

Ph.D. Program Handbook

# Public Affairs and Policy

*Mark O. Hatfield School of Government  
College of Urban and Public Affairs*

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[www.pdx.edu/hatfieldschool/phd-program](http://www.pdx.edu/hatfieldschool/phd-program)

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The Public Affairs and Policy *Ph.D. Program Handbook* is available online at <http://web.pdx.edu/~kinsella/pap/handbook.pdf>. Forms and other online resources referenced in this handbook can be linked from the electronic version.

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## Overview of the Doctoral Program

The doctoral degree in public affairs and policy (PAP) is an interdisciplinary program of study. It is administered through the [Hatfield School of Government](#) but draws on faculty from the entire [College of Urban and Public Affairs](#). The program is designed to prepare doctoral students who want to pursue careers in research, teaching, public service, and/or consulting in a variety of settings, including academia, government, and the private sector.

The curriculum of the Ph.D. program focuses on governance and the integrated study of political, administrative, and policy processes in the public sector. Through their coursework and research, students encounter a range of theoretical and practical policy issues at the local, state, national, and international levels.

In addition to core coursework, the doctoral program of study consists of four specialization tracks: (i) public administration and policy, (ii) politics and public policy, (iii) community health and social change, and (iv) criminology and criminal justice. These tracks provide multidisciplinary training in the socioeconomic and institutional frameworks within which policies are implemented, administered, and evaluated, as well as training in the analytical and research methods used to examine policy processes and outcomes. As part of their coursework and dissertation research, students specialize in one or more substantive policy areas.

## Admissions

The PAP program is open to students with a wide variety of disciplinary backgrounds. Most students enter with master's or law degrees, but the program also admits students without graduate degrees, especially if they have substantial professional experience in fields related to public affairs and policy.

### *Application for Admission*

Doctoral students are admitted in the fall of each academic year; off-cycle admissions are rare. Review of applications begins on 15 January and those submitting complete files by that date will be notified of admission decisions by the end of February. Late applications are considered only in compelling cases and those contemplating a late application are encouraged to contact the Director of the PAP Program before undertaking the effort.

Applicants submit two different packets of materials, one to the University's Office of Admissions, Registration, and Records and the other to the PAP Program Office. Materials for the Admissions Office (P.O. Box 901, Portland, OR 97207-0901) are:

- [University Application for Graduate Admission](#).
- \$50 application fee (no cash).
- One official transcript (in an envelope sealed by the issuing institution) from each college attended.
- Official TOEFL scores if the applicant does not speak English as a native language and has not received a graduate or undergraduate degree in an English-speaking territory.

