowledge in public affairs. At a minimum, a satisfactory prospectus contains six basic components outlined below. Students are advised to take PAF 7981 Dissertation Prospectus as an elective in their GPS and/or PAF 7919 Doctoral Research as credits during semesters they prepare their prospectus.

#### **1. Abstract**

An abstract is a short summary of the study including the research question that is under investigation as well as the procedures that will be used to answer that question. The abstract should be short, clear, and concise. Because an abstract is a description of the entire prospectus, many students find it easier to compose once they have completed writing this document.

#### **2. Introduction**

What is the dissertation about? The prospectus should begin by stating the central research question(s) that is to be addressed in the dissertation. The question(s) should be phrased precisely since it will determine what is or is not germane to the dissertation. Whether the query is, "How does participation in a network affect performance within a health center?", "Does electronic participation increase citizen trust in local government?", "What is the impact of abstinence only intervention programs on adolescent drinking?", "Do state adolescent

reproductive health policies affect teen pregnancy outcomes?" or "Are mentally disturbed offenders more violent than non-disturbed offenders?" the central research question(s) should be stated clearly and succinctly. This is also the appropriate place to identify the general approach that will be adopted by this study including a brief discussion on the research methods that will be implemented to answer this question (e.g., sample that will be used, research design implemented, period covered, outcomes collected, etc.).

### 3. Literature Review

This part of the prospectus addresses the question, "So, what?" In other words, why should one devote a dissertation to the question set out in the preceding section? An effective answer requires two distinct arguments. First, the student must build a logical argument for the need of this study. This must be done through the existing literature. A thorough review of the literature is, therefore, essential in making a convincing argument that the subject has not yet been researched (or that there remain significant gaps in the research) but needs to be continued to build our understanding in this area. The literature review should include all pertinent literature, conceptual and research, that relates to the student's interest. It is important at this point not to cherry pick the research literature by including only those studies supporting the research endeavor. Instead, the student should be thorough and, where existing research points to a conclusion other than the student's, be prepared to make a persuasive argument for why their perspective is the more appropriate one in these circumstances.

In this section, students will tie their study to a theoretical/conceptual perspective. Students should think of this as the explanatory framework guiding the research and providing predictions regarding later results. This includes making a clear and convincing argument for the choice of the selected theory along with identifying the strengths and weaknesses associated with this perspective as grounded in the relevant literature. Students must make sure that the theory is appropriate to the research question(s) and clearly specify the contribution that this research will make to their discipline. When the Literature Review has been completed, it must clearly demonstrate the need for answering the research question(s) posed.

### 4. Research Design

By providing specific information on how the question(s) defined in the Introduction will be answered in this study, the student will demonstrate that they can conduct this research. As such, this section provides specifics on the process that will be used to examine the research question(s). Depending on the subject, this part will cover different elements, but all will need to address the following: What specifically will be done and what does each step contribute to the project as a whole?

A review of relevant research literature must be included to support each of the steps taken in the process including the choice of variables, outcomes, models, measures, and such. Knowing what has been done previously and understanding the strengths and weaknesses of these studies can provide important clues for better ways to proceed in defining and selecting the sample, setting up the research design, choosing specific measurement instruments and such.

This section of the prospectus should therefore provide the following information:

**Research Question(s) and associated Hypotheses:** This should contain the specific research hypotheses being tested and their relationship to the research question(s).

**Proposed Research Design:** The student should provide specific information on the design that will be implemented along with the reasoning for its use.

**Population and Sample Selection:** The student will need to clearly specify the population being targeted along with how, why, and when individuals, agencies, or other entities being sampled would be included or excluded (as well as the reasons for these criteria) in the study. The student should provide information on the method of sampling along with the size of the sample including, again, a justification for each of the steps being implemented.

**Data Collection:** What is the raw material for the analysis? How will it be obtained? All information that can be provided pertaining to interviewing, observing, surveying, coding, etc. strengthens the prospectus. If the student is using a database, a thorough discussion of this database and the variables that will be used in the study must be included. A clear connection must be made between the variables needed to answer to the research question(s) and those being used in the database, survey, or interview.

**Measurement Instrument(s):** Include the measurement instruments that will be used including all information on their reliability and validity. The prospectus is strengthened to the extent that it provides a justification for implementing these measures (e.g., Have they been used successfully in past studies?). In choosing measures, the student should make sure that the measures provide the necessary information to answer the research question(s).

**Data Analysis:** The student should provide a framework for how they intend to approach the data analyses indicating with as much specificity as possible the analytical model(s) that they will be using. Students must ensure that the analyses used are consistent with the objectives and design employed and are appropriate for answering the research question(s)

In the end, the student must ensure that the methodology implemented can answer the research question(s) posed. As an example, if comparing the post-prison adjustment of mentally disturbed to non-disturbed offenders, a sample including only the latter will leave the student unable to answer the research question posed.



