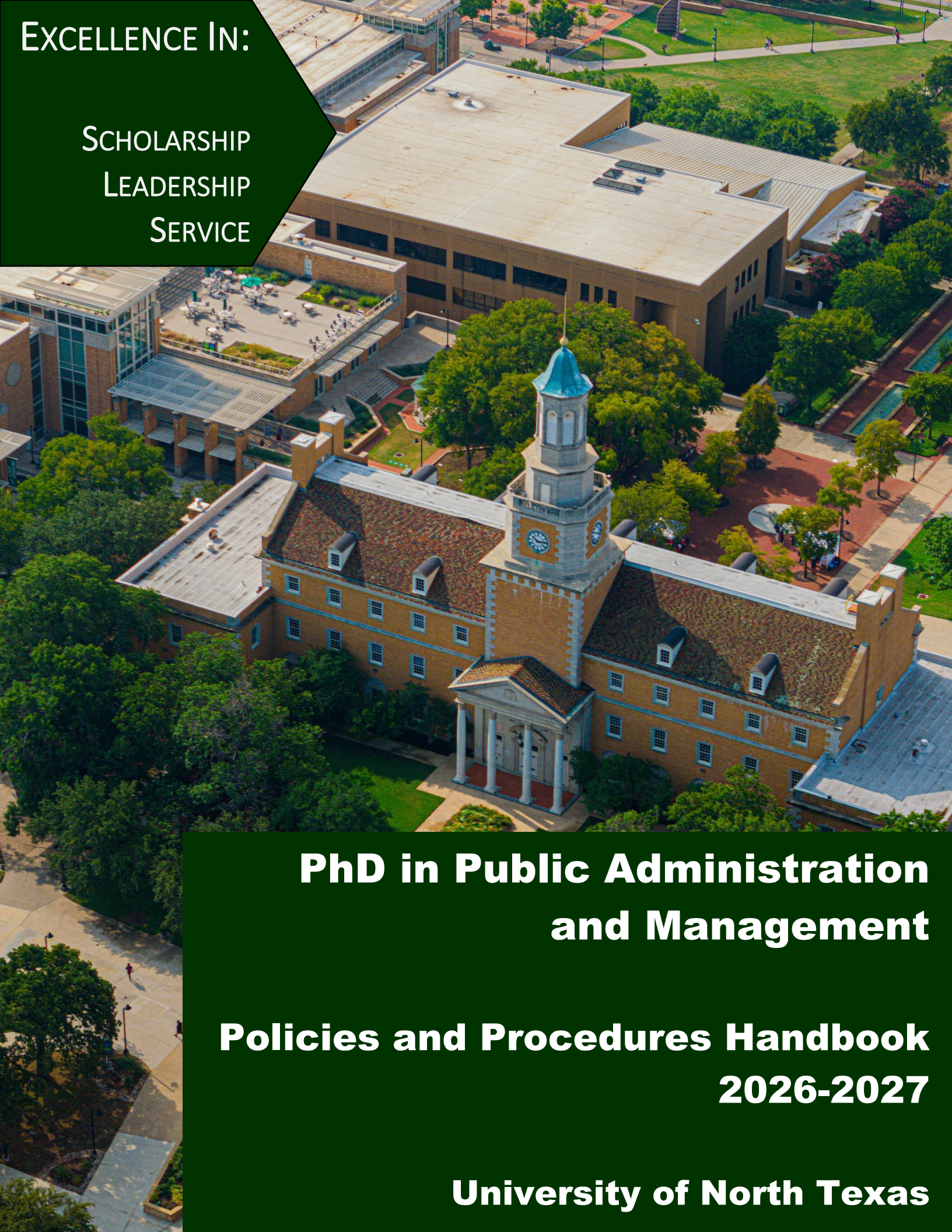




EXCELLENCE IN:

SCHOLARSHIP
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SERVICE

**PhD in Public Administration
and Management**

**Policies and Procedures Handbook
2026-2027**

University of North Texas



SCHOOL OF
PUBLIC AFFAIRS
Department of
Public Administration

PhD STUDENT HANDBOOK

**Policies and Procedures for the
PhD Program in Public Administration and Management**

Academic Year 2026-2027

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*All elements of this handbook are good faith descriptions of program operation. However, program policies and procedures may be changed to serve the interests of the program. Students may be subject to such changes.

GENERAL INFORMATION

Mission Statement

The mission of the PhD program in Public Administration and Management is to prepare scholars who are dedicated to creating and disseminating new knowledge and to advancing the study and practice of public administration.