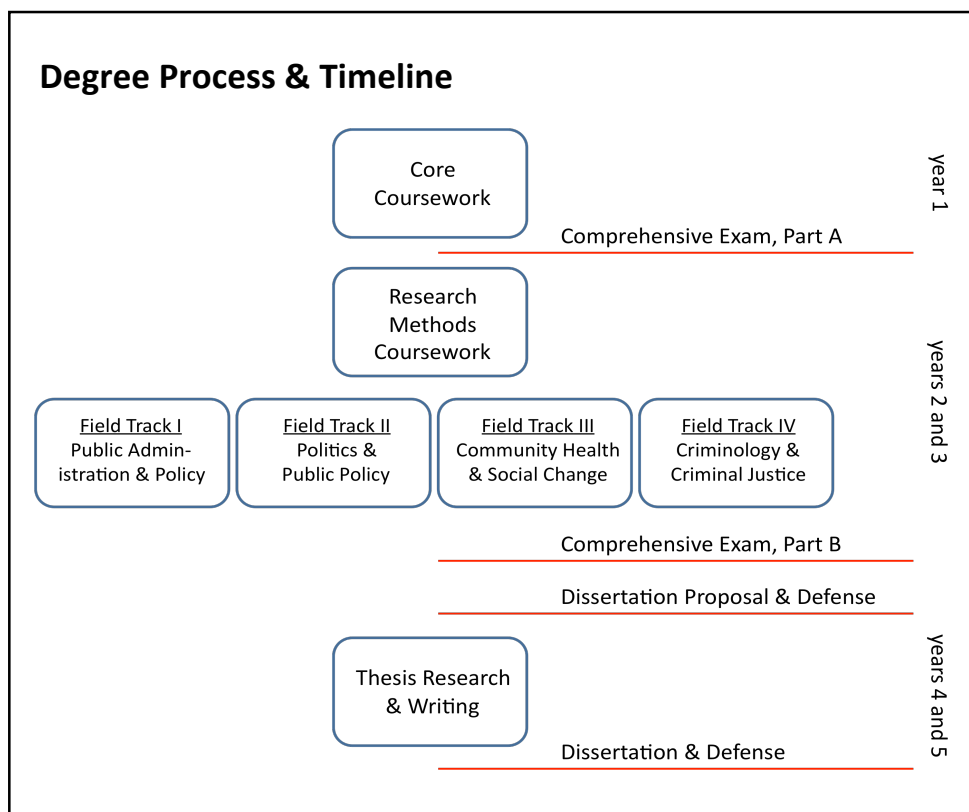
Materials for the PAP Office (Hatfield School of Government, P.O. Box 751, Portland, OR 97207-0751) are:

- [Departmental Graduate Admission Application](#).
- [Application for Graduate Assistantship](#) (optional).
- One transcript (official or unofficial) from each college attended.
- Official scores on the Graduate Record Examination (GRE). Applicants whose GRE scores are more than five years old are encouraged to retake the exam. Applicants wanting to substitute GMAT or LSAT scores should contact the PAP Director.
- TOEFL scores (official or unofficial) if required.
- Three [letters of recommendation](#) from individuals who can evaluate the applicant's potential for success in the program.
- Personal essay (about 500 words) addressing: career aspirations and purpose in the doctoral program; most substantial academic or professional accomplishments; intended areas of focus within PAP; and whether doctoral studies will be pursued on a full- or part-time basis.
- Academic or policy-oriented writing sample.
- Curriculum vitae or résumé.

Although the Admissions Office allows online submission of the University application form and online payment of the application fee, all other materials must be submitted in hardcopy.

## Degree Requirements

Award of the Ph.D. is the culmination of a sequential process of coursework, comprehensive examinations, and the research, writing, and defense of a dissertation. First-year students take a series of six courses commonly referred to as "the core" and are examined on this material upon completion. During their second and third years, students complete their field and research methods coursework. The comprehensive examination that follows the satisfaction of all course requirements typically asks students to think prospectively about the application of this material to their dissertation work. After the completion and defense of a dissertation proposal, students advance to Ph.D. candidacy. The last remaining hurdle is the dissertation. The process and approximate timeline—for a full-time student not otherwise delayed by possibly more pressing concerns—can be depicted schematically. In addition to completing the degree requirements, students may also engage in teaching or research not directly related to their doctoral program of study. These are intellectually enriching experiences, but may also extend the length of time it takes to complete the degree. University time limits on the completion of degree requirement are discussed below.



Most regular classes taken by doctoral students are 3- or 4-credit courses. The total number of credit hours required for the degree is between 116 and 119, depending on field of specialization, and are distributed as follows:

Core Coursework	18
Research Methods Coursework	24
Field Coursework	47 - 50
Dissertation	27

### Core Coursework

Six courses comprise the program's foundational core coursework and share a common theme of *governance*. Typically, incoming doctoral students are a diverse group in terms of academic background, professional experience, and expected specialization within the program. The core, taken by first-year students as a cohort, is intended to provide a social scientific grounding in a variety of topics related to governance, which students then build upon as they pursue policy specializations in public administration, political science, community health, or criminology and criminal justice.