## 5. Feasibility

This part of the prospectus speaks to the student's ability to complete the study in the manner suggested and within the timelines provided. A student may have a great idea for a study and be able to demonstrate that they have the necessary skill set to conduct that study. Unfortunately, if the agency responsible for providing access to the population under study is unwilling to allow the research as designed, the student will never be able to complete their dissertation successfully. Therefore, establishing that the dissertation is feasible is just as important as every other step in this process.

**Ethics:** The student must address the issue of whether the study meets ethical standards by providing information on the provisions that will be implemented to ensure confidentiality to respondents and safety in the storage of the data. The student should also check that the research is free from bias. Finally, depending upon the nature of the study, IRB approval may or may not be needed. It is up to the student to investigate this and, if required, to have IRB approval prior to implementing the study.

**Anticipated Response and Retention Rates:** The student should have some way of estimating the response and retention rates based on either past research studies on similar populations or the agency or institution's expectations.

**Agency Cooperation/Participation:** If the student requires cooperation from an individual, agency, or group, then the prospectus should include documentation that these entities know what is expected of them and that they are willing to cooperate. Please note that a legal Letter of Agreement or Letter of Cooperation is not necessary. However, a letter from a person in authority giving their consent to participate in the ways set forth in the prospectus should be attached.

**Funding Sources:** If appropriate, the prospectus should specify all granting/funding agencies, which have been or will be applied to for funding as well as the outcomes on these proposals.

**Timeline:** The student will need to provide a realistic timeframe for completing the dissertation given the many factors involved in completing their study.

## 6. References

The student should provide a full reference section using APA style. The student should make sure that all citations included in the text are listed in this section and, conversely, that the reference section does not contain any materials not included in the text.

The prospectus should be constructed using a chapter-by-chapter organization of the project. This will facilitate the committee's ability to ensure that the prospectus includes all the necessary components. Additionally, as the dissertation is organized in a similar manner, the student will find this format beneficial as they can build off this foundation when completing their dissertation.

In preparing the prospectus, the student should consult with their Dissertation Chair and other members of the committee for guidance. Additional guidance on the contents of a dissertation prospectus can be found in James E. Mauch and Namgi Park's *Guide to the Successful Thesis and Dissertation* or David R. Krathwohl and Nick L. Smith, *How to Prepare a Dissertation Proposal*. Students may want to consult Diana Ridley, *The Literature Review* for additional guidance.

### Completing the Prospectus and Scheduling a Defense

While a student is *actively* working on the prospectus with their faculty advisors, they must be registered in at least one credit of Doctoral Research or Doctoral Dissertation in those semesters. Students will not be eligible to defend their prospectus until they are course complete and have passed their exams. Please note that course complete requires that the PAF core and specialization elective requirements have all been successfully passed. Students should plan to defend their prospectus by their fourth semester in candidacy or within 12 months of passing their qualifying exam, 18 months for part time students.

Students should expect to form a committee approximately one semester after passing their qualifying exams. Once students have identified their committee members, they must request the PAF Committee Formation form from the PAF office. Students will use this form to collect committee information from all prospective members and then submit the form to the PAF Office. Once the PAF Office receives this form, each committee member will need to sign an electronic copy of the committee form that will be emailed to each member individually by the College of Graduate Studies. Students cannot schedule their prospectus defense or enter candidacy until there is an approved dissertation committee on file for them.

While writing the prospectus, the student should work closely with their Dissertation Chair. When the Chair determines that the prospectus is ready, they will send it out to the committee members for their feedback. Once the feedback has been returned, the Chair will review the comments with the student and/or ask that the student speak directly with the committee member(s).

The student will revise the prospectus in compliance with the comments made by the members of the committee. Once the prospectus is completed to everyone's satisfaction (which may require several rounds of review), final feedback will be given by committee members. Only when all committee members have signed the Prospectus Defense Assessment Form will the PAF office schedule a firm date for the defense.

At least 1 week prior to the anticipated defense date, students will submit a signed Prospectus Defense Scheduling Request Form. All valid committee members must sign off on defense scheduling prior to a defense being scheduled. The PAF office will verify the committee member names listed on the scheduling form with the names on file listed as their dissertation committee. The PAF office will ensure all parties have the appropriate defense forms and reserve the room for the defense.

Ideally, the prospectus defense is held before the end of the semester while classes are in session to ensure that faculty members are available to attend in person, and that the required documentation can be processed accordingly. Students must notify the PAF office if any committee members will be attending virtually so that technology arrangements can be made.

## **Prospectus Defense**

The dissertation prospectus must be defended orally. Full-Time students must submit and defend their Prospectus within twelve months after passing the Qualifying Exam. Part-Time students must submit and defend their Prospectus within eighteen months after passing the Qualifying Exam. Students in candidacy should plan to defend their prospectus by their fourth semester in candidacy. Exceptions to this timeline must be approved by the dissertation committee and PAF Program Director. All committee members should be physically present at the prospectus defense unless extenuating circumstances prohibit attendance. When this occurs, members of the committee can participate by video link (such as Skype). The chair of the committee and student must always be present on the UCF campus at the defense.

