

PROGRAM ANNOUNCEMENT
PH.D. IN PUBLIC AFFAIRS, COMMUNITY DEVELOPMENT
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

I. GENERAL INFORMATION

Title of proposed degree: Doctor of Philosophy in Public Affairs
Community Development

Degree: Ph.D., MPA
School: The Graduate School of Arts and Sciences Camden

Campus: Camden

CIP Code and Nomenclature:

Anticipated Start Date:

Articulation Agreements:

Accreditation/Licensure:

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VOLUME II

PARTICIPATING FACULTY CURRICULUM VITAE

I. OBJECTIVES

Introduction

Rutgers University's Camden Campus intends to design and implement a doctoral degree in Public Affairs and a companion masters program, both of which will focus on *community development*. These new degrees will contribute significantly to the campus leadership's objective of advancing from a Carnegie Classification 1 (Comprehensive University offering masters degrees) to a Doctoral/Research Campus. Offering Ph.D. programs, moreover, is consistent with the research capabilities of the faculty on the Camden Campus. This transition will align Rutgers-Camden with the stature and mission of our sister campuses in New Brunswick and Newark and, in doing so, clearly establish Rutgers as New Jersey's leading public research university throughout the state.

Public Affairs/Community Development has been identified as one of three areas of sufficient campus capacity to support doctoral instruction, the others being Childhood Studies, which has already been approved, and Computational Biology. In order to realize the objective of elevating the Camden Campus to a Ph.D.-granting institution, it is important to identify multiple areas of strength in which new doctoral programs can be established; a single doctoral program will not create a strong identity as a center of advanced graduate study. On the Camden Campus, these areas will be derived from a number of disciplines and academic units in order to achieve the requisite critical mass for program delivery.

Both the Ph.D. and the masters degree proposed will be housed in the Department of Public Policy and Administration (DPPA), historically the largest of the Campus' graduate programs. The Department currently confers a Master of Public Administration (MPA) degree that includes a nationally recognized track in International Public Service and Development (IPSD) offered in conjunction with the Peace Corps. The IPSD program has attracted students from across the country, including leading universities such as University of Michigan, Yale University, Brown University, and Princeton University, and educates them to work on community development initiatives around the world, thus offering the prospect of embedding a high quality international dimension to these new graduate degrees.

Connecting Social Sciences with Business and Law

As with the doctorate in Childhood Studies and the proposed degree in Computational Biology, our aim will be to mount a program that moves beyond mere multidisciplinary coursework to true interdisciplinary interaction for faculty and students. Although this formula applies in all three areas designated for Ph.D. development, Public Affairs/Community Development presents an especially robust opportunity to achieve this end. As on many urban campuses, the scholarly, instructional, and policy research interests in the Faculty of Arts and Sciences (FAS) reflect strength in community development and related fields. The campus, however, will enjoy a significant comparative advantage by incorporating the Schools of Business and Law in these degree programs. Synergies already exist between the DPPA and the faculties of Law, where a dual JD/MPA has been in place for several years, and Business, where cross listed courses are regularly offered. We anticipate that these interdisciplinary connections will prove advantageous not only in attracting high quality students and faculty, but also in acquiring external funding.

While the DPPA offers a program of study that is by definition multidisciplinary and well-positioned to build strong interdisciplinary collaborations with other departments in FAS, the

proposed degree programs will be distinctive both nationally and within Rutgers in that the Law and Business Schools have been integrally involved in the program design (members of the Law and Business faculties sit on the Ph.D. Development Committee) and will be directly engaged in the direction as well as the delivery of both the degrees. Adopting a clear collaborative approach to program design as well as delivery will guarantee that these new degrees are conferred on students who have had the benefit of coursework that purposefully incorporates not only material but also instruction from multiple scholarly disciplines and traditions. More importantly, our core courses are consciously designed to be interdisciplinary in that required theory courses will be team-taught, thereby ensuring that students and faculty engage in serious exploration of how different scholarly traditions intersect and inform one another. Rather than merely offering coursework in diverse but distinct disciplines, these degrees will actively promote a learning and research environment in which graduate students and their mentors triangulate on the process of community development with concepts and methods from different traditions. The close partnership of our Law and Business Schools with FAS in this endeavor has the strong endorsement of all three deans (see letters of support in Appendix I). These degrees will provide a unique graduate study experience that combines advanced theoretical and methodological training for researchers with a deep understanding of how legal and regulatory institutions, market forces and business practices, social phenomena, governmental structures at all levels, and policy processes interact to shape community development. The \$36 million expansion of the Law School, currently under way, includes space designed for interactions between the University and community organizations, thereby enhancing the campus as a research and learning environment for community development.

Advantages of Camden and South Jersey

The City of Camden and the wider South Jersey region provide an excellent location for these interdisciplinary degree programs focused on community development. Camden, after a proud history of industrial achievement that included hosting RCA Corp., Campbell's Soup, and New York Shipbuilding as well as several other well-known but smaller companies such as Easterbrook Pen Corp., entered a period of sharp decline at the end of the 1960s. No longer the cultural and commercial hub of southern New Jersey, Camden, by the dawn of the 21st century, ranked as one of the nation's most impoverished, segregated (by class and race) urban centers, with similar challenges beginning to emerge in the City's inner ring suburbs. In the face of these circumstances, the State enacted sweeping legislation that allocated \$175 million in capital investment as well as neighborhood revitalization and appointed a chief operating officer to manage the first five years of Camden's long term redevelopment.

