

1978

Center for Public Affairs and Administration National DPA Program for Administrators 1978-79

Nova University

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Nova University

**Center for Public Affairs
and Administration**

**National DPA Program
for Administrators:**
a program for managers
leading to a doctorate
in public administration

A Bulletin, 1978-79

Center for Public Affairs and Administration
Nova University, College Avenue
Fort Lauderdale, Florida 33314
305-587-6660

National DPA Program for Administrators

Career enhancing advanced academic work relates concepts with practice

Professional careers continue uninterrupted

Participants meet off-campus at locations throughout the United States

Two-day, once-a-month conferences (Friday and Saturday)

Integrated study plan emphasizes management leadership roles

Specially-prepared curriculum statements and selected publications

Program-projects are work-related

Nationally-recognized faculty

Team educational leadership

Experienced participants

Nova University is accredited by the Southern Association of Colleges and Schools.

This bulletin is effective February 1, 1978

**Center for Public Affairs
and Administration**



**National DPA Program
for Administrators**

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MARK SILVERMAN, Administrative Assistant

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L. DOUGLAS YODER, Assistant Professor of Public Administration

Policies and programs set forth herein become effective February 1, 1978. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova University administration.

Nova University: An Innovative Institution

Nova University was chartered by the State of Florida in 1964 as an institution for graduate study and research in science and technology. In 1970, Nova joined in an educational consortium with the New York Institute of Technology, an independent, non-profit institution with campuses in Manhattan and Old Westbury, Long Island. Nova is independent, non-sectarian, non-profit, and practices a policy of non-discrimination in its employment and its programs.

Nova was accredited in 1971 and its regional accreditation was reaffirmed for ten years by the Southern Association of Colleges and Schools, the official accrediting agency for institutions of higher education in the south-eastern states. Since its inception, Nova has developed new and innovative off-campus programs for persons in mid-career. Its research programs are directed toward the solution of problems of immediate concern to mankind.

This University is an institution of higher learning with programs leading to the Doctor of Philosophy in the behavioral sciences, life sciences, and oceanography. The Doctor of Education in Elementary and Secondary School Administration, in Community College Teaching, and in Early Childhood Education, as well as the Doctor of Public Administration are offered in an off-campus format. The Juris Doctor is offered in Law. The Master of Science degree is conferred in Administration and Supervision of Educational Systems, Biochemistry, Elementary Education, Environmental Science, Experimental Oncology, Human Resources, Learning Technology, and Microbiology.

Center for Public Affairs and Administration

The Center for Public Affairs and Administration is devoted to improving management in the public sector through innovative programs and community service activities. The Center maintains a nationwide perspective through its faculty of nationally recognized scholars and practitioners and through its network of more than 500 in-career managers who participate in Center Programs.

The Center offers two career development graduate programs delivered in an innovative off-campus format. They are:

- The National DPA Program for Administrators, designed for experienced professionals already *in management* or management-related public and community service positions.
- The Management and Public Service Program for *professionals developing their competency* as specialists and/or generalists with public and community service agencies. This program which is offered in conjunction with the Behavioral Sciences Center, leads to a master's degree.

Through its Government Assistance Service, the Center promotes efficient and economical methods of administering the affairs of units of local government and other public bodies. It also provides assistance in developing programs based on knowledge and consideration of the needs and resources of each community.

Preparing Today's Managers for Tomorrow's Public Service

To meet the needs of public and community service administrators, Nova University offers an innovative DPA program aimed at helping practicing administrators acquire a broadly-based generalist perspective and a heightened awareness necessary to make government more effective and responsive in a rapidly changing world. The program is designed to complement the administrative experience they have already gained.

Tomorrow's effective public or community service administrator even more than today's, will need to be a generalist, able to cope successfully with the diversity and complexity of headlong social change. Although many specialists serve today with imagination and distinction in key administrative posts, the administrative leaders of the future will require generalist skills and knowledge.

In its benchmark report entitled "Meeting the Needs of Tomorrow's Public Service,"* the National Academy of Public Administration stated that the successful public administrator of the future will be "adaptable, knowledgeable about changing trends and new developments, and perceptive in his judgment about which trends to exploit and which to resist or ignore." The Academy further asserted that "The public administrator of the 1980's clearly will have to be well prepared—a person of flexible capability with considerable opportunity for refurbishing his skills and perspective throughout his career."