Two of the following core courses are offered each term (credit hours in parentheses). Some are restricted to PAP students, while others also admit graduate students at the master's level.

- PAP 611 Theoretical Foundations of Governance (3)
- PAP 612 Governance, Social Change, and Rule of Law Systems (3)
- PAP 614 Contemporary Governance (3)
- PAP 620 American Political Institutions (3)
- PAP 656 Advanced Political Economy (3)
- PAP 607 Organizational Theory and Behavior (3)

### Research Methods Coursework

Most students admitted to the PAP program pursue their studies on a full-time basis, in which case they take one course each term in addition to two core courses. Often students elect to begin satisfying their course requirements in research methods early on so they may make use of their methodological training in subsequent coursework. Required courses cover topics in the philosophy, design, and implementation of social scientific research.

- PS 593 Philosophy of the Social Sciences (4)
  - SOC 591 Theoretical Perspectives in Sociology (4)
  - USP 630 Research Design (4)
  - USP 634 Data Analysis I (4)
- } choose one

The remaining 12 credit hours of required research methods coursework are electives and are chosen in anticipation of the research skills necessary to complete a dissertation in the student's field of specialization. A variety of courses are offered in the College that will satisfy this requirement, including courses on qualitative methods,

advanced statistical modeling, and operations research. Courses offered outside the College may also serve as electives (e.g., historiography, game theory, econometrics).

### *Field Coursework*

Students develop their substantive expertise in one of four field tracks, each corresponding to one of the academic units participating in the PAP program. The field coursework requirement consists of 4-6 mandatory courses plus electives. The large elective component means that there is considerable flexibility built into each track; this allows students, in consultation with their advisors, to assemble programs of study that draw upon multiple fields.

**Public Administration and Policy** (48 credit hours). Students focus on the functioning, management, and leadership of organizations in the governmental, health, and nonprofit sectors. Required courses:

- PAP 616 Policy Process (3)
- PAP 615 Administrative Process (3)
- PA 534 Administrative Law and Policy Implementation (3)
- USP 661 Policy Analysis: Theoretical Foundations (3)

**Politics and Public Policy** (48 credit hours). Coursework in this track emphasizes the political and economic processes affecting public policy at the local, national, and international levels. Required courses:

- PAP 616 Policy Process (3)
- PS 559 Political and Economic Decision-making (3)
- USP 536 Policy Evaluation Methods (3)
- USP 615 Economic Analysis of Public Policy (4)
- USP 661 Policy Analysis: Theoretical Foundations (3)

**Community Health and Social Change** (50 credit hours). The focus of this track is the socioeconomic, cultural, and political factors affecting public health and health promotion policy. Required courses:

- PAP 616 Policy Process (3)
- PHE 513 Health, Behavior, and the Environment (3)
- PHE 517 Community Organizing (3)
- PHE 520 Qualitative Research Design (3)
- USP 654 Data Analysis II (4)

Students in the Community Health track who have entered the doctoral program without a master's degree in public health must take the following courses in lieu of 16 elective credit hours (18 elective credits remain):

- PA 574 Health Systems (3)
- PHE 510 Introduction to Biostatistics (4)
- PHE 512 Principles of Health Behavior (3)
- PHE 535 Epidemiology (3)
- PHE 580 Concepts of Environmental Health (3)

**Criminology and Criminal Justice** (47 credit hours). Students concentrate on the causes, prevention, and control of criminal activity and public policy as it affects law enforcement and corrections. Required courses:

- PAP 616 Policy Process (3)
- CCJ 615 Theories of Crime (4)
- CCJ 620 Analysis of Crime and Justice Data (4)
- CCJ 625 Criminal Justice Theory (4)
- CCJ 630 Criminal Justice Research (4)
- CCJ 635 Criminal Justice Policy (4)

Students sometimes take one or more courses contributing to a field specialization during their first year in the program, but field coursework commences in earnest in the second year after completion of the core.