A defense is typically 60-90 minutes, and the format requires a presentation of the full work by the student and a question-and-answer session directed by the committee members. At the close of the question-and-answer period, the student and any guests will leave the room allowing for discussion and evaluation of the presentation in front of the committee. The committee, in their deliberation and by majority vote, will decide whether the defense is a Pass, Conditional Pass, or Fail. Where a student is judged to pass, committee members can sign off on the forms at the time of the defense. Where there are minor revisions needed, the committee will give a Conditional Pass, indicating the conditions that must be met for the prospectus to pass and may sign the forms. Where a Fail is given, the committee members, through the Dissertation Chair, must indicate what the student must do to get the prospectus up to doctoral standards so that the committee can approve it at a later date. Students should be notified immediately of the determination of the committee.

In the cases of a failure, the chair, within no more than one week following the defense, will provide the determination and all conditions in writing to committee members for their review and approval. The Chair will then send out a revised memo to the student and PAF office. The student should expect to receive a written determination no more than two weeks from the date of the defense. The committee determines if the student should re-defend after revisions are made. If the committee does not agree to a re-defense, the student may be dismissed from the program. The committee must notify the PAF Program Director of their decision about a re-defense.

Approval of the prospectus permits students to move on to the next phase of their dissertation writing process. Students cannot begin data collection, data analysis or IRB approval until they have successfully defended their prospectus. Once all committee members have signed the form, and the PAF Director and Dean's office have approved, then students can move on to furthering their dissertation research. Failure to meet this milestone will prevent students from moving on with their dissertation research and prevent registration in future dissertation hours.

## **DOCTORAL DISSERTATION**

### **Doctoral Dissertation Registration**

Students wishing to take dissertation credit hours (PAF 7980) must have obtained Candidacy Status. Doctoral candidates must enroll in PAF 7980 Dissertation continuously (including summers) until they defend their Dissertation. Students will need to complete and submit a Registration/Elective Approval Form to register for PAF 7980 each semester. Candidates are not permitted to register in more than 9 dissertation credit hours in any given semester and must take at least three credit hours. Candidates who have met the 15-credit hour dissertation requirement and have not defended their Dissertation must continue to register in subsequent semesters to meet the UCF College of Graduate Studies requirement of continuous enrollment; at which point, students can enroll in one credit hour each semester. Candidates should speak with the PAF Academic Support Services Coordinator for additional guidance about the option to register for less than 3 credit hours in their graduating semester. Candidates need to remember that they must graduate within seven years from the date of admission into the doctoral program.

### **Doctoral Dissertation Formatting and Resources**

The College of Graduate Studies produces the *UCF Thesis and Dissertation Handbook*. The *Thesis and Dissertation Handbook* must be used as the guide for the preparation, submission and acceptance of electronic theses and doctoral dissertations (ETDs). Candidates can contact the College of Graduate Studies' Thesis and Dissertation office by emailing [editor@ucf.edu](mailto:editor@ucf.edu).

Although the *Thesis and Dissertation Handbook* sets the requirements for proper document format, it is not the sole source of information on thesis and dissertation requirements and resources. Candidates should access the College of Graduate Studies webpages ([http://ww2.graduate.ucf.edu/ETD\\_Student\\_Services/](http://ww2.graduate.ucf.edu/ETD_Student_Services/)) and (<http://www.students.graduate.ucf.edu/etd/>) for information about policies, deadlines, PAF Student Handbook (V.5 11/21)

processes, formatting resources, workshops and campus resources, copyright, binding vendors, and a final semester checklist. Final acceptance of dissertations is made by the College of Graduate Studies.

## **Institutional Review Board (IRB) Approval**

### **Use of Human Subjects**

All dissertations must obtain approval from UCF's Institutional Review Board (IRB) prior to starting the research. Students must have an approved prospectus **before** submitting for IRB approval. Students, not their advisors, must submit this approval request as part of their independent research work.

When students submit for IRB approval, students will need to apply as the Principal Investigator (P.I.) or Co-P.I. Students serving as P.I. or Co-P.I. is pertinent to research transparency and future delays/issues post-graduation. Faculty or students with questions regarding P.I. or Co-P.I. status should reach out to the College of Graduate Studies for more information. Students who do not anticipate the use of human subjects must still request a *non-human subjects* letter from the IRB prior to moving forward with research activities. Students are not allowed to determine if they are not using human subjects, they must submit to IRB first so that the IRB can make that determination.

The IRB approval process includes several steps and people prior to getting to the stage of IRB review. The IRB generally meets the third Wednesday of every month. Candidates should consider the IRB review schedule when developing timelines for their dissertation research. Information on the IRB process can be obtained on-line from the Office of Research at <http://www.research.ucf.edu>.