The Academy also found that, as in other academic fields, public administration programs have lost much of the relevancy required in effective preparation for the profession. University reward systems are weighted too heavily against applied research, interdisciplinary programs, and faculty participation in continuing education programs. The result is a relevance gap between academic offerings and the world in which the public administrator must operate.

The Center's DPA program is a job-related management development program for in-career administrators conducted in intensive two-day sessions and week-long workshops by a nationally recognized faculty of scholars and practitioners. Emphasis in the program is placed on developing participants' skill in applying the techniques, resources, and processes of administration to the practical problems of managerial leadership. In addition, the participant enhances his comprehension of the political environment, policy objectives, and strategies and tactics to make public policies effective. Thus, the program stresses the "what and why" of public policy and administration.

**Meeting the Needs of Tomorrow's Public Service: Guidelines for Professional Education in Public Administration.* Washington, D.C.; National Academy of Public Administration. January 1974.

Clusters: Past, Present and Forming

BIRMINGHAM, ALABAMA
HUNTSVILLE, ALABAMA
DENVER, COLORADO
GREENWICH, CONNECTICUT
WILMINGTON, DELAWARE
WASHINGTON, D.C.
EGLIN, FLORIDA
FT. LAUDERDALE, FLORIDA
GAINESVILLE, FLORIDA
JACKSONVILLE, FLORIDA
ORLANDO, FLORIDA
TALLAHASSEE, FLORIDA
CHICAGO, ILLINOIS
SEEKONK, MASSACHUSETTS
DETROIT, MICHIGAN
LOUISVILLE, KENTUCKY
ST. PAUL, MINNESOTA
KANSAS CITY, MISSOURI
KING OF PRUSSIA, PENNSYLVANIA
NASHVILLE, TENNESSEE
AUSTIN, TEXAS
DALLAS, TEXAS
HOUSTON, TEXAS
ARLINGTON, VIRGINIA
HOPEWELL, VIRGINIA
MADISON, WISCONSIN



Distinguishing features of the Center's DPA Program, affecting content and delivery of the Programs include:

- **Career enhancing advanced academic work relates theory and concepts to practice.** The Program facilitates the development of competent administrative generalists capable of managing the governance of a complex and changing society.
- **Specially-prepared curriculum statements, supplemented by selected publications,** introduce participants to issues and basic literature of public administration. These basic required-readings are provided without additional cost to participants.
- **Program Projects are work related.** Participants prepare commentaries which serve as resource material for the monthly conference sessions. They also prepare case problems and job-related Applied Research Projects dealing with problems encountered in their work environment. Written comprehensive and final oral examinations are also practitioner oriented.
- **Professional careers continue uninterruptedly,** thus providing the clinical experience which is vital for considering the practical application of concepts and techniques.
- **Off-campus locations** throughout the United States are used for course conferences, thus bringing the University to the participants. At present, there are 20 clusters with over 500 participants from more than 20 states.
- **Two-day (Friday and Saturday) once-a-month conferences** provide participants, meeting in clusters, an opportunity for intensive consideration of topics under faculty team leadership.
- **Annual week-long Workshops** at Nova University provide opportunities for interchange of ideas and intensive study.
- **Nationally-recognized faculty** of public officials and scholars enhances the learning experience. A national preceptor, with specific expertise, leads the consideration of issues at each monthly cluster meeting with the assistance of the local cluster director who provides continual guidance to the participants throughout the Program.

The DPA Program

Curriculum. The DPA curriculum is designed for persons who are living and functioning in the field of public administration; in essence, it consists of a continuous active learning and sharing process which spans a three year period.

Its major characteristics include:

- utilizing and building upon participants' clinical and laboratory experience;
- bringing the concepts, principles, practices, tested insights of public administration to participants;
- complementing and enriching the understanding and knowledge of each participant through the sharing of the experiences of others;
- providing a basis for the continuing intellectual and professional growth of participants;
- meeting practitioners' needs in the selection and organization of program material and content; and
- focusing on the roles of the manager.