### *Comprehensive Examinations*

There are two parts to the written comprehensive exam, coming at different points in the student's program of study. Part A, also known as the "core exam," is taken in late summer or early fall after completion of the first-year core coursework. The exam tests the student's mastery of the subject matter covered by the core curriculum, including the ability to integrate theoretical and policy concepts treated in multiple courses. It is a five-day take-home exam, is taken by the cohort at the same time, and is evaluated by the instructors of the core courses during the past year.

Part B of the comprehensive exam, the "field exam," is also a five-day take-home exam and comes after the student has finished all remaining coursework, both required courses and electives. The exam is administered and evaluated by the student's Field Committee (see below) and is designed to test the student's field and methodological expertise, especially as the basis for prospective dissertation research. Part B of the written comprehensive exam is followed by an oral defense in which the Field Committee may probe the limits of the student's expertise and provide further direction as the student sets out to prepare a dissertation proposal.

### *Advising and Committees*

PAP faculty serve in various advisory capacities. The *Director* coordinates the PAP program and is thus the main point of contact on rules, procedures, and other administrative matters. Upon entry to the doctoral program, each student is also assigned to a faculty advisor from the disciplinary area that the student identified as a likely field of concentration. Whether or not this person goes on to serve on the student's field or dissertation committees, this advisor's job is to familiarize the first-year student with the faculty and other resources that the PAP program has to offer within that field.

Early in their second year, students assemble a *Field Committee* consisting of a chair and two other faculty members. The Chair serves as the student's main academic advisor and the purpose of the Field Committee is to help plan the student's remaining coursework. This plan of study is grounded in one of the four field tracks and prepares the student for the field exam and subsequent dissertation research. The Field Committee also recommends transfer course credits, course substitutions, and credit waivers for approval by the Director.

After the field exam has been passed, academic advise is provided by the student's *Dissertation Committee*—typically the Field Committee plus two additional faculty members, one of whom has an appointment in a department outside the Schools of Government and Community Health and serves as a representative of the University's Office of Graduate Studies (OGS). In addition to providing academic advice, the role of the Graduate Office Representative is to ensure that OGS rules and procedures pertaining to the dissertation stage are followed. Otherwise, the Dissertation Committee picks up where the Field Committee leaves off; it guides the student through the next and final stage of the doctoral program.

Good academic advise and mentoring can have a profoundly positive effect on the student's experience in the doctoral program, general intellectual development, and career prospects. The Chair of the Field Committee and the Dissertation Committee—ideally, the same faculty member—is especially important in this regard. But these committees, once assembled, are not set in stone. Substitutions are sometimes made when students' academic interests are well served by them.

### *Advancement to Candidacy*

Ph.D. candidates are students who have completed "all but dissertation" (ABD). Candidacy requires submission of a dissertation proposal to the Dissertation Committee and an oral defense, or "colloquium" in PAP parlance. What is expected in the dissertation proposal varies according to disciplinary standards and Committee preferences. Some proposals are the product of already substantial dissertation research—exhaustive literature reviews, data collection and analysis, even some fieldwork—while others are based on more exploratory investigations. Whatever the Committee's specific expectations, all successful dissertation proposals establish the viability of the project and its potential contribution to scholarship on public affairs and policy.

The University has a strict policy concerning research involving human subjects, including the use of surveys and questionnaires. Although most PAP research involving human subjects is not subject to a full review, requests for waivers and expedited reviews must be ap-

proved by the Human Subjects Research Review Committee (HSRRC).

After receiving confirmation from the PAP Director that the dissertation proposal has been approved, and once the HSRRC has waived or completed a review of proposed research involving human subjects, OGS advances the student to Ph.D. candidacy.

### *Dissertation*

The dissertation is the doctoral student's crowning achievement—a book-length manuscript built upon an immersion in the academic literature, informed theoretical reasoning, and original research and analysis, intended for an educated readership of one's peers. During the research and writing of the dissertation, students enroll in dissertation credits (PAP 603) commensurate with their use of University resources. The doctoral degree requires the accumulation of at least 27 dissertation credits.