### **Completing the Dissertation and Scheduling a Defense**

It is only after being admitted to candidacy that the Dissertation can be completed. Again, the dissertation demonstrates the candidate's ability to select and masterfully approach an issue in their respective field by conducting independent research, analyzing, and interpreting results, and placing the study and its findings into a larger context. The defense also establishes the candidate's capability to skillfully communicate this process and its results.

As with the prospectus, candidates will continue to work with their Dissertation Chair and committee members to complete the Dissertation. When finished, it should reflect the format outlined in the Prospectus and include chapters reflecting these items and headings: 1) An introduction with a statement of the problem; 2) A thorough review of the literature, once again indicating the specific contribution that the study makes as well as providing a theoretical framework for interpreting the results; 3) A thorough discussion of the research methodology including research design, sample specification and selection, data collection, measurement instruments, and such; 4) Discussion of the collected results and their implications in terms of both their theoretical context as well as its fit in the larger research literature; and 5) A conclusion discussing the major findings and their importance, including the study's limitations and prospects for future research. (Students are referred to the earlier section on the dissertation prospectus.) Dissertations are prepared in APA style.

Candidates should expect to follow a similar collaborative process as was done with the prospectus. That is, they will work with their Dissertation Chair and committee members in completing their dissertation. Their Chair will provide them with feedback and consultation. Committee members will then provide their feedback to the Chair who will share it with the candidate and/or direct the candidate to speak directly with the member.

Once the Chair determines that the dissertation can be successfully defended, the following PAF process is observed. Additional steps are required by the College of Graduate Studies and are noted in the Milestones table.

- 1) The most recent version of the dissertation, along with the Dissertation Defense Scheduling Request Form will be sent to each member on the committee.
- 2) Once the chair and all committee members approve, the signed Dissertation Defense Scheduling Request Form will be forwarded to the PAF office.
- 3) At that time, the PAF Office will schedule a defense.
- 4) An electronic copy of the dissertation will be submitted to the PAF office at least 4 weeks before the defense date. If students plan to graduate the same semester they defend, they must be mindful of the published Dissertation Defense deadline listed on UCF Academic Calendar. If students defend after the published deadline, they will be required to wait until the following semester to graduate and enroll in at least one credit hour of dissertation. There are no exceptions to these rules and deadlines as they are established by the College of Graduate Studies.
- 5) Students will submit a notice of their defense to the PAF office, which includes the title and abstract for distribution by the PAF office to students and faculty.
- 6) One copy of the dissertation will be forwarded to the PAF Program Office for the PAF Program Director. The Program Director must have sufficient time to read to sign the approval forms authorizing the defense.
- 7) The electronic copy will be submitted to [ithenticate.com](http://ithenticate.com) and the resulting score will be given to the PAF Program Director and the dissertation committee chair for review.
- 8) The CCIE Graduate Services office will send out a college-wide notice of the defense 2 weeks prior to the defense date. This is the official notice on behalf of the College of Graduate Studies that the dissertation has been deemed by all parties as ready to defend.

## **Dissertation Defense**

Candidates cannot defend their dissertation until all program requirements have been met, including the minimum requirement of 15 credit hours of PAF 7980 Doctoral Dissertation.

The College of Graduate Studies policy on defenses can be found here:

[http://www.graduatecatalog.ucf.edu/content/policies.aspx?id=5696#Dissertation\\_Requirements](http://www.graduatecatalog.ucf.edu/content/policies.aspx?id=5696#Dissertation_Requirements)

*The dissertation defense is an oral presentation and defense of the written dissertation describing the student's research. The advisory committee will evaluate and judge the dissertation defense. Successful students must demonstrate that they are able to conduct and report original independent research that contributes substantially to the discipline in which they study. The defense is a formal academic requirement and should be accorded respect and dignity, and thus, no refreshments or other distractions should be served during the defense.*

*The dean of the college or his/her designee will normally attend all dissertation defenses. Dissertations will be approved by a majority vote of the dissertation advisory committee. Further approval is required from the Dean or Dean Designee and the UCF College of Graduate Studies before final acceptance of the dissertation in fulfilling degree requirements.*

The candidate and Chair must be present at the defense. Graduate Studies allows for a virtual defense and the policy can be found at the link above. Current CCIE and PAF Program policy requires that even in a virtual defense the Chair and student must be present on the UCF campus for the defense. Additional policy modifications may be made on this subject. Students, faculty, staff, and other interested parties may attend as silent visitors unless the Chair permits discussion.