This state intervention is the first stage of an ongoing "experiment" in community development that will provide tremendous research and learning possibilities. Moreover, with higher education, and Rutgers-Camden in particular, at the core of the redevelopment vision for Camden, this interdisciplinary Ph.D. program on the ground would advance the University's land grant public service mission while simultaneously offering unparalleled opportunities for original community development research. These opportunities have already engaged Rutgers-Camden faculty and students in applied research and technical assistance. For example, the Rutgers-Fairview Neighborhood Partnership (RFNP), a community development collaboration of neighborhood partners, the Rutgers' Law Clinic, Center for Management and Entrepreneurship (CME), and Walter Rand Institute (WRI) has resulted in production of a neighborhood plan, several new businesses, and city support for a new streetscape. The proposed doctoral program would enhance the University's capacity to replicate this program in other communities, and just

as importantly to blend sophisticated interdisciplinary research and evaluation with such public service opportunities.

As rich as the research, service, and learning prospects are in Camden and its contiguous municipalities, the wider South Jersey region will be an equally important context for interdisciplinary community development research and learning. Like Camden, other South Jersey urban centers are facing socio-economic challenges and searching for effective community development strategies. These other sites such as Bridgeton and Vineland, however, are situated in rural-agrarian locales in transition from stable, compact urban centers surrounded by farmland or open space to depressed smaller cities increasingly enveloped by sprawling suburban or exurban tracts. This development dynamic creates its own challenges around conflicts between market preferences for newer larger homes and efforts to preserve the character and tax base of historic communities. The Ph.D. and masters programs will be perfectly situated to analyze this set of community development issues, compare them to the situation typified by Camden, and place both in a regional context.

The highly successful IPSD track in the Department of Public Policy and Administration will be integrated into the study of community development for both doctoral and masters students, thereby ensuring a significant international dimension to students' interdisciplinary educational experience and to scholarly research opportunities. The program at Rutgers-Camden, thus, would be one of very few in the nation in which students and faculty systematically explore parallels in community development from the local, regional, national and international perspectives.

While Rutgers University already has a significant reputation among community development scholars and professionals, largely through the accomplishments of its Urban Planning Department in the Bloustein School, this interdisciplinary doctoral program will enhance the University's standing by capitalizing on the pioneering partnership of Business and Law with social sciences concerned with public affairs. Indeed, we expect the creation of this program will offer substantial possibilities for cross campus cooperation on research and grant-funded activities.

II. NEED

Community Development as an Interdisciplinary Field

While the field of community development can trace its roots to the utopian visions of Robert Owen and Henri de Saint-Simon, it came into prominence as an academic and policy focus in the 1960s. Community development is understood generally to be a process through which residents of a particular geographic locale interact constructively with relevant public, private and nonprofit institutions and with one another to identify and address problems and opportunities that affect their general welfare. This perspective has permeated scholarship, policymaking, and social action across the municipal, regional, state, national and international levels. Foundations including Ford, Annie E. Casey, Geraldine R. Dodge, and William Penn as well as nonprofit organizations link community development to *civic engagement* in their mission statements and programs; government organizations ranging from state agencies to NSF, HUD and the U.S. Commerce Department fund specific initiatives that promote citizen participation in community development; international organizations such as the World Bank and the United Nations are supporting initiatives and NGO activity with community development as an organizing principle. All of these entities, moreover, adopt the view that citizens need support to participate effectively

because community development takes place at the intersection of increasingly complex globalized economic, political, legal, and social systems.

The intellectual justification for the proposed masters and Ph.D. degrees derives from the existing gap between the truly interdisciplinary promise of community development as an area of study and the less-than-ideal interdisciplinary character of graduate education available. Historically, then, the movement politics of the 1960s and its focus on participatory democracy and social responsibility informed scholars in particular disciplines such as history, planning, psychology, sociology, or urban studies as a foundation for the field of community development. As is often the case, though, disciplinary boundaries presented significant barriers to the interdisciplinary ideal. A survey of graduate programs in which community development is featured reveals essentially two organizational approaches, neither of which achieves as robust an interdisciplinary education as proposed herein. Some doctoral programs adopt a particular policy or disciplinary point of view such as urban studies/affairs (e.g., University of Delaware, the Levin School at Cleveland State, University of Southern California), community psychology (e.g., Vanderbilt), economic development (e.g. University of Texas at Dallas), or planning (e.g., University of Pennsylvania or University of Texas at Arlington). Others deliver broad-based programs in public policy or public affairs that incorporate aspects of community development (e.g., George Washington's Urban Policy track in their Public Policy & Administration Ph.D. or Princeton's Urban and Regional Policy Cluster within their Public Affairs Ph.D.). Within these two educational approaches other distinctions exist as well, most prominently along the lines of geographic orientation (e.g., urban versus rural).