Goals and Objectives

The PhD in Public Administration and Management is designed primarily for those interested in scholarly careers as researchers and teachers. The PhD program emphasizes theory, methods and research in the field to enable its graduates to become effective teachers and contribute to the development and dissemination of public administration knowledge. Since students entering the PhD program are expected to have satisfied the core requirements for a NASPAA-accredited MPA degree, the curriculum for doctoral students emphasizes analytic tools and theoretical issues confronting the study and practice of public administration.

The Department of Public Administration is committed to providing each student with honest feedback about scholarly performance and potential. Our goal is to help students reach their academic and professional potential. Students who complete the PhD program should expect to achieve the following objectives:

1. Students will comprehend and critique the scholarly literature of public administration and management with a strong emphasis upon one subfield specialization.
2. Students will participate in class instruction, which may include serving as a teaching assistant, teaching fellow, lab assistant, or lecturer.
3. Students will present research at a scholarly conference and submit an article for publication.
4. Students will apply for external funding.

Institutional Setting

The University of North Texas (UNT) is the fourth largest educational institution in Texas and the largest and most comprehensive institution in the Dallas-Fort Worth metropolitan area. UNT is classified as a Carnegie Tier 1 Research University, making it one of the top 115 universities nationwide in innovation, scientific research, and high-level scholarship. It is viewed as a leader among research universities in the United States for its diverse degree programs, quality research, and partnerships with public and private organizations. The university is comprised of twelve schools and colleges and is governed by its own Board of Regents. The Board of Regents also oversees the UNT Health Science Center in Fort Worth and the UNT Dallas campus.

UNT is located in Denton, a city with a population of 140,000, located 39 miles northwest of Dallas and 36 miles northeast of Fort Worth. The Dallas-Fort Worth metropolitan area has a population of 7.6 million. Denton is home to two state universities, the Region VI office of the Federal Emergency Management Agency (FEMA), and FEMA's National Processing Center (a telephone-based center to receive and process claims following a disaster declaration). Its proximity to the north Dallas suburbs and to DFW Airport (27 miles) has also affected its growth and economic prosperity.

The DFW area has a large and active council of governments that includes approximately 200 local governments, has district offices for all major state agencies, and has numerous local, regional, and national offices of nonprofit organizations. For doctoral students, the North Texas area constitutes a vast urban laboratory with many opportunities for research.

ADMISSIONS

Admission to the PhD program is a centralized process which requires prospective applicants to start the application with the UNT Graduate CAS (Centralized Application Service). The program admits students for the Fall semester only and accepts both full-time and part-time applicants.

Admission Process and Requirements

Apply for admission with the UNT Graduate CAS (<https://unt2026.cas.myliaison.com/applicant/login>) by February 1.

- a. Submit CAS online application forms and pay associated fees (Note: The Department of Public Administration is unable to waive the fee since this is a centralized application process).
- b. Submit official transcripts from all universities/colleges attended.
- c. Meet minimum GPA requirements.
- d. Submit TOEFL, IELTS, or Duolingo English Test (International students only).
- e. Submit official GRE score if the applicant would be considered the department level Newell scholarship (School code: 6481).
- f. Submit a statement of purpose no more than a 1,000-word addressing the following questions:
 - i. Why have you decided to pursue a PhD degree in Public Administration and Management?
 - ii. What are the reasons for choosing UNT's PhD program in Public Administration and Management?
 - iii. How will completing a PhD degree enhances your career goals?
 - iv. Describe your area of research interest in pursuing a PhD in the program.
- g. Submit three letters of recommendation attesting to the applicant's ability to complete doctoral-level studies and complete a dissertation.
- h. Submit one solo-authored academic writing sample of approximately 5,000 words.
- i. Submit a current CV or resume.

Since UNT uses a centralized application system, please visit the Graduate Admissions website for step-by-step instructions: [Steps to Apply](#)

The Department will begin reviewing application materials after they have been reviewed and approved by the UNT Admissions Office. Applicants will then be notified of the official admissions decision via email.

Admission to the PhD program is based on an assessment of the applicant's academic ability and potential to meet the demands of a graduate program. The department uses multiple criteria to review each application. These criteria include, but are not limited to, the student's cumulative academic performance and potential as indicated by the quality of the student's undergraduate preparation for advanced study; the quality of their master's degree level of study; commitment to the study of public administration; potential to contribute significantly to the field of public administration through research, teaching, and service; and the extent to which the applicant's interests and professional goals correspond to those offered by the program and the faculty. While GRE scores are optional, applicants may submit them if they believe the scores strengthen their application. Applicants who self-report GRE scores must also submit official score reports as a required component of their application. Please note that a GRE score is required for consideration for the Newell Scholarship.