Program. The DPA Program concentrates on ten roles of the manager and includes the following elements:

- 18 monthly weekend local cluster course conferences of two days each over a period of two years which consider six of the management roles;
- three annual week-long National Workshops covering subject matter areas relating to these roles;
- a job-related applied research project focused upon a significant problem related to the participant's work;
- a one-day comprehensive written doctoral qualifying examination that must be passed before the participant may proceed as a doctoral candidate; and
- a final oral examination upon completion of all other requirements.

Note: The written and the oral examination may be taken a second time.

YEAR I* Environment of Public Administration

Political Partner

Considers the pluralist nature of the political environment; provides a basis for understanding the interests, institutions, and ideas involved in the complex process of determining policy, making decisions, and taking action.

The Administrator in a Pluralistic Setting—Unit 1
Ideas and Institutions—Unit 2
Interests and Instruments of Power—Unit 3

Policy Formulator

Considers certain overriding public policy issues: (1) maintaining social order and justice, and defending the nation's security on the world scene; (2) maintaining a prosperous economy and liveable environment; and (3) sustaining social progress in education, health, civil rights, and reduction of poverty.

Protective Functions—Unit 1
Environmental and Economic Functions—Unit 2
Social and Human Service Functions—Unit 3

Information User—Analyzer

Provides an understanding of the necessary skills in research and evaluation to which an administrator must have access in his roles as program manager, decision-maker, program developer, defender of budgets and other requests for resources and authority, and as spokesman for the effectiveness of his organization and the consequences of its programs; participants will be introduced to the problems of designing a reporting system (or an information system) to meet their specific needs.

Management information Systems—Unit 1
Measurement of Program Outputs—Unit 2
Measurement of Program Consequences—Unit 3

DYNAN

Workshop A—Program-Project Developer

Considers the approach and techniques of problem analysis and project development; reviews a variety of analytical means, their strengths and weaknesses, and when to apply them. Critical incident case studies and applied research projects will be considered.

Problem Solving Exercise/Examination

The exercise/examination will include the combination of a case study and an analytical exercise.

*Chronological order of monthly course conferences may be reversed—either Environment or Techniques may be taken in Year 1. Workshop A may be taken in Year 1 or Year 2 following completion of 3 sequences; Workshop B in Year 2 or Year 3 following completion of 6 sequences.

YEAR II*

Techniques of Public Administration

Organizational Coordinator

Considers the context of a bureaucratic hierarchy in which one relates not only to those within, but also to those outside the administration; reviews theories of organization, including the nature of bureaucracy, inter-agency relationships, agency structure; examines internal division of responsibility, and problems affecting bureaucratic behavior, performance, and change.

Organization and Management Principles—Unit 1
Group Dynamics and Interpersonal Relations—
Unit 2

Administrative Responsibility and Ethics—Unit 3

Resource Mobilizer

Reviews resources available to, and constraints upon, the administrator in formulating policy as well as in implementing programs; Law, finance and personnel, as resources of management, are examined.

Authority, Power, and Administrative Law—Unit 1
Funding and Finance Administration—Unit 2
Staffing and Personnel Management—Unit 3

Program Mover

Considers the governing process with emphasis on budgeting, program implementation, and program evaluation; analyzes decision-making, problem-solving, and conflict resolution; examines policy and decision-making in a pluralistic system.

Governing and Decision-Making Processes—Unit 1
Problem and Conflict Resolution—Unit 2
Pluralism and Policy and Decision-Making—Unit 3

FINAL YEAR(S)

Applied Research in Public Administration

Applied Research Project

Each participant is required to develop a job-related Applied Research Project—action-oriented analysis of a significant problem related to one's work. It may include comparative analysis—the data-based analytical consideration of viable alternatives in light of explicit criteria to select the optimum line of action for resolving the problem—or some other appropriate analytical method. The participant then develops a program for carrying out that line of action and a plan for future evaluation of how effectively the program works in resolving the problem.

The participant is expected to advocate and attempt to secure adoption of the recommendation and assume its implementation. Whether or not successful in the adoption and implementation, the participant will prepare a critique of the project.