Owing, in large measure, to the historical circumstances of the field's evolution, then, existing programs capture a limited perspective or set of perspectives on community development, as defined by a particular policy or disciplinary orientation. Significantly, none systematically integrates the points of view or paradigms that legal and business scholarship can bring to the problem of community development. The doctoral and masters degree programs at Rutgers Camden do so by design and will, thereby, bring the interdisciplinary ideals of community development to a new level in both graduate education and original research.

According to the Community Development Society, the field "integrates knowledge from many disciplines with theory, research, teaching, and practice as important and interdependent functions that are vital in the public and private sectors." Unfortunately while community development was understood from its inception as intrinsically interdisciplinary, academic training in the field has been designed and implemented with particularistic orientations: urban or rural; economic or social psychological; planning or community organizing; etc. Even the most highly regarded programs in which community development is a programmatic focus rarely move beyond offering courses in multiple disciplines. None that we know of integrates Business and Law school faculty as we are proposing.

Although community development has long been a concern in government and the academy, designing a doctoral program of study that genuinely tackles it from an interdisciplinary standpoint, that produces scholars and practitioners who understand that community development whether in Chicago or Camden, in Port-au-Prince or Ploesti (both locations of our IPSD students) will be substantially improved by an educational model that integrates sophisticated understandings of public policy, law, and the private sector. Community development encompasses numerous policy issues such as neighborhood revitalization, public

health, sustainability, or transportation. But the study of each will be enhanced by an appreciation of relevant legal and regulatory institutions that impinge on these areas. In addition, adopting a purely planning perspective without a sound knowledge of business and markets leads to an impoverished academic perspective. What we have in mind, then is graduate education that can engage students and faculty with: not only the neighborhood-based human capital perspective of John McKnight, but also Michael Porter's work on competitiveness and community development; not only with policy proposals for revitalizing urban or rural communities in decline, but also with the legal frameworks that delimit these proposals.

At both the masters and the Ph.D. level these degrees will consciously blend scholarly training in the social sciences with professional education in relevant areas of Business and Law. This type of graduate education will enrich both the study and the practice of community development. On the academic front, graduates with this Ph.D. will bring their unique interdisciplinary training to the array of undergraduate and advanced degree programs concerned with community development either explicitly or as part of a broader program of public policy and affairs. In the applied fields, the masters as well as, in some cases, the doctorate will interest professionals intent on acquiring more sophisticated theoretical and methodological knowledge applicable to the design and evaluation of community development models.

Market Demand/Enrollment Trends

A variety of sources suggest that there is a healthy demand for Public Affairs doctoral programs. According to a recent study by the Maxine Goodman Levin College of Urban Affairs at Cleveland State University "the demand for urban and public affairs Ph.D.'s in the traditional academic market is projected to increase over the next few years due to a decline in the number of Ph.D. degrees granted over the past decade. Public affairs-related Ph.D.s are also in demand in the corporate and nonprofit sectors" (http://urban.csuohio.edu/academics/graduate/phd_handbook.pdf). Georgia Tech's School of Public Policy supports this perspective, stating, "At present, and for the foreseeable future, demand for public policy doctoral degree holders is likely to exceed supply... Moreover, the fact that more than half of doctoral graduates from public policy programs obtain employment in the private or nonprofit sector greatly increases the utilitarian value of the degree" (http://www.spp.gatech.edu/prospective-students/ps_phwhydoit.php).

The National Association of Schools of Public Affairs and Administration (NASPAA)¹ regularly surveys its 250 member universities concerning doctoral programs. NASPAA enrollment statistics from 2001 to 2003 show a 37% increase in the number of students pursuing a Ph.D. or D.P.A. in the Public Affairs/Administration/Policy area at NASPAA member universities. These enrollment increases are likely a market response to the relatively strong demand noted in the Cleveland State and Georgia tech studies. In a 2003 survey of doctoral programs in Public Affairs, Marc Holzer (Rutgers-Newark) found that the 37 schools responding reported that "over the next five years" they were expecting a mean of 3.4 new Ph.D. hires in their units (90 total). This study, in fact, underestimates the demand for new Ph.D.s in academic positions because it omits the 150+ PA programs that offer the MPA or related masters as their terminal degree. Moreover, only 50% of the Public Affairs Ph.D.s identified in the survey were pursuing academic placements.

¹ Rutgers-Camden Masters in Public Administration is a NASPAA-accredited program.

Enrollment Projections

Enrollments for the new MPA concentration and the Ph.D. program have been projected over a five-year period. To assist in setting projections, comparable campuses and programs were identified as benchmarks. Annual enrollment projections are presented in the following table as ranges. The range for total students by year five of the program allows room for attrition.

	MPA, COMMUNITY DEVELOPMENT TRACK	PH.D. IN PUBLIC AFFAIRS
YEAR 1	7 (2 full time)	3-5 (2-4 full time)
YEAR 2	10 (3 full time)	3-5 (2-4 full time)
YEAR 3	15 (3 full time)	5-6 (4-5 full time)
YEAR 4	15 (3 full time)	5-6 (4-5 full time)
YEAR 5	15 (3 full time)	5-6 (4-5 full time)
TOTAL	30	21-28*

* New enrollments in the Ph.D. program will be limited to 6 annually.

