West Virginia University
Public Administration
Student Handbook
2018–2019
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1. Introduction

Welcome to the Master of Public Administration program. The mission of the WVU MPA program is to prepare recent college graduates and new professionals to make a difference through careers in public service in a wide array of settings. By the end of the MPA program students will be able to:

a. Major Learning Outcomes

- Define democratic values and explain how they frame public service ethics.
- Make personal choices among and synthesis of differing approaches to public service.
- Integrate public service values into human resource management.
- Explain the changes occurring in society as they affect human capital appropriate and recommend responses.
- Interpret and apply concepts of multiculturalism, diversity, acculturation, culture, and theories of difference.
- Define and differentiate public management concepts and leadership approaches.
- Examine, select, and recommend appropriate management strategies and actions to address public issues.
- Define, distinguish, and apply multiple theoretical frameworks to situational analysis and synthesize preferred approaches.
- Define, frame, evaluate, and recommend responses to important public issues.
- Examine the stages and actors involved in public policy making process.
- Engage in evidence-based and empirical analysis and evaluation that informs policy.
- Apply management tools and leadership skills in field-based activities.
- Participate in the policy decision making process in the public or nonprofit context.
- Formulate, practice, and evaluate public service approaches.
- Define, frame, evaluate, and recommend responses to specific public contexts.
- Generate, co-produce, and share innovative research with students.

2. General Information about the Department

The Master of Public Administration (MPA) degree prepares individuals for a career in public service. WVU’s Department of Public Administration offers the only internationally accredited MPA program in West Virginia. The MPA degree prepares individuals to work in government and nonprofit agencies to develop and implement public policies and programs. The MPA program offers flexible class times, full and part-time enrollment, small class settings, and opportunities to work directly with community and government organizations through team-based class projects, the internship experience, professional development activities and community service.

a. Contact Information

The Public Administration Department is located at 636 Price Street, Morgantown WV. Our mailing address is: WVU Public Administration, PO Box 6322, Morgantown, WV 26506-6322. The website is: https://publicadmin.wvu.edu/.
Public Administration faculty and staff information:

<table>
<thead>
<tr>
<th>Name</th>
<th>Arnold Hall Room Number</th>
<th>Email Address</th>
<th>Direct Office Number</th>
</tr>
</thead>
<tbody>
<tr>
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b. Faculty, Staff and Adjunct Professors

Currently we have five faculty positions in the Department of Public Administration. Brief information on current faculty, including degrees and specializations, can be found on page 18.

Debbie Koon-Friel is the Administrative Assistant for the Department. She handles all student admissions, records, registration, and other administrative tasks.

Carla See is the MPA Internship Coordinator. She is the instructor of record for the PUBA 751 Public Service Internship. She works with MPA students and faculty advisors in managing the student internship experience.

There are a number of individuals who are adjunct faculty members. These are professionals who teach courses, assist students, support department projects and missions and otherwise assist in public management education. Students will find the adjunct faculty members to be important sources of information and support in specialized areas. Adjunct faculty are listed on page 19.

c. Student Organizations

i. Student Association of Public Administrators (SAPA)

The Student Association of Public Administrators (SAPA) is a student organization which engages in academic, service, professional, recreational and social activities. Any MPA student can be a member of SAPA. Students elect officers and also select a representative who participates in faculty meetings. Faculty advisors for SAPA are Dr. Paolo Farah and Carla See.

SAPA has an email listserve, website (https://sapa.orgs.wvu.edu/home), twitter, instagram, and facebook page to keep students informed of meetings, activities, and events. Please check your these sites and your email for announcements on activities. SAPA engages in some fund raising to support service and social activities. For example, there are various snacks, candies, soft drinks, water and crackers sold in the Snack Area (G10D) with the proceeds going to SAPA.
ii. Pi Alpha Alpha

Pi Alpha Alpha is the national Public Administration honor society. The West Virginia University chapter has a president and officers from MPA alumni and students. The faculty adviser is Margaret Stout. The purpose of the society is to encourage and recognize outstanding student achievement in public affairs and administration. To qualify for membership, an MPA student must achieve and maintain a 3.7/4.0 GPA and have completed 50% of their public administration coursework. Eligible students who receive a letter of nomination may elect to join the honor society, based upon available funding, 50% of the membership fee may be paid by the department.