Deliberations will be conducted by the committee members, led by the Chair. The majority of the committee members must approve dissertations. The determination is by vote of the committee. Where a determination is made that revisions are necessary, members can withhold signing the dissertation until additional modifications have been completed or leave it to the discretion of the Chair. The PAF Office will not accept the dissertation approval form until a final approved version of the dissertation has been submitted into the PAF office and the committee. Once this has been completed, the Dean of CCIE will be asked to approve the dissertation. It will further be approved by the Vice Provost and Dean of Graduate Studies before the dissertation can be accepted as fulfilling degree requirements. Students must submit their final dissertation to the College of Graduate Studies once their committee has signed off. This is the responsibility of the student.

## **Guidelines for Review of Doctoral Dissertation**

These guidelines are designed to assist doctoral candidates and faculty members serving on dissertation committees. As guidelines, they can be used in several ways. For example, doctoral candidates can use them as a self-guide in their development of their dissertation proposals and completion of their dissertations. Dissertation chairs can use these guidelines to help prepare candidates for beginning work on their dissertation and as tools to evaluate the quality of a candidate's dissertation drafts. The dissertation committee can use these guidelines to help evaluate the candidate's dissertation proposal as well as completed dissertation. Finally, these guidelines can be used in appropriate courses in the doctoral program's curriculum.

Please note that these guidelines are merely a list providing an overview of what should be checked as the candidate proceeds with their study and, later, writes their dissertation. Faculty can also use this list to identify areas of strength and weakness as the candidate completes their dissertation.

### **1. ABSTRACT**

- a. Clearly summarizes the topic area and objective of the study.
- b. Does not include abbreviations without first explaining their meaning.
- c. Clearly states the research question(s), methodology, sample size, and findings.
- d. Ends with a brief statement regarding how the research fits into the larger research study area.

### **2. INTRODUCTION**

- a. Significance of Research
  - i. Topic is related to a body of knowledge recognized as broadly relevant to public affairs (practice, policy, or research).
- b. Originality
  - ii. Contribution is different from work previously done, is clearly stated, and is the product of the candidate's own thinking.

### **3. LITERATURE REVIEW & THEORETICAL FOUNDATION**

- a. Literature Review
  - ii. Demonstrates a mastery of the literature in the field.
  - iii. Clearly defines all terms and justifies the way in which they are being defined
  - iv. Reviews all pertinent literature, conceptual and research, with the most important studies included

1. Provides a clear summary of each study, highlighting the similarities and differences as it relates to the focus of this research
- v. Clearly outlines the statement of the problem and then uses the literature to provide a clear and convincing need for the focus of their study
  1. Provides recent statistics (where applicable) justifying the need for this study
  2. Includes scope and background of the problem and previous and/or current efforts to address it
- vi. Literature relates and makes a clear connection to the research question(s) and/or hypotheses
- b. Theoretical Foundation
  - vii. Outlines existing theoretical/conceptual perspective closely related to the research question(s) and/or hypotheses, providing a convincing rationale for the choice of the theory(ies) being selected
    1. Clearly links the theoretical framework to the research question(s) and/or hypotheses
    2. Provides the strengths and weaknesses of this theoretical perspective overall as well as its fit to the study underway

#### **4. RESEARCH DESIGN**

##### **Research Question(s) and Hypotheses**

- i. The research question(s) and hypotheses are clearly stated and any sub-question(s) just as clearly articulated
- ii. All concepts included in the research question(s) and hypotheses are defined and Research question(s) and hypotheses flow clearly from the problem statement
- iii. Research question(s) build on the review of the research and practice literature
- iv. The rationale and assumptions that underlie the research question(s) and hypotheses are made explicit

##### **Design, Concepts and Measures**

- i. Design of the study answers to the research questions(s) asked
- ii. Provides justification for the chosen design
- iii. Clearly specifies and justifies all indicators of concepts being investigated
- iii. Justifies all measures used including their fit to the research question(s) as well as their validity and reliability

##### **Population and Sample**

- i. Provides justification for the sample size drawn (power analysis) and ensures that the sample selected will answer the research question(s) asked
- ii. Clearly specifies the method of sampling and the rationale for the sampling methods chosen
  1. Adequately describes the who, what, where, when, and the recruitment process
    1. Include problems, if any, with the way in which the sample was eventually obtained (e.g., difficulty in gaining necessary subjects meeting sample criteria, difficulty in using the methods originally specified in recruiting sample, etc.)
- iii. Provides sample size obtained as well as the rate of attrition and, where unexpected, all reasons for difficulties in retention
- iv. Provides an assessment of whether the sample obtained (in terms of either numbers or characteristics) was adequate to address research question(s)

##### **Procedures and Data Collection**

- i. All variables are clearly described and relate logically to the research question(s)
- ii. Provides justification for choice of instruments including their fit in assessing variables under study (including reliability and validity issues)
- iii. Methods of data collection are appropriate for the population (including relevance to gender, ethnicity, educational level, and such)
- iv. Procedures of data collection are described with sufficient detail to understand relevance for practice and allow future replication
- v. Procedures (if any) to enhance access to and cooperation of subjects are specified
- vi. If appropriate, a pretest or a pilot test was conducted