There are two categories of admission to the program: unconditional and conditional admission. First, an applicant may receive unconditional admission to the program if the portfolio provides evidence that the applicant is highly likely to complete all requirements of the PhD program. Unconditional admission is only available to students who have completed an MPA degree or the core MPA course equivalents from an accredited college or university. If an applicant has not completed an MPA, but is otherwise qualified, then the applicant may obtain a conditional admission. Students accepted into the program under conditional admission must complete leveling coursework. In most cases, leveling coursework constitutes 9 to 18 hours of coursework to be completed before beginning doctoral seminars in the department.

The department does not offer a dual MPA/PhD option. Students admitted to the PhD program who subsequently elect to pursue an MPA degree at UNT must consult with the MPA Program Coordinator within the first 12 hours of enrolling in Master's-level courses to complete an MPA degree plan. That plan must be approved by the PhD Program Coordinator. Students opting to complete an MPA degree concurrent with the PhD degree should expect to add two years to their degree program.



While applications may be submitted throughout the year, the program admits students for the Fall semester only. Applications received by **February 1** will receive priority consideration for funding opportunities, including scholarships and graduate assistantships. Applications are reviewed on a rolling basis; therefore, early submission is strongly encouraged for those seeking financial support.

International Students

In addition to the requirements for the degree program, international students must also submit (1) TOEFL scores (or IELTS, or Duolingo English Test), and (2) an affidavit of financial resources. For more information on international applications, review the TGS website, including the webpages for international applications: <https://www.unt.edu/admissions/international/>. International students must also complete UNT language testing to be eligible for teaching positions and associated financial support.

Transfer Students and Hours

Students may transfer into the PhD program from another institution. However, all PhD core course requirements must be completed within the Department of Public Administration at UNT. During their first year in the program, students may request to transfer a maximum of nine credit hours of elective coursework. It is the student's responsibility to ensure that any transferred courses fulfill UNT degree requirements. To initiate a transfer request, students must explain the reasons and submit supporting documentation, such as course syllabi and completed coursework, to the PhD Program Coordinator for review and approval. Please note that online credit hours are not eligible for transfer.

All work to be credited toward the doctoral degree must be completed within a period of 8 years from the date doctoral credit is first earned. Thus, for a student who would like to transfer doctoral level courses completed in another institution before enrolling at UNT, the 10 years would start from the year the course was taken, not the year the student enrolled at UNT. To be eligible for transfer, coursework has to have been taken at an accredited school/college, must have received graduate credit (correspondence work cannot be used), and must have received a letter grade (classes taken as P/NP or S cannot be counted).

PROGRAM OF STUDY

The University of North Texas offers a PhD in Public Administration and Management tailored for those seeking excellence in scholarly research and advanced study in the field of public administration. The in-person program is highly successful at training student-scholars and helping them find high-profile positions in academia and related research fields. The program of study requires the student to undertake advanced study in the major area of public administration and management, one of four minor fields, social science methods, and non-dissertation research hours. All coursework applied toward the doctoral degree must be completed within eight years of the date on which doctoral credit is first earned.

This program has full time students and part-time students.

Full-Time Students: The first two years of full-time study provide the theoretical and methodological foundations for advanced research in public administration. In the third year, students complete qualifying examinations and successfully defend their dissertation prospectus. The dissertation research should be completed and defended by the end of the fourth year.

Part-Time Students: Upon admission, part-time students will work closely with the Department Chair and PhD Program Coordinator to develop an individualized degree plan outlining coursework and a timeline for degree completion. Part-time students must adhere to their degree plan and declare a research specialization in their first year. Completion of all required core courses with “satisfactory” performance and good standing in the program is necessary to advance to the core qualifying examination. Similarly, completion of all field examination course requirements must be met before a student may sit for the field examination.

Course Requirements

The PhD program requires 57 credit hours of course work beyond that received in completing the MPA degree. The PhD coordinator specifies the leveling courses after admission to the program. Course descriptions can be found in the Graduate Catalog.

1. **Major Field/Core Requirements (12 credit hours):** The Major Field/Core includes four doctoral seminars that are foundational to the study of public administration and management. The following courses are required and constitute the knowledge base for the major field component of the qualifying exam.
 - a. PADM 6010. Introduction to the Study of Public Administration
 - b. PADM 6015. Public Organization Theory and Research
 - c. PADM 6025. Institutional Context of Public Administration
 - d. PADM 6110. Public Management
2. **Research Methods (12 credit hours):** The doctoral program emphasizes the development of research skills that include statistical analysis and other methods appropriate for a student’s field of study. The following courses are required as specified.
 - a. PADM 6035. Social Science Inquiry. (required of all students).
 - b. PADM 5510/6710. Administrative Methods II. Graduates of UNT’s MPA program cannot use these hours on their degree plan. As a substitute, they must take two electives from the list in Section 2e below.
 - c. Six (6) hours (or nine hours if PADM 5510 is already taken in the case described in b) of research methods in consultation with major professor and advisory committee.
3. **Minor field (15 credit hours):** Four specializations or minor fields of study are available. Students are required to select one and only one minor field.
 - a. **Urban Management**