The techniques of analysis are considered in Workshop A; the project proposal is presented and defended during Workshop B; the completed project is presented and defended during Workshop C.

ISSUES OF PUBLIC ADMINISTRATION (NATIONAL WORKSHOPS)

Workshop B—Systems Changer

Considers the problems of local and regional governance in the United States, comparing major features with those of other countries and considers present and possible approaches to change; promotes an understanding of the organization and operation of the American governmental system, as well as determines ways to improve the system viewing U.S. institutions from the broader vantage point of comparative government.

During this Workshop, participants will present and defend their job-related Applied Research Project proposals.

Doctoral Qualifying Written Examination

This examination covers all aspects of the program content.

Workshop C—The Public Administrator

Provides greater depth of perspective about administrative forces and processes; examines the evolution of ideas and institutions so as to see more clearly the influence of contextual forces—political, economic, social, technological, and ideological—upon public administration; develops better understanding of the resources of ideas and institutions which are available for dealing with current and impending problems and opportunities.

During this workshop, participants will present and defend their job-related Applied Research Projects.

Doctoral Oral Examinations

An oral examination, covering all elements of the Program, is scheduled when the participant has fulfilled all other program requirements.

Faculty

Dewitt C. Armstrong III M.P.A., Ph.D. (Princeton). Brigadier General, U.S. Army (Retired). Adjunct Professor. Formerly military officer assigned as a Member of Policy and Planning Council, Department of State; member of Policy Planning Staff, Department of Defense; numerous commands in Europe, Asia and the U.S.

Philip Barnes M.A. (North Texas) Ph.D. (Texas at Austin). Public Management Consultant. Formerly Executive Director of Texas Advisory Commission on Intergovernmental Relations. Cluster Director, Texas.

Donald D. Barry M.A., Ph.D. (Syracuse). Professor of Political Science and Chairman, Department of Government, Lehigh University. Formerly Travel Fellow to U.S.S.R., Inter-University Committee; Research Fellow, Russian Research Center, Harvard University.

Thomas Baynes J.D., L.L.M. (Yale) Associate Professor of Law and Public Administration; Nova University. Judicial Fellow, United States Supreme Court (1976-1977). Formerly Regional Director, National Center for State Courts, Georgia.

Richard M. Berry M.A. (George Washington). Adjunct Professor. Study Director, Universities and Non-profit Institutions Study Group, National Science Foundation.

Ernest C. Betts, Jr. Principal Associate, Executive Management Service, Inc. Formerly Assistant Secretary for Administration and Budget Director, U.S. Treasury Department; Director of Budget and Deputy Director of Personnel, Dept. of State; Director of Personnel and Assistant to the Secretary of Agriculture, U.S. Dept. of Agriculture.

Phyllis Brick M.Ed. (Boston); D.P.A. (Nova); Program Professor, Nova University, C.P.A.A.; Vice President, Human Resources, Kent Watkins and Associates.

Manuel J. Carvajal Ph.D. (University of Florida). Associate Professor of Economics and Public Administration, Center for Public Affairs and Administration, Nova University. Formerly Research Assistant Professor and Director, Latin American Data Bank, University of Florida.

Merrill J. Collett M.S. (Syracuse). President of Executive Management Services, Inc. Member, Advisory pay panel for the U.S. Comptroller General.

Roy W. Crawley M.A. (The George Washington University). Professor of Public Administration and Director, DPA Program, Nova University. Executive Director, National Academy of Public Administration and President, NAPA Foundation; Ford Foundation Representative to Venezuela; Director of Personnel, U.S. Agency for International Development; Senior Staff Member, Advanced Study Program, The Brookings Institution; Director of Administration, U.S. General Services Administration.

Richard M. Custer M.A. (Chicago). Town Manager, West Hartford, Connecticut. Formerly Town (or City) Manager, Fort Fairfield, Maine; Windsor, Connecticut; Kenosha, Wisconsin; Zanesville, Ohio. Cluster Director, Connecticut.

Edward Flash M.P.A., Ph.D. (Cornell). Associate Professor of Public Administration, Cornell University. Also Director of the Education for Public Management Programs at Cornell. Formerly Training Director, District of Columbia Government.