##### **Ethics**

- i. The research is free from obvious error and bias.
- ii. IRB approval, where needed, was obtained and all consent forms are included
- iii. The research was approved by all organizations involved in the study
- iv. The researcher made adequate provisions to ensure continued confidentiality of data
- v. The researcher made adequate provisions to ensure collected data is stored in compliance with IRB rules, including noting how long the data will be kept and how it will be safely destroyed

##### **Data Analysis**

- i. Analyses are consistent with the objectives, design, sampling, methods, and assumption of the statistical models employed
- ii. The analysis is clear, complete, and meaningful

##### **Results**

- i. Findings are provided such that they clearly answer the research question(s) originally proposed All findings are discussed including those which run counter to expectations

##### **Discussion**

- i. Findings are tied to the theoretical perspective(s) provided

- ii. Findings are tied to the larger literature and implications for future research are noted
- iii. The limitations of the findings (i.e., generalizability, validity, etc.) are fully discussed along with their implications
- iv. The strengths and weaknesses of the study's methods are identified
- v. Ways to address the research's methodological weaknesses are included

**Conclusion**

- i. Final statement of study and its contributions

**DISSERTATION PRESENTATION**

- a. The dissertation has been carefully proofread and is free from typos and spelling errors
- b. The study is well edited with adequate attention to grammar, sentence structure, logic, and non-sexist language
- c. The dissertation is written in APA style
- d. All citations noted in the dissertation are included in the reference section
- e. The reference section does not include any references not included in the text
- f. Major topics are separated under appropriately devised subheadings
- g. Format is tailored to meet demands of the topic
- h. Copies of relevant materials such as test instruments, interview schedules, consent forms, directions to subjects, criteria for selection of experts, and pilot test data are appended
- i. Letters of cooperation or permission are appended
  - viii. For datasets not in the public domain, permission to use is documented
  - ix. For instruments not in the public domain, permission to use is documented
- x. Letters of cooperation from agency(ies) used for the study are included

**ORAL PRESENTATION**

- a. Candidate can demonstrate that the study has a logical, easily understandable sequence from initial statement of the problem to findings and conclusions
- b. Candidate understands all aspects of their research and its findings
- c. Candidate demonstrates mastery over their subject area and can comfortably answer questions

**GRADUATE FINANCIAL SUPPORT**

Students with qualifying assistantships or university-wide fellowships will receive financial packages that include an assistantship or fellowship stipend, tuition remission, and health insurance. Qualifying fellowships are accompanied by tuition waivers. For additional information about funding for graduate school, please visit the Student Finances section of the College of Graduate Studies student website at <http://www.students.graduate.ucf.edu/>.

If you are interested in applying for loans or externally funded need-based awards, visit the Office of Student Financial Assistance website at <http://finaid.ucf.edu> and complete the Free Application for Federal Student Aid (FAFSA), which is available January 1 each year.

**Other Special Fellowships**

Students seeking alternative funding for scholarships are advised to look at the UCF Alumni Association. This group awards more than \$40,000 in scholarships each year to undergraduate and graduate students. See [www.ucfalumni.com](http://www.ucfalumni.com) for information on how to apply. When scholarship or award monies are announced throughout the semester, the PAF office will send this information out to students.

**Assistantships**

Graduate Student Assistantships

Qualifying assistantships include single appointments of at least .50 FTE (20 hrs. /week) or two appointments of at least .25 FTE (10 hrs. /week) per semester. Tuition remission is in the form of either tuition waivers or tuition payments that cover in-state (resident) tuition. Non-resident students with financial packages are not charged out-of-state tuition or the non-resident financial aid fee.

Graduate Student Assistantships pay students to teach or otherwise facilitate instruction (these are graduate teaching assistants, or "GTAs"), or to work on funded research projects (these are referred to as graduate research assistants, or "GRAs"). Students who are receiving tuition waivers must be attending fulltime (9 credit hours fall and spring except for students in candidacy who must take a minimum of 3 credit hours). Students receiving a tuition waiver are paid a stipend and must work 20 hours per week. GTAs and GRAs may be contracted throughout the fall and spring semesters or departments may contract for one semester at a time. Students would be wise to make sure they understand whether their assistantship is for a semester or the entire academic year.

In the College of Health and Public Affairs, all students receiving fellowships must work in the program that is providing the funding. The purpose of this employment is to support the program and to provide teaching, research and administrative experiences benefitting the student. For PAF students, this may involve work for the doctoral program or in one of the contributing programs, departments, or schools. Graduate assistantships

may be funded by the PAF program or by a contributing track department.