- i. Required courses
 - 1. PADM 5100/6710 Local Government Management
 - 2. PADM 5300/6710 Introduction to Planning
 - 3. PADM 5700-001/6710 Regionalism
 - 4. PADM 5560/6710 Performance Measurement in Public/Nonprofit Sector
 - ii. Three (3) hours of elective determined in consultation with major professor and advisory committee
 - b. Financial Management**
 - iii. Required courses
 - 1. PADM 5430/6710 Financial Accountability in Government
 - 2. PADM 5700-001/6710 Regionalism
 - 3. PADM 5700-002/6710 Nonprofit Financial Management
 - 4. PADM 5560/6710 Performance Measurement in Public/Nonprofit Sector
 - iv. Three (3) hours of elective determined in consultation with major professor and advisory committee
 - c. Nonprofit Management**
 - v. Required courses
 - 1. PADM 5040/6710 Nonprofit Theory and Management
 - 2. PADM 5700-004/6710 Fund Development for NPOs
 - 3. PADM 5700-003/6710 Public-Nonprofit Partnership
 - 4. PADM 5700-002/6710 Nonprofit Financial Management
 - vi. Three (3) hours of elective determined in consultation with major professor and advisory committee
 - d. Emergency Management**
 - vii. Required courses
 - 1. EMDS 5010/6710 Emergency Management Theory and Practice
 - 2. EMDS 5110/6710 Disaster Research Method
 - 3. EMDS 6800/6710 EMDS seminar
 - 4. PADM 5700-005/6710 Economic Development and Disasters (only offered in the summer at instructor's discretion)
 - viii. Three (3) hours of elective determined in consultation with major professor and advisory committee
4. **Non-dissertation research (9 hours):** These are applied research hours designed to produce publishable scholarly work.
- a. PADM 6700. Research practicum in which students assist faculty research projects and complete professionalization activities.
 - b. PADM 6700. Research practicum in which students produce a defensible manuscript independently or in collaboration with faculty. It is expected that the student would be the first author or major contributor when manuscript is submitted for publication. Students will also complete professionalization activities.
 - c. PADM 6940. Directed research in public administration. All students are required to take 3 hours of PADM 6940 in Fall semester of the third year with their dissertation or field exam chair. The course is a readings course to help the student prepare for field exams and dissertation proposal.
5. **Dissertation hours (9 hours minimum).** Students must complete 9 hours of dissertation research. Students are eligible to register for dissertation hours once they have completed the core and field exam process.

The full-time doctoral program is designed to be completed in four years for students who hold an MPA degree, and within five years for those who are conditionally admitted. Students are strongly expected to complete the program within these timeframes. Graduate assistantships and scholarships are not available beyond four years of doctoral study, except in cases where a faculty member funds the student through own and external research grants. Part-time students

are not eligible for funding.

Qualifying exam. Once all course work has been completed, the student then must satisfactorily pass a qualifying examination. This consists of both an examination over the core curriculum of public administration as well as a selected area of specialization. Successful completion of both components will lead to the student's admission to candidacy for the PhD degree.

Degree Plan. Once admitted to the doctoral program and prior to taking any graduate courses, a prospective student must seek advice from the doctoral program coordinator, who will serve as the advisor during the first nine hours of graduate study. Subsequent degree plan updates should be completed each year and are the responsibility of the student to complete and get appropriate signatures.

Residency Requirements. To have the degree plan approved, every candidate for the doctoral degree must complete the appropriate residence requirement at UNT as prescribed by the individual departments and schools. The minimum residence requirement consists of two consecutive long terms/semesters at UNT (fall and the following spring, or spring and the following fall), or a fall or spring term/semester and one adjoining summer session/term at UNT. During the long terms/semesters a minimum of 9 hours must be taken.

Outside Research and External Collaborations. Doctoral students in the Public Administration and Management program must obtain prior written approval before engaging in any external research collaboration (with external members outside of the department, the school and the university). This includes co-authorship, participation in funded projects, data collection or analysis with outside entities, and volunteer research assistance for non-program researchers.

To request approval, students must submit a brief written description of the proposed collaboration, including its nature, purpose, and expected outcomes, to their faculty advisor. The advisor will review the request and, if appropriate, forward it with a recommendation to the doctoral program coordinator for final acknowledgment. Students may not begin the collaboration until written acknowledgment is received.

Failure to comply with this policy may result in a formal review by the doctoral program committee and could lead to disciplinary action, including loss of assistantship funding.