Employment Prospects

In terms of employment, these degrees will prepare graduates for careers in the academy, in government, and in organizations dedicated to policy analysis and advocacy. The robust course of interdisciplinary study proposed will produce doctoral level researchers and teachers well prepared to deliver the kind of scholarship and instruction originally envisioned as the hallmark of community development. The program’s distinctive incorporation of business and law with social sciences and public policy/administration should prepare individuals who will be highly sought after not only in programs focused on community development *per se*, but also in allied fields of public policy, urban affairs, and public health as well as traditional social science disciplines that increasingly recognize the value of interdisciplinary scholarship. Descriptions of several non-teaching jobs for which future graduates would qualify are attached in Appendix IV.

Moving beyond academe, government at all levels has a vital interest in seeking the type of students we will produce. They will be highly attractive to: planning agencies and redevelopment authorities at the municipal level; improvement authorities and economic development agencies at the county level; legislative research staff and departments of community affairs at the state level; and HUD, Commerce, or HHS at the federal level. These masters and Ph.D. students will combine highly desirable substantive, methodological and theoretical expertise traditionally found in graduates of strong planning, public policy or public administration programs with a powerful interdisciplinary perspective desperately needed in the policymaking community. That community is also populated by regional and quasi-governmental agencies such as metropolitan planning organizations (MPOs) and interstate commissions such as port or transportation authorities that need skilled interdisciplinary researchers and professionals who can design or evaluate community development projects.

In addition, there is a demand for scholars and professionals with a public affairs/community development background in the nonprofit sector. Numerous think tanks, foundations, social service and economic development groups, and policy advocacy organizations employ masters level professionals as well as a limited number of Ph.D.s to provide leadership and applied research capacity. The freestanding national think tanks of all ideological orientations such as the Brookings Institution, the Urban Institute, the Cato Institute, and the Heritage Foundation have

active research programs around smart growth, regional or metropolitan issues and community development itself to which graduates with our robust interdisciplinary degree could contribute.

At the state level, development partnerships and advocacy organizations employ individuals with the research and analytic skills emphasized in the proposed degree programs, and the law and business components of the degrees will make our graduates especially competitive. The various foundations with a community development focus cited above also will need program officers and consultants with community development expertise.

The interdisciplinary nature of this program and degree will afford graduates a variety of employment opportunities. The breadth of areas encompassed in the degree (government/public policy studies, business and law fundamentals and research skills) lends a utilitarian aspect to the degree which will assist graduates in moving into a variety of academic and non-academic positions.

Those holding a Public Affairs degree with a community development focus will have the ability to move into a variety of academic appointments, both teaching and research-based. Graduates could attain positions in areas including Public Administration, Public Policy, Urban Studies/Affairs and Sociology. At the time of this proposal, more than twenty positions for which Rutgers-Camden Public Affairs Ph.D. graduates would qualify were being advertised on the websites of the Chronicle of Higher Education and Association for Public Policy Analysis and Management (APPAM). Two of these positions request a specialization in community development/civic engagement.

University-based research institutes present another strong area of employment for potential Rutgers-Camden Public Affairs Ph.D. graduates. The APPAM website was advertising three open positions at these types of organizations at the time of this proposal. These include entities that specialize in public affairs/public policy, training and technical assistance and applied and academic research. A few examples of these institutes are The Carl Vinson Institute of Government at the University of Georgia, The Institute for Public Administration at University of Delaware and The Hubert H. Humphrey Institute of Public Affairs at University of Minnesota.

Research institutes unaffiliated with universities also represent a key area of employment for those holding Ph.D.s in Public Affairs, and include organizations such as the Brookings Institution, the Fannie Mae Foundation and the Pew Research Center for the People and the Press. These jobs are primarily research positions. At the time of this proposal, the APPAM job bank listed six positions that require a Ph.D. in Public Affairs-related areas. They included Director of Research, Development and Evaluation at Goodwill Industries, Policy Researcher at the RAND Corporation, and Research Fellow at the Public Policy Institute of California.

Government, at the federal, state and local levels, offers considerable job prospects for Public Affairs Ph.D. graduates. Government agencies and departments require research/evaluation, planning, and analyst work which call for Ph.D.-level research skills. Specific positions held by Public Affairs Ph.D. graduates of other programs are Research Scientist in state human services agencies and Senior Urban Designer for state planning agencies. International public organizations represent another area of opportunity, particularly in agencies such as the World Bank and the United Nations.

III. OTHER PROGRAMS IN THE STATE AND AREA

While there are several Ph.D. programs in New Jersey which have some similarities with the proposed program, none has the community development focus or the significant interdisciplinary components that the Rutgers Camden Public Affairs Ph.D. proposes. The program at Rutgers New Brunswick is primarily planning and policy oriented and the Rutgers Newark program includes concentration areas related to management and policy. Princeton University's doctoral program in Public Affairs, Urban and Regional Policy Cluster has some similarities to the proposed program; however, the curriculum does not include the business or legal perspectives in its approach to community development.

As is the case at the state level, there are several Ph.D. programs in the region related to the proposed Rutgers Camden program (i.e., public policy, planning and administration programs), but none with a community development specialization or the level of integration of various disciplines found in the Public Affairs Ph.D. degree described here. The University of Delaware offers a Ph.D. in Urban Affairs & Public Policy with a social and urban policy specialization that focuses on the nonprofit and public sectors' roles in community development. The degree does not, however, integrate law or business perspectives in the coursework. Pennsylvania State University at Harrisburg has a program that confers a Ph.D. in Public Administration. In contrast to this proposed program, the majority of students in Penn State's program are working professionals, and the program focuses heavily on administration.