The doctoral student's working relationship with the Dissertation Committee Chair and other members is a function of the student's background and experience, the nature of the project, and the proclivities and expertise of the faculty supervisors. Some students work very closely with their Committees, seeking guidance and feedback frequently throughout the process of research and writing, while others work more independently once receiving approval of the dissertation proposal. There is no correct model; different arrangements have served equally well different students' academic development and career preparation.

The dissertation defense is an oral presentation by the Ph.D. candidate that lays out the purpose, implementation, and findings of the dissertation project, and makes a case for the project's contribution to scholarship in a particular field of study. The presentation is directed mainly to the Dissertation Committee, whose members then question the candidate on the significance and limitations of the study, but the dissertation defense is open to the public. The candidate, with the consent of the Dissertation Committee, informs the PAP Director two weeks in advance of the dissertation defense so that a public announcement can be circulated.

### **Rules and Procedures**

Most of the rules and procedures to be followed during each stage of the PAP doctoral program are mandated by OGS and are detailed in the University's [Bulletin 2011-2012](#), under "Graduate Studies" (see pages 59-73). These, along with the rules and procedures specific to PAP, are summarized here.

## *Transfer Credits and Waivers*

Students who completed graduate coursework prior to admission to the PAP program may transfer up to 30 credit hours in fulfillment of program course credit requirements. Students wanting to receive transfer credits work with their Field Committees to determine which of these courses fit within the student's program of study and identify, where appropriate, which courses within the PAP curriculum resemble most closely the proposed transfer courses. This should be based on a comparison of course descriptions and syllabi.

Credit transfers *substitute* coursework completed before matriculation for required coursework in PAP; credit waivers *reduce* required coursework. Up to 12 credits may be waived for field or methodological expertise acquired before entering the PAP program. Again, students work with their Field Committees to determine whether this expertise should stand in place of particular required courses or elective credits. A student wanting to transfer or waive course credits should submit a request to the Field Committee, along with supporting documentation (course descriptions and syllabi, a description of field expertise). The Chair will communicate the Committee's recommendation to the PAP Director for approval.

Sometimes doctoral students simultaneously pursue a master's degree in one of the participating PAP disciplines. Courses required by both degrees are *shared* between the programs; they are not transfer credits and do not otherwise reduce the number of transfer credits allowed by the PAP program.

## *Documenting and Monitoring Progress*

Several forms are used to document and monitor the student's progress in completing degree requirements. All are fillable PDF forms (using Adobe Acrobat®) and are available online. The [Program of Study](#) form allows the student, the Field Committee, and the PAP Director to keep track of the student's progress through the coursework phase of the doctoral program. Students should keep this form up to date and provide a copy to the program office at the end of each academic year so that it is available for end-of-year assessments. Once all coursework requirements are complete, this form is submitted to OGS.

The [Report on Comprehensive Examination](#) is maintained by the PAP Office as part of the student's file and documents successful completion of the core exam (Part A) and the field exam (Part B). Once signed by the student's Field Committee and the PAP Director, it too is submitted to OGS.

The Dissertation Committee, including the Graduate Office Representative, requires OGS approval upon submission of the [Appointment of Doctoral Dissertation Committee](#) (GO-16D) form. The dissertation proposal defense may not be scheduled before OGS approval of the Dissertation Committee. The Committee consists of at least five PSU faculty members; the Chair and the Graduate Office Representative must be full-time, tenure-line faculty. Typically, aside from the Graduate Office Representative, the other members of the Committee are PAP faculty, but there may be compelling reasons to include a non-PAP faculty member, from elsewhere at PSU or off-campus. All Committee members must have doctoral degrees.