STUDENT ADVISING AND ASSESSMENT

All full-time students will undergo an annual review which entails the submission of an annual report that is evaluated by the PhD Coordinator and an advisory committee. The function of the review process is to provide advice and feedback regarding student performance. The annual process for full-time students is described below.

1. Year One

- a. Assessment
 - i. Complete informal degree plan with PhD Coordinator at New Student Orientation.
 - ii. Annual assessment. Submit a digital copy of the annual report to the PhD Coordinator and Advisory Committee by January 1st of the Spring semester. Students will meet with an advisory committee by January 30th of the Spring semester.
 - iii. Successful completion of PADM 6700-001 (summer term).
- b. Advisory Committee Selection
 - i. Student selects an advisory committee chair by October 25th.
 - ii. The PhD Program Coordinator selects one additional member of the advisory committee.
- c. Advisory Committee functions
 - i. Review and advise student on progress.
 - ii. Modify degree plan, as needed.

2. Year Two

- a. Advisory Committee Selection
 - i. Student selects three faculty to serve on a field exam and advisory committee by October 25th. Student should complete the field exam selection form and submit to the PhD Coordinator.
- b. Assessment
 - i. Annual assessment. Submit a digital copy of the annual report to the PhD Coordinator and Advisory Committee by January 1st of the Spring semester. Students will meet with an advisory committee by January 30th of the Spring semester.
 - ii. Successful completion of PADM 6700-002 (summer term).
 - iii. Committee requires PhD Coordinator approval.
- c. Advisory Committee functions:
 - i. Advise students on field courses and exam preparation.
 - ii. Help student prepare for dissertation committee selection.

3. Year Three

- a. Assessment
 - i. Annual assessment. Submit a digital copy of the annual report to the PhD Coordinator and Advisory Committee by January 1st of the Spring semester. Students will meet with an advisory committee by January 30th of the Spring semester.
 - ii. Successful completion of qualifying exam.
 - iii. Successful complete of PADM 6940 readings course (fall).
 - iv. Successful defense of dissertation prospectus (spring).
- b. Dissertation Committee Selection
 - i. Students must submit documentation declaring a dissertation committee by January 30th of the Spring semester.
 - ii. The committee should be no larger than four (4) persons and three (3) must be PADM faculty with authorization to sit on dissertation committees and must be approved by the PhD Coordinator.
 - iii. Once selected, any change to dissertation committee membership or major professor/chair must be approved by the PhD Coordinator.



4. Year Four

- a. Assessment
 - i. Annual assessment. Submit a digital copy of the annual report to the PhD Coordinator and Dissertation Committee by January 1st of the Spring semester. Students will meet with an advisory committee by January 30th of the Spring semester.
 - ii. Successful defense of dissertation.
- b. Any change to dissertation committee membership or major professor/chair must be approved by the PhD Coordinator.

5. Beyond Year Four

- a. Annual assessment. Submit one hard copy and one digital copy of the annual report to the PhD Coordinator and Dissertation Committee by January 1st of the Spring semester. The dissertation chair will determine whether to convene a formal committee meeting, but all review materials must be routed to committee members and a formal assessment filed with the PhD Coordinator.
- b. Successful defense of dissertation.
- c. Any change to dissertation committee membership or major professor/chair must be approved by the PhD Coordinator

All full-time students are expected to successfully defend dissertation by the end of Year Four. Continued study and enrollment in the program will be monitored closely to ensure that the student is making adequate progress. Full-time students who fail to complete a dissertation within six years of starting the program are not making adequate progress, which is grounds for potential dismissal from the program.



ACADEMIC PROBATION, SUSPENSION, & PROGRAM DISMISSAL

All students must remain in good standing in the program. The Department retains the authority to dismiss students at any time if they fail to maintain good standing. Good standing is a function of academic performance, successful completion of program milestones, and student behavior. The determination of good standing will be made by the doctoral program coordinator with the advice and consent of a faculty review committee.

Academic Probation and Suspension. The Toulouse Graduate School will place students on academic probation if their cumulative GPA falls below 3.0. Please see the graduate catalog for further information about academic probation and suspension.

Program Dismissal. The Department of Public Administration can deny a graduate student continued enrollment in the PhD program for any of the following reasons:

- Failure to maintain a cumulative GPA of 3.0.
- Receipt of two C grades in PADM 5510 (or it's 6710 equivalent), PADM 6035, PADM 6010, PADM 6015, PADM 6025, or PADM 6110 results in automatic dismissal from the program.
- Failure to meet published departmental or University requirements.
- Failure to maintain satisfactory progress toward the PhD degree. This includes, but is not limited to, incompletes in course work, the failure to complete identified milestones in pre-dissertation research, or failure to make adequate progress in dissertation research.
- Failure in the qualifying examination.
- A recommendation for dismissal by an advisory committee or PhD coordinator on the basis that continued enrollment is not in the best interest of the program.