Even at the national level, no program was identified that integrates business and law into community development to the extent of this proposed program. No identified programs included law or business courses in the curriculum. In addition, many of the programs with community development concentrations such as Vanderbilt University focus on heavily on nonprofit and grassroots organizations. Others are very planning-oriented as in the case of University of Southern California.

IV. EDUCATIONAL PROGRAM

Admission Requirements

Admission to the Ph.D. program will be based on undergraduate (and graduate, if applicable) transcripts, GRE scores, letters of recommendation and a writing sample. Relevant professional experience may also be considered in admission decisions. Prior to entering the program, students must successfully complete two courses in statistics, research methods and/or economics. Admission to the MPA Community Development Concentration will be based on the existing criteria of the DPPA MPA program.

Graduation Requirements

To receive a Ph.D. in Public Affairs, students must meet four requirements: (1) completion of all coursework (39 credits, plus 12 for dissertation) and receive no more than two grades of "C+" or lower; (2) satisfactory performance on written comprehensive exams; (3) successful completion of a written dissertation proposal and oral defense of the proposal; (4) successful completion of an original dissertation project and oral defense of the project. Dissertation committees will consist of 3 members, with a minimum of one from DPPA and one from Law or Business.

Ph.D. Program Overview

The Public Affairs Ph.D. curriculum is designed to give students a strong theoretical grounding in the interdisciplinary nature of public affairs and specifically, community development. The required courses ensure students develop an understanding of community development across levels of analysis, levels of government and systematically, in particular the connections across governments, private and non-profit organizations. The robust research methods requirements allow students to cultivate keen research skills that will allow them to compete very successfully in the job market both in and outside academia. The elective courses further expand the interdisciplinary aspect of the program while also providing students with the opportunity to tailor the program to his or her research and professional interests. Students who are unable to complete the Ph.D. program will be eligible to receive a Master of Arts in Public Affairs upon completion of 42 credits which requires all Community Development coursework.

The Ph.D. curriculum consists of the following courses totaling 51 credits:

REQUIRED COURSES

Theory Courses (3 Courses/9 Credits)

- Theory and History of Community Development
- Legal and Regulatory Environment of Community Development
- Planning, Markets and Community Development

The **team-taught** theory courses are pro-seminars intended to provide a common grounding in community development. The Theory and History of Community Development course will be led by a DPPA professor, Legal and Regulatory Environment by a Law professor and Planning and Markets by a Business professor. In each case a second professor from another discipline will support the lead professor.

Methods Courses (3 Courses/9 Credits)

- Logic of Social Inquiry
- Quantitative Analysis
- One Research Elective (Survey Research, Qualitative Methods, Geographic Information Systems, Ethnographic Analysis, etc.)

The program has rigorous methods requirements that include theoretical/foundational courses as well as an elective to allow students to develop specific research skills useful to his or her doctoral research and career. Students interested in further building quantitative research skills, or a specific expertise such as GIS, will have the option of taking an additional methods course as a general elective.

Content Courses (3 Courses/9 Credits)

- International & Comparative Community Development
- Regional and Economic Development
- Civic Engagement, Nonprofits and Community Development

The content courses further ground students in community development. Courses provide an exploration of the similarities and contrasts between community development domestically and internationally, regional and economic development issues and civic engagement.

ELECTIVE COURSES² (4 Courses/12 Credits)

- 1 Law Courses from an approved list
- 1 Business School Courses from an approved list
- Any 2 additional graduate courses selected from Law, Business and FAS

Elective courses are drawn from the three areas (Graduate FAS, Law and Graduate Business) to further strengthen the interdisciplinary nature of the program as well as allow students to tailor his or her coursework to develop specific areas of expertise within community development/public affairs. Within the electives, students will be required to take a minimum of one course each in law and business.

DISSERTATION (12 Credits)

Dissertation committees will consist of three members: at least one faculty member from DPPA and at least one from the Law or Business schools. The presence of Law and Business faculty on dissertation committees contributes not only to the program’s interdisciplinary aspect but also achieves full engagement of each of the schools.

Curriculum Outline for a Typical Course of Study for Ph.D.

<i>YEAR ONE</i>	
<i>FALL SEMESTER</i>	<i>SPRING SEMESTER</i>
<ul style="list-style-type: none"> ➤ Theory and History of Community Development (3) ➤ Logic of Social Inquiry (3) ➤ International & Comparative Community Development (3) ➤ Elective Course (3) 	<ul style="list-style-type: none"> ➤ Planning, Markets and Community Development (3) ➤ Quantitative Analysis (3) ➤ Regional and Economic Development (3) ➤ Elective Course (3)
<i>YEAR TWO</i>	
<i>FALL SEMESTER</i>	<i>SPRING SEMESTER³</i>
<ul style="list-style-type: none"> ➤ Legal and Regulatory Environment of Community Development (3) ➤ Methods Elective Course (3) ➤ Civic Engagement, Nonprofits and Community Development (3) ➤ Elective Course (3) 	<ul style="list-style-type: none"> ➤ Elective Course (3) ➤ Dissertation Development Course (3) ➤ Comprehensive Exams
<i>YEAR THREE</i>	
<i>FALL SEMESTER</i>	<i>SPRING SEMESTER</i>
<ul style="list-style-type: none"> ➤ Dissertation Research & Writing 	<ul style="list-style-type: none"> ➤ Dissertation Research & Writing (Matriculation Continued)