## **PROFESSIONAL DEVELOPMENT**

The University of Central Florida and the College of Community Innovation and Education are dedicated to the development of skills that relate to the career goals of students. A graduate student's professional development goes beyond completing course work, passing exams, conducting research for a thesis or dissertation, and meeting degree requirements. Professional development also involves developing the academic and non-academic skills needed to become successful in the field of choice. Students should speak with regularly with their faculty members for guidance in their professional development.

### **Preparing Tomorrow's Faculty Program**

Sponsored by Faculty Center for Teaching and Learning: The Karen L. Smith Faculty Center for Teaching and Learning invites current and aspiring Graduate Teaching Assistants to enroll in our Preparing Tomorrow's Faculty (PTF) Program. Students will complete a series of online modules, assemble a first draft of their teaching portfolio, and engage in a learning community facilitated by Faculty Center staff. Texts will be provided, and the program is free to participants. See <http://www.fctl.ucf.edu/Events/GTAPrograms/PreparingTomorrowsFaculty/>

### **GTA Certificate Program**

Sponsored by Faculty Center for Teaching and Learning: The Faculty Center for Teaching and Learning offers several programs for the professional development of Graduate Teaching Assistants at UCF. The two-day GTA Training is mandatory before any graduate student will be permitted to teach. Every semester the Faculty Center for Teaching and Learning sponsors a noncredit program for 12 weeks to provide Graduate Teaching Assistants with advanced training in pedagogical theory, methods, and discussions. Participants who fulfill the course requirements are granted a Certificate and gain skills that can be utilized in careers in academia. See <http://www.fctl.ucf.edu/Events/GTAPrograms/>.

### **Conference Attendance**

Participating in professional meetings is an important part of the doctoral student education. Students may present papers or posters and should consult the faculty on opportunities.

The PAF office can print posters for students who are attending a conference.

Student travel and conference registration costs can be supported with assistance from the PAF Office, Graduate Studies Student office and other sources. Please take advantage of these forms of assistance!

### **Graduate Research Forum**

Sponsored by the College of Graduate Studies: The Research Forum features poster displays and oral presentations representing UCF's diverse colleges and disciplines. The Research Forum is an opportunity for students to showcase their research and creative projects and to receive valuable feedback from faculty judges. Awards for best poster and best oral presentation in each category will be given and all participants will receive recognition. The College of Graduate Studies and the Graduate Student Association invite all UCF students, community, and employers to attend the Graduate Research Forum. See [www.graduate.ucf.edu/ResearchForum](http://www.graduate.ucf.edu/ResearchForum).

### **Student Associations**

Doctoral Students in Public Affairs/PAF PhD is a recognized UCF student group, run for and by PAF doctoral students. Information will be provided to all students about events and meetings.

The Graduate Student Association (GSA) is UCF's graduate organization committed to enrich graduate students' personal, educational, and professional experience. To learn more or get involved, please visit [www.gsa.ucf.edu](http://www.gsa.ucf.edu).

## **GRADUATE AWARDS**

### **Award for Excellence by a Graduate Teaching Assistant**

UCF sponsors this award to recognize excellence by Graduate Teaching Assistants (GTAs), who are not instructors of record, but who provide teaching support and assistance under the direction of a lead teacher. This award focuses on the extent and quality of the assistance provided by the student to the lead instructor and the students in the class. Excellence in serving as a GTA may be demonstrated by evidences such as (but not limited to): lead teacher evaluations, student letters attesting to teaching excellence (limited to no more than five pages), or a sample project and/or assignment that the GTA was responsible for grading. Each academic college may nominate one student for consideration for the university-level Award for Excellence by a Graduate Teaching Assistant.

### **Award for the Outstanding Dissertation**

UCF sponsors the Award for the Outstanding Dissertation to recognize for excellence in the dissertation. The focus of this annual award is on the quality and contribution of the student's dissertation. Excellence of the dissertation may be demonstrated by evidences such as, but not limited to publications in refereed journals, awards and recognitions from professional organizations, and praise from faculty members and other colleagues in the field. Each academic college may nominate one student for consideration for the university-level Award for the Outstanding Dissertation.

### **Award for Excellence in Graduate Student Teaching**

This award recognizes excellence in teaching by Graduate Teaching Assistants (GTAs) who have independent teaching responsibilities. It focuses on the quality of the student's teaching activities and the academic contributions to those activities. Each academic college may nominate one student for consideration for the university-level Award for Excellence in Graduate Student Teaching.

### **Innovative Thesis or Dissertation Award**

This award recognizes excellence in cutting-edge use of technology in theses and dissertations. The focus of this annual award is on the technical innovation of the student's thesis or dissertation through the application of renderings, photos, data sets, software code and other multimedia objects. Each academic college may nominate one student for consideration for the university-level Innovative Thesis or Dissertation Award.

## **GRADUATES/ALUMNI**

The Public Affairs program has graduated over 100 PhD's since 2002. The majority of our graduates have careers in academic institutions either as faculty or as researchers or in nonprofit and government agencies as administrators or analysts.