John Flynn Ed.D. (University of Florida). Professor of Psychology and Public Administration, Behavioral Sciences Center, Nova University.

Ezra Glaser M.A. (Columbia). National and International Consultant in the area of quantitative methods. Formerly Assistant Commissioner, U.S. Patent Office; Acting Deputy Director, and Assistant Secretary, U.S. Department of Health, Education, and Welfare.

John K. Gohagan M.A. (Temple), Ph.D. (MIT). Assistant Professor of Engineering and Policy Sciences, Program in Technology and Human Affairs, Faculty Associate, Center for Development Technology, Washington University, St. Louis, Missouri.

George A. Graham M.A., Ph.D. (Illinois). Professor of Public Administration, Nova University. Formerly Executive Director, National Academy of Public Administration; Director of Governmental Studies, The Brookings Institution; Professor Politics, Princeton University.

William E. Hanna, Jr. M.A. (George Washington University), Mayor of Rockville, Maryland; Vice-President, National Institute of Public Management, Washington, D.C.; Formerly Director of Advanced Systems, Social Security Administration; Director of Programs and Resources, Office of Advanced Research and Technology, NASA. Cluster Director, Washington, D.C.

W. Donald Heisel M.A. (Cincinnati). Adjunct Professor and Acting Head, Political Science Department, University of Cincinnati. Formerly Personnel Administrator, City of Cincinnati.

Samuel Humes M.G.A. (Pennsylvania), Ph.D. (Leiden). Director, Center for Public Affairs and Administration, Nova University. Formerly Director, Metropolitan Washington, D.C. Council of Governments; County Administrator, Baltimore County, Md.; Faculty, University of Pennsylvania (Fels), George Washington University, Queens University (Canada), University of Pittsburgh, and University of Ife (Nigeria).

Donald Jackson M.A., Ph.D. (Oklahoma). Chief, Programs Management Office, U.S. Army Missile Research, Development and Engineering Laboratory, U.S. Army Missile Command. Cluster Director, Huntsville, Alabama.

George A. James M.G.A. (University of Pennsylvania), Ph.D. (Georgia). Director, Bureau of Community Development, Wisconsin. Formerly Assistant Professor Institute of Government, Town Manager, Town of Canton, North Carolina. Cluster Director, Wisconsin/Illinois.

Franklin P. Kilpatrick Ph.D. (Princeton). Director, Behavioral Sciences Center, and Professor of Psychology and Public Administration, Nova University. Formerly Dean of the College of Social and Behavioral Sciences Ohio State University; Dean of the Graduate School, University of Delaware; Senior

Staff Member, Governmental Studies, The Brookings Institution; Head of Consumer Research and Director Research Department, National Analysts Inc.; Assistant Professor, Princeton University.

Peter A. Korn M.G.A. (Pennsylvania). Director of Operations and Program Professor, Center for Public Affairs and Administration, Nova University. Formerly County Administrator, Broward County, Florida; City Administrator, Jersey City, New Jersey; City Manager, Long Beach, New York; Budget Director, Rochester, New York; Administrative Assistant, New York State Constitutional Convention.

Haakon Lindjord M.A., Ph.D. (Princeton). Consultant, National Security Policy. Formerly Director, Bureau of Politico-Military Affairs, Dept. of State; Assistant Director, Office of Emergency Preparedness, Executive Office of the President; Director, Policy Planning Staff, Office of the Assistant Secretary of Defense (International Security Affairs).

Harvey C. Mansfield, Sr. M.A. (Cornell), Ph.D. (Columbia). Professor Emeritus of Government, Columbia University. Formerly Assistant Professor, Yale University; Chairman, Dept. of Political Science, Ohio State University, and faculty member, Stanford University. Administrative Officer, Price Executive and Historian, Office of Price Administration.

Kent Mathewson M.S. (Syracuse). President, The Metropolitan Fund, Inc. Detroit. Formerly City Manager and Assistant Manager of five U.S. East and West Coast cities. Cluster Director, Detroit, Michigan.

Albert A. Mavrinc M.A. (Pittsburgh) Ph.D. (Harvard). Professor of Government and Chairman of the History and Government Department, Colby College, Maine. Formerly faculty member at University of Pittsburgh, Wellesley College and Harvard University; Chairman of Senator Muskie's re-election campaign committee, 1970; Professor, faculties of Law of the Universities of Rennes and Montpellier, France.