MPA PROGRAM OVERVIEW

The DPPA will create a Community Development track within the Masters in Public Administration (MPA) degree. The MPA program currently includes three tracks: Public Management, International Public Service and Development, and Educational Policy and

² Please see appendix? for a complete list of Ph.D. courses

³ Students interested in further developing research skills or expertise in a specific area may take an additional methods course this semester to satisfy an elective requirement.

Leadership. The Community Development concentration will consist of core courses, specific track courses and one elective course. As in the current MPA concentrations, students will complete a total of 42 credits. The curriculum includes:

CORE COURSES (7 Courses/21 Credits)

- Foundations in Policy Analysis
- Law and Public Policy
- Principles of Public Management
- Introduction to Public Budget and Finance
- Organizational Behavior
- Research Methods
- Public Information Systems

CONCENTRATION COURSES (4 Courses/12 Credits)

- Theory and History of Community Development
- Regional and Economic Development
- Civic Engagement, Non-profits and Community Development
- Legal & Regulatory Environment of Community Development

ELECTIVE COURSES (2 Courses/6 Credits)

- Any 2 additional graduate courses selected from Law, Business and FAS

RESEARCH WORKSHOP (3 Credits)

Students complete an original research project in this course.

Typical Course of Study for MPA, Community Development Concentration

<i>YEAR ONE</i>	
<i>FALL SEMESTER</i>	<i>SPRING SEMESTER</i>
<ul style="list-style-type: none"> ➤ Foundations in Policy Analysis (3) ➤ Law & Public Policy (3) ➤ Introduction to Public Budget & Finance (3) ➤ Theory & History of Community Development (3) 	<ul style="list-style-type: none"> ➤ Principles of Public Management (3) ➤ Organizational Behavior (3) ➤ Regional & Economic Development (3) ➤ Civic Engagement, Non-profits and Community Development (3)
<i>YEAR TWO</i>	
<i>FALL SEMESTER</i>	<i>SPRING SEMESTER</i>
<ul style="list-style-type: none"> ➤ Research Methods Course (3) ➤ Public Information Systems (3) ➤ Legal & Regulatory Environment of Community Development (3) ➤ Elective Course (3) 	<ul style="list-style-type: none"> ➤ Elective Course (3) ➤ Research Workshop (3)

Inter-departmental and Inter-Campus Cooperation

The Rutgers Campus at Camden is well-positioned to launch an interdisciplinary Ph.D. organized around the field of community development. The campus is home to a number of centers that engage students and faculty from Arts and Sciences, Business and Law in projects focused on community development. The Senator Walter Rand Institute for Public Affairs (WRI) has been identified as the primary campus unit in which doctoral students and faculty will work on community development research. The Institute has a track record of engaging 6 – 8 MPA

students a year in research projects, and the incorporation of three doctoral candidates per year in the research program will elevate the sophistication of its policy analysis while providing a rich research environment for scholars interested in community development. Doctoral students may also conduct research through other campus centers such as the Center for Strategic Urban Community Development. The program will also afford involved faculty increased opportunities to conduct research at these campus centers in collaboration with doctoral students.

Interdisciplinary collaboration on a broad array of campus projects, moreover, has laid a strong foundation for the nation’s only community development doctoral program that brings Business and Law into direct partnership with social science and policy researchers. The table below provides examples suggesting the extent of these collaborations already in place.

Project	Description	Lead Entity	Campus Partners
<i>Rutgers-Fairview Neighborhood Partnership</i>	Neighborhood Redevelopment and Planning	Provost’s Office	Center for Management and Entrepreneurship Law Clinic Walter Rand Institute
<i>United Way of Camden County Needs Assessment</i>	Provide Survey, Focus Group and Demographic Analysis	Walter Rand Institute	Center for Management and Entrepreneurship Dept. of Public Policy & Administration
<i>LEAP Academy</i>	Provide Holistic Educational Experience in Rutgers-Affiliated Charter School	Center for Strategic Urban Community Development	Dept. of Public Policy & Administration Law School Business School
<i>Camden Safer Cities Initiative</i>	Facilitation and Data Analysis for a Multi-agency and Community Anti-crime Collaboration	Walter Rand Institute	Dept. of Public Policy & Administration Dept. of Criminal Justice
<i>South Jersey Leadership Institute</i>	Leadership Development for Public, Private & Nonprofit Organizations	Center for Strategic Urban Community Development	Dept. of Public Policy & Administration Dept. of Psychology
<i>Camden Capacity-Building Project</i>	Organizational Assessment, Training & Professional Development for Municipal Government	Walter Rand Institute	Dept. of Public Policy & Administration Center for Management & Entrepreneurship Law School Center for Strategic Urban Community Development
<i>Camden Asset Building Coalition</i>	Convene nonprofits, government and private entities to create asset development opportunities	Walter Rand Institute	School of Business LEAP Academy

Several of these campus institutions are currently working with entities on the Newark (Police Institute) and New Brunswick (Bloustein School of Planning and Public Policy) campuses. A Ph.D. program will further enhance these relationships and create future opportunities for collaboration.