The process for program dismissal other than for Qualifying Exam failure begins with a recommendation for dismissal from a student's advisory committee or the PhD Coordinator made to a faculty review committee. Upon such a recommendation, the student will be notified, in writing, by the PhD Coordinator. The student will be invited to respond in writing and a meeting will be scheduled with the faculty review committee within 15 business days.

If, following these deliberations, the recommendation for dismissal is upheld, the student will be dismissed from the program. Alternatively, the faculty review committee may place the student on probation with recommendations for corrective action or reject the recommendation. The student's advisory committee will be responsible for monitoring the results of implementing the recommendations.



DOCTORAL EXAMINATION PROCESS

The qualifying examination tests student knowledge of the literature in the core courses and designated field. Passing the qualifying exam is required before a student is eligible to defend a dissertation proposal. The qualifying examination consists of two parts: a core curriculum exam and a field exam. The core curriculum exam consists of two 6-hour written exams in the substantive core at the University of North Texas. The core curriculum exam is taken in June of the second year of the program. The field exam includes a written and oral exam that is taken in December of the third year of the program. The form of the written field exam varies by field and is defined by a field exam committee. In each exam, the student will be expected to demonstrate the ability to recall important literature, critically evaluate the central issues and debates in each area, identify research gaps, and conceptualize trends and opportunities in future scholarship. All students must pass the core curriculum exam and field exam to be eligible to defend a dissertation proposal.

The Core Examination

Only students who have completed all core course work, have completed the first two years of the cohort, and are in good standing (with a cumulative GPA of 3.0 or better in the PhD program) may take the core examination. The student must resolve all incomplete grades in core courses prior to taking the core curriculum examination. The PhD coordinator will certify the successful completion of core course work and will administer the comprehensive examination. Students are not permitted to consult notes, books, photocopies, or any other materials during the examination.

The core exam is taken in June of the second year, at the discretion of the PhD Coordinator. The core exam consists of a two-day written exam. The exam covers the issues and material presented in the core courses. Each academic year, a four-member PhD Core Exam Committee (P-CEC) will be appointed by the department chair in consultation with the PhD coordinator to grade the core exam. The term of appointment for committee members is one academic year. At the conclusion of the exam, each member of the committee will submit a vote of pass or fail to the PhD coordinator, who will compile the results. Three of the four members of the Core Exam Committee must pass the student to complete the core curriculum examination successfully. A student who fails the core exam retakes the examination during August of the same year. If the retake is graded as failing, the student will be dismissed from the program without appeal.

The Field Examination

Students are eligible to take the field examination only after meeting all of the following requirements:

- Completion of all core coursework
- Completion of the first two years of the cohort
- Good academic standing with a cumulative GPA of 3.0 or above in the PhD program
- Successful completion of the core examination
- Resolution of all incomplete grades

The PhD Coordinator will certify successful completion of the core examination and oversee the administration of the field examination. The PhD Field Examination Committee (P-FEC) must consist of at least three public administration and urban planning faculty members, selected by the PhD Coordinator based on the student's chosen specialization. Examination questions must be reviewed by both the committee and the PhD Program Coordinator. Committees may include up to four members, all of whom must be from within the department.

Examination Format and Process

The field examination is administered in the Fall semester of the third year. The exam covers issues and materials defined by the field examination committee. All field examinations must begin with a written component and conclude with an oral component, with the specific format determined by the committee. Students must work with their field examination committee to define the scope and parameters of the exam.

The field examination committee will first evaluate the written exam to determine whether the student may proceed to the oral component. A student passes the field examination upon receiving passing votes from at least two committee members at the conclusion of the oral exam.

Retake Policy

If the written examination is deemed insufficient to proceed to the oral component, the student may retake the written examination one time during the Spring semester of the third year. The committee will then determine whether the student may proceed to the oral examination.

ADVANCEMENT TO PhD CANDIDACY

Prospectus and Dissertation

Following successful completion of the core and field examinations, students are admitted to doctoral candidacy. Students at this stage are required to write a dissertation under the supervision of a major professor and a dissertation committee, selected by the student with the approval of the PhD Coordinator.

Dissertation Committee

The dissertation committee shall include the major professor (who serves as committee chair), two additional faculty members from the department, and an optional outside committee member (subject to approval). The committee chair and participating faculty will assist the student in refining dissertation ideas. When selecting a dissertation topic, students should carefully consider the following: originality of the research, relevance to current events and academic interests, the state of the literature and the field, potential research questions, appropriate research methods (qualitative or quantitative), and overall feasibility of the project.

