

As a small unit, our faculty focuses teaching, scholarship and outreach efforts in three **Areas of Focus:**

1. Urban Governance and Accountability (Dorothy Norris-Tirrell, Joy Clay, David Cox, Kathryn Cheever, Charles Menifield, James Carruth, Susan Schmidt)
 - ?? Agency and board development
 - ?? Ethics
 - ?? Fiscal Management
 - ?? Leadership
 - ?? Public Trust

2. Social Entrepreneurship and Civic Engagement (Dorothy Norris-Tirrell, Joy Clay, David Cox, Kathryn Cheever, Charles Menifield, James Carruth, Susan Schmidt)
 - ?? Interagency Collaboration
 - ?? Economic and Community Development
 - ?? Social Justice
 - ?? Service Learning

3. Public Policy Formulation, Implementation and Evaluation (Dorothy Norris-Tirrell, Joy Clay, David Cox, Kathryn Cheever, Charles Menifield, James Carruth, Susan Schmidt)
 - ?? Housing
 - ?? Poverty
 - ?? Women and Children's Health
 - ?? Homeland Security/Emergency Management
 - ?? Philanthropy and Nonprofit Organizations

Strategies

1. Maintain high standards required for nationally accredited Master of Public Administration (M.P.A.) program, including five tenure track professors dedicated to the Division's success.
2. Recruit high quality students to prepare for future public service leadership roles.
3. Continuous examination of structure and curriculum to build innovative and competitive degree programs. (For example, last fall DPNA reduced the number of concentrations for the M.P.A degree allowing a greater focus on remaining concentrations: Public Management and Policy, Urban Management and Planning, and Nonprofit Administration.)
4. Faculty and students dedicated to involvement in community partnership projects through engaged scholarship, service learning and interdisciplinary efforts such as the Kauffman initiative.

5. Seek external funds to support research and outreach activities.
6. Exploration of a center that would tie together interests and expertise of faculty based on areas of focus noted above.
7. Continued development of degree program activities at the new Millington Center, focused on the M.P.A. and other collaborative programs.
8. Attendance at regional and national meetings by faculty and students.

Overall

1. **Identify those areas that fit within the University's areas of focus and within your College's areas of focus.**

~~✍~~~~✍~~**Relationship to College:** The DPNA is committed to scholarship, pedagogy and service that increases understanding of urban communities and improves urban institutions and processes thereby linking to two College of Arts and Sciences focus areas: *Community-based Research* and *Social Inequality and Change*.

~~✍~~~~✍~~**Relationship to University:** The DPNA supports the urban mission of the University of Memphis through our teaching, scholarship and outreach focused on *Civic Leadership* and *Urban Initiatives*.