An objective of the new Ph.D. program will be to take these collaborative efforts in community development to a higher level by engaging doctoral students, trained in interdisciplinary research and evaluation, in such projects. Just as importantly, this engagement brings a reciprocal advantage of providing superb opportunities for interdisciplinary dissertation research and sophisticated service learning experiences for doctoral and masters students in community development.

Credit Transfer

Students may transfer up to 12 credits taken elsewhere subject to the regulations of the Camden College of Arts and Sciences and University College Camden. The applicability of these courses to the program/major will be determined by the department chair.

V. FACULTY

A. The program is anchored by the current faculty members of the Department of Public Policy and Administration, four of whom have joint appointments in Political Science.

100% DPPA Faculty

Dr. Gloria Bonilla-Santiago	Distinguished Service Professor
Dr. Christine Brenner	Assistant Professor
Dr. James Garnett	Full Professor
Dr. Jainaba Kah	Assistant Professor
Dr. Patrice Mareschal	Assistant Professor
Dr. Michael Lang	Full Professor ⁴
Dr. John Van Til	Full Professor
Unfilled Junior Line	Assistant Professor ⁵

60% Political Science Faculty/40% DPPA

Dr. James Dunn	Full Professor
Dr. Richard Harris	Full Professor
Dr. Russell Harrison	Associate Professor
Dr. Jenny Kehl	Assistant Professor

Note: Drs. Bonilla-Santiago and Harris direct a center and institute respectively and are available for limited instructional duties. See Volume II for a detailed list of faculty CVs including research interests.

In addition, 11 Business Faculty, 3 Law Faculty, 6 Economics Faculty, 4 History Faculty, and 6 Faculty from Sociology-Anthropology-Criminal Justice have indicated that they will participate in the program. In addition to being engaged in course instruction, Law and Business faculty will serve on dissertation committees and be involved in program administration.

B. In order to offer advanced coursework in all areas of the curriculum, five additional faculty members will be hired, two to be in place the first year of the program, and the remaining three by the start of the second year. The new hires will be assigned in the following manner⁶:

⁴ Dr. Lang has retired, though he is still engaged with the University for AY 2006-07.

⁵ Dr. Sanjay Pandey accepted a position at the University of Kansas starting in Fall 2006 leaving this position unfilled.

Hire 1 – Assistant Professor	51% Business, 49% DPPA	Year 1
Hire 2 – Assistant Professor	51% Law, 49% DPPA	Year 1
Hire 3 – Associate Professor (Tenured)	51% DPPA, 49% Economics	Year 1
Hire 4 – Assistant Professor	51% Economics, 49% DPPA	Year 2
Hire 5 – Assistant Professor	51% Sociology, 49% DPPA	Year 2

Each of the new faculty will be hired as joint appointments to the DPPA and Law, Business, Economics or another social science department. One of social science appointments must go to an individual who brings advanced methodology, including GIS-based research. These joint appointments will be key to building and sustaining a robust interdisciplinary character for the program, particularly in ensuring that team-taught courses are maintained.

C. Percentages of faculty time devoted to the program are as follows:

Faculty	Primary Unit	Program %	Comment
Alok Baveja	Business	10	Courses Open to Ph.D. Students
John Broussard	Business	10	Courses Open to Ph.D. Students
Carol Kaufman-Scarborough	Business	10	Courses Open to Ph.D. Students
Julie Kendall	Business	10	Courses Open to Ph.D. Students
Kenneth Kendall	Business	10	Courses Open to Ph.D. Students
Briance Mascarenhas	Business	10	Courses Open to Ph.D. Students
Maureen Morrin	Business	10	Courses Open to Ph.D. Students
Gayle Porter	Business	10	Courses Open to Ph.D. Students
Julie Ruth	Business	10	Courses Open to Ph.D. Students
Shankar Sundaresan	Business	10	Courses Open to Ph.D. Students
Uzi Yaari	Business	10	Courses Open to Ph.D. Students
<i>New Assistant Professor</i>	Business	49	2 Business Courses/Year
Daniel Hart	Childhood Studies	10	Courses Open to Ph.D. Students
Gloria Bonilla-Santiago	DPPA	100	N/A
Christine Thurlow-Brenner	DPPA	100	N/A
James Garnett	DPPA	100	N/A
Jainaba Kah	DPPA	100	N/A
Patrice Mareschal	DPPA	100	N/A
Jon Van Til	DPPA	40	3 Urban Studies Courses/Year ⁷
<i>Michael Lang Line</i>	DPPA	60	2 Urban Studies Courses/Year
<i>Unfilled Line</i>	DPPA	100	Currently unfilled
<i>New Associate Professor</i>	DPPA	51	2 Economics Courses/Year
I-Ming Chiu	Economics	10	Courses Open to Ph.D. Students
Osama Hamed	Economics	10	Courses Open to Ph.D. Students
Jinpeng Ma	Economics	10	Courses Open to Ph.D. Students

⁶ Professors with a 51/49 split will receive tenure through the department in which they are assigned 51% of their time

⁷ Note: the number of courses listed in the “Comment” column is based on the current course loads of 5/year in FAS and 4/year in Business and Law. Those faculty members working in the doctoral program are anticipated to have course reductions to guarantee a maximum of 4 courses/year.