Dissertation Prospectus

Once the student and faculty reach agreement on a topic, the dissertation process begins with the preparation of a prospectus. The prospectus identifies a problem to be explored, draws on relevant literature to establish its significance to public administration, sets forth a line of argumentation or hypotheses to be tested, and describes the research approach, methods, and data to be employed.

Working with their major professor, the student will develop a prospectus that includes the following components:

- Topic of the dissertation and its significance
- Research question(s) and hypotheses
- Literature review illustrating the history, current state of research, existing gaps, and unanswered questions in the field
- Research methods, including justification and feasibility of the chosen approach
- Institutional Review Board (IRB) paperwork and approval
- Detailed plan for completing the dissertation, including major milestones and target dates
- Prospectus approval from the dissertation committee

Students should recognize that the prospectus is a critical document in the dissertation process. A well-developed prospectus can often serve as the foundation for the introductory chapters of the dissertation, and its content, organization, and argumentation are strong determinants of the student's ability to successfully complete the degree.

Prospectus Defense

Once completed, the prospectus must be orally defended and approved by the dissertation committee before dissertation research may begin. **No fewer than two weeks prior to the defense**, all committee members must receive an electronic copy of the prospectus for review. The defense will be scheduled to ensure full committee attendance.

The committee will convene in a closed session to evaluate the prospectus. Approval requires a unanimous vote with no dissenting members, and committee acceptance must be certified in writing. If the candidate receives an "unsatisfactory" evaluation, the prospectus may be revised and resubmitted.

Upon passing the prospectus defense, the candidate must maintain continuous enrollment in dissertation hours each Fall and Spring semester until the dissertation is complete. It is the student's responsibility to keep faculty informed of the dissertation's progress and to complete the research in a timely manner.

Dissertation Defense

A final oral examination is scheduled for the defense of the dissertation after the dissertation committee has certified it as ready for defense. The dissertation committee composition remains the same as the prospectus committee, consisting of the major professor (who serves as committee chair) and at least two additional faculty members from the department. An outside committee member is optional but must be reviewed and approved by the PhD Program Coordinator or Department Chair. All committee members have the right to full participation and voting.

The dissertation committee must approve both the dissertation and the defense by a unanimous vote, and their approval must be certified in writing.

Once the dissertation committee accepts the completed dissertation and all degree requirements have been met, the department will schedule the defense with a minimum of two weeks' notice to verify requirements and publicize the examination date and time. Members of the university community are encouraged to attend the final oral examination and may question the candidate; however, voting is restricted to the dissertation committee, which will convene in a closed session to determine the suitability of the work.

If the candidate receives an "unsatisfactory" evaluation, the defense may be repeated one time. Under no circumstances may a student defend the dissertation more than twice.

Once the dissertation has been approved, defended, and revised as necessary, the student must submit it to the Graduate School in conformity with all Graduate School formatting and submission specifications. Additional information regarding dissertation requirements can be found on the Graduate School website.

Graduation Requirements

Students are responsible for obtaining a graduation packet and submitting a graduation application before the university's established deadline. Students should review graduation application deadlines in the UNT Catalogue or on the UNT website and ensure all required information is submitted several months prior to the anticipated graduation ceremony.

FINANCIAL AID AND AWARDS

The Department will work with prospective students to identify and apply for financial aid. In addition to Department and University sources, students are encouraged to explore funds that are available from federal and other sources.

Department of Public Administration Doctoral Teaching Assistantship and Fellowship:

The Department of Public Administration provides a limited number of teaching assistantships (TAs) and teaching fellowships (TFs) for doctoral students. These positions are open to students in the first or subsequent years of graduate study and are awarded on a competitive basis. Recipients are required to complete university-offered language training, such as UNT's Graduate Student Teaching Excellence Program. TFs will be expected to teach assigned courses at the undergraduate level and perhaps the MPA level; TAs are expected to work for 20 hours a week under the supervision of a faculty member to whom he/she is assigned. Each position carries a stipend. Graduate assistants and fellows are expected to perform their duties satisfactorily and to remain in good academic standing during the tenure of their appointments and must be in good academic standing to qualify for a renewal.

The following Principles will guide the work assignment of Graduate Assistants.