The market for our graduates has been strong and current evidence indicates a continued high demand for those with a Ph.D. having strong research skills who can work across disciplinary boundaries.

Students are encouraged to continue participating with the PAF program and the College of Health and Public Affairs as UCF alumni. CCIE maintains an office of Alumni Relations in addition to the UCF main alumni office.



## CORE COMPETENCIES MATRIX

PAF Curriculum Core Matrix														
CORE DOMAINS AND COMPETENCIES MATRIX	Course Title	Intellectual History of Public Administration	Advanced Research Design for PA	Public Policy Processes & Theory	Public Organizational Theory & Behavior	Advanced Quant. Methods for PA & Policy I	Advanced Qualitative Methods for PA & Policy	Advanced Public Policy Analysis	Advanced Quant. Methods for PA & Policy II	Public Affairs Community-Based Research		Electives	(1) Mixed-Methods Research for Public Aff	(2) Structural Equation Modeling
<b>I. CRITICAL &amp; ANALYTICAL THINKING DOMAIN: Demonstrate an ability to critically analyze existing bodies of knowledge and core areas of public affairs practice, research, and theory.</b>														
Analyze and critique public affairs as a network, assess its ability to respond to complex problems, and identify ways to improve it	1			1							2			0
Pose innovative and important research questions, informed by systematic and critical reviews of the literature, by stakeholder needs, and by relevant theoretical and conceptual models			1			1		1			3		1	1
Identify ways of improving the network's ability to respond to the community and to underserved populations by integrating and applying theory and research that reaches across disciplinary boundaries	1							1			2			0
Critique research design, execution, and analysis		1				1	1	1			4			0
Situate individual research endeavors within a larger context, considering impacts on competing stakeholders and identifying ethical implications			1					1			2			0
	2	1	2	1	0	2	3	2	0	1	3		0	1
													1	4
<b>RESEARCH, METHODS, STATISTICS, &amp; THEORY DOMAIN: Demonstrate an ability to develop theoretically based research with appropriate design and rigorous methods and analysis to address community-based issues.</b>														
Integrate and apply interdisciplinary theories and research findings to solve community problems			1							1	2		1	1
Work collaboratively with community partners in the design and implementation of research										1	1			0
Translate theory into testable hypotheses		1							1		2		1	1
Use conceptual models to specify study constructs and develop variables that reliably and validly measure these constructs		1							1		2		1	1
Select appropriate interventional (experimental or quasi-experimental) or observational (qualitative,		1							1		2			0

quantitative, or mixed-methods) study designs to address specific community research questions																			
Design research protocols that ensure replicability and consider issues of generalizability and application						1							1						0
Adhere to ethical principles of responsible research		1											1	2					0
Be knowledgeable of primary and secondary data acquisition and management						1						1		2				1	2
Develop expertise in statistics						1						1		2				1	2
Develop expertise in qualitative data analysis							1							1					0
	0	4	1	0	2	2	1	4	3				1	7				2	4
<b>III. LEADERSHIP &amp; ENGAGEMENT DOMAIN: Demonstrate leadership capabilities in designing and implementing change strategies to collaboratively strengthen communities.</b>																			
Practices guiding principles of the Public Affairs program – beneficence (doing good); justice (fairness); integrity (honesty); and respect (inclusiveness)													1	1					0
Collaborate with policymakers, organizations, and communities to transparently plan, conduct, and translate community-based research into policy and practice														1	1				0
Demonstrate an understanding of translational community-based research and how it guides the assessment of, and solutions to, complex public problems and issues	1			1														2	0
Work collaboratively in interdisciplinary teams	1									1			1	3					0
Value research collaborations intended to answer specific community concerns while building the knowledge base														1	1				0
Identify and analyze political, cultural, social, and economic factors influencing the development of, and changes to, programs and policies	1													1	2				0
Assess and synthesize information from a variety of sources to inform evidence-based decisions										1					1				1
	3	0	1	0	0	0	2	0	5				1	1				0	1
																			2
<b>IV. COMMUNICATION &amp; DISSEMINATION DOMAIN - Demonstrate the ability to translate and communicate research to the specific audience targeted.</b>																			
Communicate evidence-based policy information for use in collaborative negotiations with diverse stakeholders														1	1				0
Organize large amounts of materials and communicate it to others cogently and persuasively	1						1	1	1						4				0
Translate scientific knowledge into meaningful programs and policies				1						1					2				0
Effectively communicate the findings and implications of research through multiple modalities to research, professional, and lay audiences										1				1	2				0
Produce grant proposals as well as written reports suitable for publication in policy outlets and in academic journals													1		1				0
Generate and communicate findings in an honest and ethical manner		1			1			1				1			4				0

Demonstrate skills and understanding of teaching							1			1				0	
	1	1	1	1	0	2	4	3	2	15			0	0	15
	6	6	5	2	2	6	10	9	10	56			2	7	65