Program Announcement for Ph.D. in Public Affairs

Faculty Member	Primary Unit	Contribution	Comment
John Smith	Economics	10	Courses Open to Ph.D. Students
John Worrall	Economics	10	Courses Open to Ph.D. Students
Tetsuji Yamada	Economics	10	Courses Open to Ph.D. Students
<i>New Assistant Professor</i>	Economics	49	3 Economics Courses/Year
Howard Gillette	History	10	Courses Open to Ph.D. Students
Janet Golden	History	10	Courses Open to Ph.D. Students
Andrew Lees	History	10	Courses Open to Ph.D. Students
Phillip Scranton	History	10	Courses Open to Ph.D. Students
Roger Dennis	Law	10	Courses Open to Ph.D. Students
Philip Harvey (to be confirmed)	Law	10	Courses Open to Ph.D. Students
Damon Smith (to be confirmed)	Law	10	Courses Open to Ph.D. Students
<i>New Assistant Professor</i>	Law	49	2 Law Courses/Year
James Dunn	Political Science	40	3 Political Science Courses/Year
Richard Harris	Political Science	40	3 Political Science Courses/Year
Russell Harrison	Political Science	40	3 Political Science Courses/Year
Jenny Kehl	Political Science	40	3 Political Science Courses/Year
Cati Coe	Sociology	10	Courses Open to Ph.D. Students
Gail Caputo	Sociology/CJ	10	Courses Open to Ph.D. Students
Ted Goertzel	Sociology	10	Courses Open to Ph.D. Students
Drew Humphries	Sociology/CJ	10	Courses Open to Ph.D. Students
Michelle Meloy	Sociology/CJ	10	Courses Open to Ph.D. Students
Jon'a Meyer	Sociology/CJ	10	Courses Open to Ph.D. Students
<i>New Assistant Professor</i>	Sociology	49	3 Sociology Courses/Year

D. No adjunct faculty will be required.

E. There is currently one graduate assistantship line available to the DPPA, though it is partially funded by the Department's Forum for Policy Research. This line should be fully funded as a regular assistantship.

F. Three additional assistantships will be necessary to provide funding for doctoral students. The assistantships will be research positions assigned to the Walter Rand Institute or some other appropriate campus center, where Ph.D. students will engage with faculty members in applied research projects dealing with aspects of community development. Award of the assistantships will be made by the Ph.D. Steering Committee. The committee will accept requests from participating faculty for assistantships and will assign students based on these requests.

VII. Program Administration

The doctoral and masters programs in Public Affairs/Community and Regional Development will be housed in the DPPA and fall under the purview of the DPPA chair who reports to the Dean of FAS-Camden. In keeping with the interdisciplinary vision, approval of the program will establish a Program Steering Committee to be comprised of five members: A chair from the DPPA Faculty (joint appointments qualify), a member of the Business School Faculty, a member of the Law School Faculty, and two additional faculty members from participating FAS departments. The Steering Committee will manage and oversee; (a) Ph.D. admissions (b) admission to the MPA Community and Regional Development track will be handled through

regular DPPA procedures); (c) curriculum; (d) periodic evaluation and assessment of the program. Faculty from Law and Business will also be eligible to serve on dissertation committees with DPPA faculty.

VIII. Program Review

Review of the Ph.D. program will occur at regular intervals by peer evaluators, according to normal procedures at Rutgers University. The Program Steering Committee will be responsible for internal review. The MPA track will be reviewed regularly by the National Association of Schools of Public Affairs and Administration as part of the DPPA's normal accreditation review.

IX. Other Resources

Library resources in the Rutgers system are adequate for the purposes of this program (see Appendix VII), especially with the Law School on campus. The Dean of FAS and the Provost have determined that it is imperative that adequate resources are dedicated to this Ph.D. program.

The major additional resource that will be necessary for the long term viability of the program will be a building to co-locate DPPA faculty (including new joint appointments) and staff, graduate students, and the Forum, as well as the Walter Rand Institute for Public Affairs (WRI) and the Center for Strategic Urban Community Leadership (CSUCL) both of which have outgrown their initial locations in portions of older town houses on Cooper Street. Currently, DPPA faculty members are located in four separate buildings including WRI and CSUCL. Moreover, there is no central space adequate for interdisciplinary interaction with Business and Law colleagues or for graduate student intercourse. Neither are there available offices for any new hires. In addition, the new facility must provide a computer lab with a minimum of 8 workstations equipped with state of the art software including GIS and statistical packages for instruction in methods and research collaborations. A preliminary design of the new facility, a green building, is attached in Appendix VI. The proposed building has been selected as the number 1 FAS facilities priority for the current Rutgers capital campaign and is budgeted at \$20 million. In the interim, the Dean of FAS and the Provost of the Campus are committed to acquiring and renovating properties on Cooper Street that will serve a temporary home for the program and will bring together as many faculty members and units affiliated with the program as possible.