James M. Mitchell M.A. (George Washington). Senior Staff Associate. The Brookings Institution, Formerly Director of the Advanced Study Program, The Brookings Institution, Associate Director, National Science Foundation; Deputy Assistant Secretary of Defense, and U.S. Civil Service Commissioner.

Herbert C. Morton M.A., Ph.D. (University of Minnesota). Director of Public Affairs, Resources for the Future, Inc. Formerly Associate Commissioner, U.S. Bureau of Labor Statistics.

Harold Orlans Ph.D. (Yale). Senior Research Associate, National Academy of Public Administration. Formerly Senior Fellow, Governmental Studies Program, The Brookings Institution.

Emmette S. Redford Ph.D. (Harvard). Ashbel Smith Professor, University of Texas at Austin. Formerly Assistant Administrator for Rationing, Office of Price Administration.

Herb F. Reinhard Jr., M.S. (F.S.U.), Ed.D. (Indiana). Assistant to the President, Florida A & M University. Formerly Director of Research and Training and Head of College and University Affiliations Section, Dept. of Health and Rehabilitative Ser-

vices, State of Fla.; Cluster Director, North and West Florida.

Richard L. Seggel M.A. (Princeton). Program Operations Officer, Institute of Medicine, National Academy of Sciences, Washington, D.C. Formerly Associate Director for Administration and Executive Officer, National Institute of Health, Department of Health, Education and Welfare; Deputy Assistant Secretary for Health, (Policy Implementation), H.E.W.

William D. Smith M.A. (Michigan), Ed.D. (Loyola). Superintendent of Schools of Alsip-Oaklawn Schools, Illinois; Administration Professor, St. Xavier College; School Law Lecturer; Public Relations Consultant. Cluster Director, Chicago.

O. Glenn Stahl M.A. (Wisconsin), Ph.D. (N.Y.U.). Currently engaged in writing, lecturing and consulting. Formerly Director, Bureau of Policies and Standards, U.S. Civil Service Commission personnel officer, TVA; Director of Personnel, Federal Security Agency.

James L. Sundquist M.A. (Syracuse). Director of Governmental Studies, The Brookings Institution. Formerly Deputy Under Secretary of Agriculture; Administrative Assistant, U.S. Senate; Assistant Secretary to the Governor, State of New York.

Eldon E. Sweezy M.A. (American University). Senior Associate, Institute of Public Administration; and President, Management Counsel, Inc.

John J. Theobald Ph.D. (Columbia). Dean of Graduate Studies, New York Institute of Technology, Superintendent of Schools, New York City; Formerly President, Queen College; Deputy Mayor, New York City. Cluster Director, Connecticut.

Milton Turen B.A. (Chicago). Professional Associate, Institute of Medicine, National Academy of Sciences. Formerly Assistant Division Chief, Health and Medical Affairs.

John M. Urie M.S. (Denver). Director of Finance, City of Kansas City, Missouri, Formerly, Finance Director, City of Phoenix; Assistant City Manager, City of Tucson; Consultant, Public Administration Service. Member MFOA Executive Board and Past President MFOA.

David P. Walker M.A. (Boston), Ph.D. (Brown). Assistant Director for Intergovernmental Structure and Functions, Advisory Commission on Intergovernmental Relations. Formerly Staff Director, U.S. Senate Subcommittee on Intergovernmental Relations.

Orion F. White Ph.D. (Indiana). Professor, Department of Political Science, University of North Carolina. Formerly Assistant Professor and Associate Professor of Government, University of Texas.

L. Douglas Yoder D.P.A. (Nova). Assistant Professor of Public Administration, Center for Public Affairs and Administration, Nova University (on leave). Planning Director, Department of Environmental Resources Management, Dade County, Florida. Formerly Director DPA Program, Nova University Administrative Assistant, Dade County Manager's Office, Miami, Florida; Administrative Officer, Citizen Information Service and Program Analyst. Dade County.