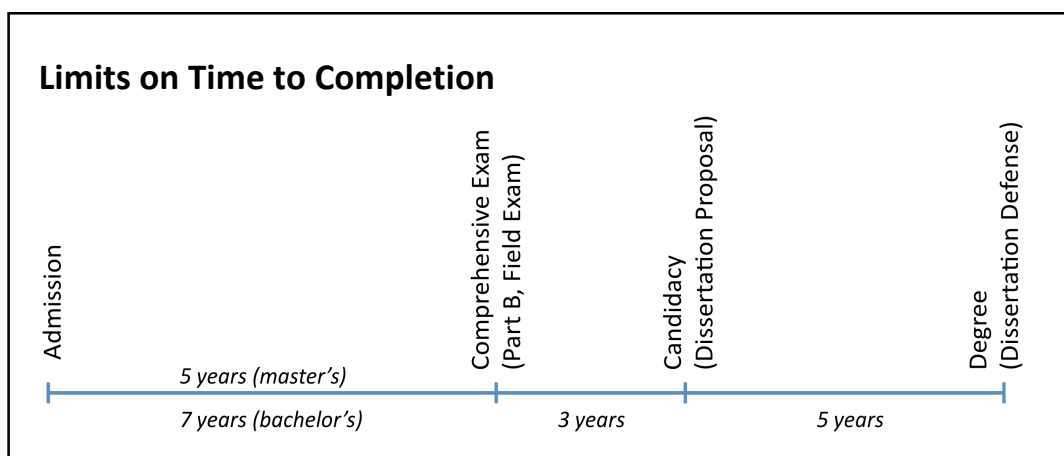
The [Report on Dissertation Proposal Colloquium](#) documents the student's successful defense of the dissertation proposal and is signed by the Dissertation Committee and the PAP Director. Upon receipt of this form and, if required, HSRRC approval of [research involving human subjects](#) (or a waiver), OGS will confirm that all requirements for Ph.D. candidacy are met.

The final form, [Doctoral Recommendation for the Degree](#) (GO-17D), documents the student's successful defense of the dissertation and assigns a letter grade to all accumulated dissertation credits. The requirements for [electronic submission](#) of the approved dissertation are specified by OGS.

## *Failure to Meet Degree Requirements*

**Course Grades.** Generally, a course is satisfactorily completed when a student receives a grade of B- or better. To count toward the fulfillment of PAP degree requirements, PSU courses in which the student received a grade of C+, C, or C- must be approved by the PAP Director upon recommendation of the Chair of the Field Committee. Coursework completed prior to matriculation is eligible for transfer credit only if the student received a grade of B or higher. At minimum, doctoral students must maintain a 3.0 cumulative grade point average in their PAP coursework and a term GPA of 2.67. Failure to meet these minimum requirements places the student on academic probation. Students are disqualified from further coursework if these minimum requirements are not met after 9 additional credits of coursework, or after being placed on academic probation for a second time.

A student on academic probation or whose coursework has fallen below full-time enrollment due to one or more "incompletes" may become ineligible for a graduate assistantship. Grades of "in progress" (IP)—given for dissertation credits, but sometimes also for Research (PAP 601) and Reading and Conference (PAP 605) credits—are not the same as grades of "incomplete" (I) and do not



affect the student's eligibility for an assistantship. Students have one year in which to complete a course for which they received a grade of I; there is no deadline for completion of IP-graded credits.

**Comprehensive Exams.** Performance on the core exam and field exam are indicators of the student's progress and prospects for success in meeting subsequent degree requirements. Students who fail a comprehensive exam are encouraged to think seriously about whether PAP is the right program for them. However, after consultation with the PAP Director and, in the case of a failed field exam, the Field Committee, a student may be given a second opportunity to pass the exam. When preparing to retake the core exam, a student works independently with one or more of the core course instructors to address the weaknesses revealed in the first examination. Students have one year from the first exam to take and pass a second exam. A similar procedure applies when a student fails the field exam, except that the second field exam must be taken within two full academic terms following the term of first exam.