1. Departmentally funded PhD students must complete these co-curricular activities:
 - a. Attend all departmental colloquiums, except when other professional activities interfere.
 - b. Participate in at least three approved workshops per year (in person or online).
 - c. Complete UNT's Graduate Student Teaching Excellence Program (G-STEP) prior to serving as a TF.
2. Departmentally funded PhD students include teaching fellows (TFs), teaching assistants (TAs), research assistants (RAs) and graduate student assistants (GSAs). The job description used by the Graduate School for these graduate assistant positions will be used by the department when making work assignments. Funded PhD students are expected to work 20 hours per week. Assignment of graduate assistants as RAs, TAs, TFs, or GSAs is dependent on departmental needs.
3. RAs (including summer RA) are funded by faculty with external funding. Normally, RAs will be assigned to faculty for the duration of the external funding. Faculty who are assigned an RA are encouraged to produce a research product.
4. TAs are assigned to faculty taking into consideration faculty teaching loads and class sizes for both undergraduate and graduate classes. TAs are expected to assist the faculty by (1) regularly attending the faculty member's classes, (2) serving as guest speaker on limited occasions, (3) grading papers and exams where appropriate, (4) proctoring exams, and (5) other instructional duties that expose the student to the instructional duties of the professoriate. TAs may also have responsibility for research activities.
5. GSAs are expected to assist the faculty member to whom they are assigned by (1) regularly attending the faculty member's classes, (2) helping students with the technology used in the classroom, (3) helping with the upkeep and maintenance of the lab computers, (4) proctoring exams, and (5) keeping the lab open for students working on homework and group projects as required by the faculty.
6. TFs are expected to teach up to two courses per semester. As the instructor of record for the course, TFs must demonstrate all the qualities of classroom instructors including: (1) preparing a syllabus (in consultation with a faculty member in that area of specialization), (2) being well-prepared for class, (3) engaging students in the course content, (4) evaluating student performance, (5) providing student with frequent feedback on mastery of the course material, and (6) complying with university requests for information. TFs will be observed and

evaluated by a tenure-track faculty member during the first semester. Non-native speakers must be certified for language proficiency in the classroom per state law.

7. At the end of each semester, faculty will be expected to complete an evaluation of the RA, TA, TF or GSA on a form provided by the chair.
8. Graduate assistants may be reassigned for cause such as instructional deficiencies in the classroom, failure to deliver adequate research assistance, or otherwise failure to meet expectations.
9. The allocation of graduate assistants in the Department of Public Administration is the responsibility of the department chair in consultation with the program coordinators and faculty.

Newell Fellow Program

For doctoral students in the Newell Fellow program, students must be enrolled full-time and achieve a GPA of 3.50 or above each semester to maintain eligibility for the award. **Newell Fellow Program scholarships are awarded at the time of admission in recognition of academic excellence.** Need policy for administering Newell Fellow Program scholarships are not renewable and are subject to fund availability and balance.

Graduate Student Travel Grants

Travel grants are offered by the Toulouse School of Graduate Studies, the Vice President for Research and Technology Transfer, and the UNT Graduate Student Council offer travel grants for qualified graduate students. Enrolled students in good standing who are pursuing master's or doctoral degrees may apply for Graduate Student Travel Grants to support the costs of their travel to national or international professional meetings this academic year. Funds will be available to support graduate students who:

- will be presenting peer-reviewed and accepted research or creative activity which the student authored/co-authored, created/co-created;
- are conducting or participating in workshops or professional development activities that will *substantially* enhance their professional skills or capabilities;

Students who receive any type of travel grant from the university must schedule a presentation of their paper with the faculty in order to receive necessary mentoring prior to the academic conference in question. Students who will present papers at conferences (but do not obtain university funding) are also strongly encouraged to schedule a meeting with faculty to improve content and presentation.

Outstanding PhD Student Award

Given annually by the faculty to a doctoral student who has achieved an exemplary academic record and who has contributed to the advancement of their chosen field of study through their scholarship, teaching, and public service.

Eligible students must have:

- Been enrolled in the PhD program in the Department of Public Administration during the current academic year. Students graduating in the current calendar year are eligible.
- Advanced to ABD status, i.e. have passed the field exam.
- A cumulative GPA of 3.50 for the doctoral program including any transferred hours.
- Made contributions to their field of study or to the general study of public administration through (1) presentations of papers at colloquia and academic conferences, (2) publications, (3) awards, (4) teaching

evaluations, (5) grants, (6) service to the department, university, or professional associations, or (7) other activities that have advanced the study and practice of public administration.

The selection process proceeds as follows:

1. Each April, the PhD Coordinator identifies those PhD students who are eligible for the award;
2. Eligible students are invited to submit their CVs in support of their nomination;
3. For each nominee, the PhD Coordinator circulates to the faculty their name, their cumulative GPA, CV, and teaching scores for each course taught while in the doctoral program;
4. No later than the May faculty meeting, the PhD Coordinator reviews the candidates and the faculty select a recipient. The award is normally presented in August at the inaugural fall event to welcome new and returning doctoral students;
5. The recipient receives a plaque and the addition of their name to a perpetual plaque maintained in the department office.