Participants

General Characteristics: Participants bring a rich background of experience to the program. They come from such fields as health, education, social services, public safety, hospital administration, city management, and national security, as well as from all levels of government. They range in age from 25 to 63 (95 percent are 29 or older); earn 20,000 a year or more (66 percent); hold a graduate degree (80 percent); 83 percent are drawn from government (local—33 percent, state—28 percent, federal—22 percent); 20 percent are women and 12 percent are from minority groups.

Current Positions: Participants hold management leadership posts in a variety of agencies, including:

Federal government	Agriculture/Air Force/ Army/Coast Guard/ Congress/Defense/ HEW/HUD/Interior/ NASA/Navy/Postal Service/Transportation/ Treasury
State government	Alabama/Connecticut/ Florida/Illinois/ Maryland/New York/ Pennsylvania/Rhode Island/South Carolina/ Tennessee/Texas/ Virginia/Wisconsin
Local government	Buffalo/Chicago/ Cleveland/Dade/ Daytona/Ft. Lauderdale/ Madison/Miami/Miami Beach/Milwaukee/ Nashville/Pittsburgh/ Richmond/St. Louis/ Washington, D.C./
Hospitals and health related agencies	American College of Emergency Physicians/ American Society of Clinical Pathologists/ Blue Shield/Cedars of Lebanon/Miami Epilepsy Foundation/Warminster General Hospital

Educational
institutions

Bethune Cookman
College/Central Conn.
State College/Dade
County, Florida School
System/D.C. Public
Schools/Federal City
College/Florida
International University/
Howard University/
Middle Tennessee State
University/Oklahoma
State Univeristy/
Parkersburg Community
College/Rollins College/
Rutgers University/
Temple University/
University of Alabama/
University of Tennessee/
Wilkes College

Civic and other
organizations
with government-
related activities

Archdiocese of Miami/
Arthur Young &
Company/Cuban
Refugee Center/
Episcopal Community
Service/International
Association of Chiefs of
Police/NAACP/New
Detroit, Inc./Public
Technology, Inc./Saint
Louis Jewish Community
Center Association/
Seminole Tribe of
Florida/Southern Bell/
United Way/YMCA/
YWCA

Foreign and
International

Bahamian Government/
Government of Jamaica/
NATO/Pan American
Health Organization

As of July 1977, 64 DPA degrees and 147
Master's degrees had been awarded to partic-
ipants in the Center Program.

General Information

Nova University practices a policy of nondiscrimination in employment and admission. It employs persons and admits participants regardless of their sex, race, or national origin.

Admission

The principal criteria considered in determining applicants' eligibility for the program are: (1) currently employed full-time in a responsible administrative or managerial position; (2) experience in federal, state, or local government, or community service; and (3) master's degree or equivalent experience. No advanced standing will be afforded any participant.

Applicants must complete and submit the required application form, an essay on the subject of career intent, \$200 deposit, and arrange for the forwarding to Nova of official academic transcripts and three letters of recommendation.

Tuition

Tuition for the entire DPA Program is \$6,300. It will not change during the period of a participant's candidacy.

The \$200 deposit required with the application form (\$175 is refundable if application is rejected or if participant withdraws before the orientation meeting) is applied toward the tuition. The balance is paid in scheduled installments, as outlined in the *Introduction to the*

Program. Participants are obligated financially only for sequences started.

Included in the tuition cost are curriculum statements, books, and most other reading materials essential to the program. Travel and living costs for the weekend sessions and the National Workshops are borne by participants. Those who require more than three years for completion of the DPA Program must pay a continuation fee of \$500 per year (or partial year) of additional enrollment.

Participants are eligible for federally insured loans. The Program has been approved for Veterans Administration Education Assistance Allowance. Many agencies provide tuition assistance or reimbursement, some employers use Intergovernmental Personnel Act funds for this purpose. (Tuition Plan, a private loan program, is also available.) A limited number of grants is available in specialized areas.

Provisions

The provisions set forth in this Bulletin are not to be regarded as either a detailed description or an irrevocable contract between the participant and Nova.

A fuller description of the program requirements and regulations is set forth in the *Introduction to the Program* which also describes the University's right to dismiss a participant and the participant's right to appeal and to have access to his or her records.