**Dissertation Defense.** The dissertation is accepted by the Dissertation Committee when there is no more than one dissenting vote after the dissertation defense. If there are two or more dissenting votes, the Committee may recommend that the candidate be given a second opportunity to defend the dissertation. The option of a second defense must be approved by OGS and may take place no sooner than three months after the first defense.

#### *Time Limits*

Full-time PAP students are expected to pass Part B of the Comprehensive Exam by the end of their third year, but the University has set absolute limits on this phase of a student's doctoral studies (full-time or part-time). Students entering the program with a master's degree—whether or not they receive transfer credits—have five years to take and pass the field exam; for students enter-

ing without a master's degree, and not pursuing one concurrently at PSU, the limit is seven years. After passing the field exam, students have a maximum of three years to submit and defend a dissertation proposal and advance to candidacy. Failure to meet either of these deadlines results in removal from the doctoral program.

Once advanced to candidacy, students have five years to submit and defend the dissertation. If this deadline passes, students are removed from candidacy. Readmission to candidacy requires passing a new comprehensive exam and the time limit on this second period of candidacy (less than five years) will be determined by the PAP Director, in consultation with the student's Dissertation Committee Chair, and the Dean of Graduate Studies.

#### *Enrollment and Residency*

Those enrolled in at least 9 credits (which may include dissertation credits) are considered full-time students. Even when not engaged in coursework, students must enroll in at least one credit per term if University resources, including faculty time, are being utilized. Students who must disengage from the PAP program temporarily may apply for a leave of absence. A leave of absence, not longer than one year, is approved by the PAP Director and filed with OGS. A request for a second leave must be approved by the Director, the PAP Executive Committee, and OGS. A student who is not on a leave of absence and has not enrolled for three consecutive terms (excluding summer) is required to submit a [Graduate Re-enrollment Request](#). Nonenrollment, during an approved leave of absence or not, does not change the time limits on completion of degree requirements; the clock keeps ticking.

The University's residency requirement for doctoral students is three consecutive terms during which 9 credits, applicable to the degree, are completed each term. Normally, full-time PAP students will have fulfilled the residency requirement after their first year.

## *Appeals and Grievances*

The exact procedure to be followed when a student wishes to contest a decision or the behavior of a PAP instructor, advisor, or administrator will depend on the circumstance and the nature of the grievance. As a general practice, it is usually best to try to resolve the issue with the individual whose decision or behavior the student finds objectionable and then, if the outcome is not satisfactory, to move up the “chain of command.” For such matters, the PAP administrative hierarchy is as follows: instructional faculty, PAP Director (who may take the issue to the PAP Executive Committee), Director of the School of Government, Dean of the College of Urban and Public Affairs (who may delegate the issue to the Associate Dean).

OGS oversees all graduate programs at PSU and provides mechanisms to ensure that the PAP program is in compliance with the rules and regulations pertaining to doctoral studies at the University. Those rules and regulations are subject to policies recommended by the Graduate Council and approved by the University Senate. Students may [petition the Graduate Council](#) to waive a rule or degree requirement as it is applied by the PAP program. Graduate petitions are used under extenuating circumstances and not as a remedy for poor planning or advising.

A student whose grievance concerns possibly discriminatory behavior on the part of PAP faculty, staff, or anyone else at PSU may also turn to the University’s [Office of Equity and Compliance](#). Grievance procedures appropriate for these and other situations are detailed in the PSU [Bulletin](#).

## **Assistantships and Professional Development**

Doctoral students usually do more than simply fulfill the degree requirements while engaged in the PAP program. Some of these extracurricular activities, like attending lecture series, workshops, and brown bag seminars, are expected of any member of the community of scholars. Others, like serving as research or teaching assistants, provide opportunities for both professional development and remuneration.

## *Funding Opportunities*

Information about graduate scholarships, fellowships, and other awards administered through OGS is available at the [scholarship and awards website](#). PAP students are encouraged to seek non-PAP sources of funding and the University has made this relatively easy to do by consolidating the search and application process for many of these awards. The opportunities discussed below are

administered by the PAP program and the School of Government and involve different application procedures.

Identifying funding opportunities administered off-campus requires more legwork, but the OGS website includes links to some of these and the faculty and staff associated with the PAP program may be of help in pointing students in fruitful directions. Many PAP faculty have considerable experience securing external grants and contracts for research projects that involve doctoral students or have worked with foundations and public agencies that fund doctoral studies and research.

PAP students are encouraged to present their research at scholarly conferences and workshops. The PAP program provides [travel support](#) to help defray some of the costs of attending these meetings. Students can also seek travel support from some of the funding sources listed on the OGS scholarship and awards website.

## *Graduate Assistantships*

While doing their coursework, many PAP students also serve as graduate assistants (GAs). Most of these positions are funded by the College, by faculty-supervised contracts, or by external grants in support of faculty research (the latter two sources also known as “soft money”). They usually include both a tuition remission and a stipend, the amount depending on the number of hours per week that the student is expected to devote to the project and calculated as a share of a full-time equivalent (FTE). GA positions attached to the PAP program usually fall within the range of 0.15 to 0.30 FTE—requiring between 7½ and 15 hours of effort per week, with stipends between \$3,500 and \$7,000 for the academic year—but appointments up to 0.49 FTE are not uncommon.

Although positions funded by soft money are almost always graduate *research* assistantships (GRAs), internal funding is often used to support graduate *teaching* assistantships (GTAs). GTAs provide doctoral students with classroom experience as teaching assistants (graders, guest lecturers, lab or recitation leaders) or as instructors of their own courses.

Graduate assistantships are annual appointments and students must submit a [GA application](#) by 1 February for the next academic year, even if they currently hold a position. The exception is for GA positions that are fully funded—tuition remission *and* stipend—by soft money, in which case appointments are made at the discretion of the responsible faculty member. Assistantships are subject to cancellation at any time if the student fails to maintain good academic standing. Due to unpredictabilities in the State and University budgetary processes, the availability of some assistantships may not be known

until the summer before the start of the academic year.  
*Research Traineeships and Fellowships*

PAP doctoral students may apply for an Integrative Graduate Education and Research Traineeship (IGERT) in [Ecosystem Services for Urbanizing Regions](#). ESUR trainees participate in an interdisciplinary program that explores solutions designed to assure ecosystem service support for rapidly growing urban areas. Students complete four core courses and problem-based research projects in addition to their doctoral studies in PAP. The training program also features extensive collaboration with a diverse group of community partners in the classroom and the field. ESUR trainees receive funding for 2-3 years, including an annual \$30,000 stipend, full tuition remission, and \$10,500 in research funding to support dissertation research.

Hatfield Research Fellowships place qualified doctoral students in public and nonprofit organizations as paid researchers. Placements provide students with opportunities to conduct dissertation research, acquire ad-

vanced research skills and experience, and receive assistance in research funding. Sometimes research fellowships are combined with graduate assistantships. The program is administered by the [Center for Public Service](#) in the School of Government. The availability of a research fellowship will depend on the fit between the student's research and the needs of the hosting agency.

### *Student Organization and Governance*

The Organization of Doctoral Students in Public Affairs and Policy (ODSPAP) serves several important functions in the PAP program. It selects a doctoral student to serve as a representative on the PAP Executive Committee, which also sits as an admissions committee. Faculty in each of the four academic units participating in the program often turn to ODSPAP to help identify students to serve on faculty search and promotion and tenure committees. ODSPAP organizes social events for doctoral students and faculty, provides support for incoming students, and generally enhances the experience of students as members of the PAP community.

## **Ph.D. Program Faculty**

### *Regular Faculty*

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