d. Mailboxes

There are Student mailboxes and bulletin boards to improve student-student and student-program communication. Each student has a personal mailbox located in G12 (inside the kitchen to the left). Please check your mailbox at least weekly for returned papers from faculty members, program announcements, placement possibilities and other information. Departmental bulletin boards are located on the Ground Floor Hallway towards the classroom. Take note of the information and internship posters on the boards. The glass enclosed bulletin board in the classroom posts announcements from SAPA (Student Association of Public Administrators).

Faculty mailboxes are located in the main office, Room G18. Students may leave papers and other communications for faculty members in the mailboxes.

e. Email/Listserve

The Eberly College of Arts and Sciences Email Policy states that all correspondence between the department, faculty, staff and students will only be through @mix.wvu.edu or @mail.wvu.edu. Students will need to use the @mix.wvu.edu system for registration, DegreeWorks, eCampus coursework, receiving correspondence through the MPA Student listserv, etc.

The Department has an MPA Student listserv. You will receive various emails with information on course schedules, program announcements, graduate assistantship opportunities, internships and other notices as deemed necessary.

f. SpeakWrite: Effective Communication Across the Disciplines

The Eberly Writing Studio promotes students' long-term academic success at West Virginia University by supporting effective communication in a variety of ways. For more information to the SPEAKWRITE website.

The Graduate Writing Studio, also located in GO2 Colson, assists any Master's or doctoral student in the development of the professional skills necessary to complete their graduate programs successfully and prepare for future positions within and beyond the university. Professional and friendly consultants work one-on-one with writers on all aspects of their academic and professional writing, from getting started to revising and editing; from seminar papers and dissertation writing to grant proposals; from presentation planning and delivery to article drafts and job applications. The Graduate Studio also offers writing groups, writing retreats, and occasional workshops. To make an appointment, call 304-293-5788, use the online scheduling tool, or just drop by G02 Colson Hall.

Explore the collection of writing handouts and speaking resources.

g. Meeting Space
Students are encouraged to schedule the MPA Classroom or Arnold Hall Conference Room (B42) for student meetings, project groups, studying and other purposes. Work with Debbie Koon-Friel to reserve these spaces.

h. Network of Schools of Public Policy, Affairs, and Administration (NASPAA)

The Master of Public Administration at West Virginia University is accredited by the Commission on Peer Review and Accreditation (COPRA) of the Network of Schools of Public Policy, Affairs and Administration (NASPAA). It is the only accredited program in West Virginia.

3. Program Requirements

a. Admission Requirements

The Public Administration Admissions Committee will review complete applications to the program. The deadlines: April 1 for Fall/Summer applications and October 15 for Spring. More information on the application materials needed to apply can be found at: [https://publicadmin.wvu.edu/students/master-of-public-administration/how-to-apply](https://publicadmin.wvu.edu/students/master-of-public-administration/how-to-apply).

b. Degree Requirements

Students are required to complete a minimum of 39 credit hours in graduate coursework. Students may take PUBA courses or courses at the 400 level or above in another department as approved by faculty advisor as electives. Students with substantial experience in public administration may request to waive the MPA internship requirement. Students must complete the curricular program of study and earn a cumulative GPA of 3.0 or better in order to graduate from the MPA program.

i. Courses

A complete description of Public Administration required, elective courses and area of emphases in Healthcare Administration and Local Governance & Community Development can be found in the WVU Graduate Catalog, [Public Administration Course section](#).

ii. Dual Degree Program in Law and Public Administration

In the dual degree program in law and public administration, the student receives two graduate degrees: Juris Doctor (J.D.) and Master of Public Administration (MPA). The program calls for the completion of 30 hours in the Public Administration program and 85 hours in the College of Law. By virtue of the joint enrollment, the student will receive elective MPA credit for 9 hours taken in law school and 6 hours of elective law school credit for courses completed in the MPA program (thus reaching the required level of 39 hours for the MPA degree and 91 hours for the J.D. degree).

JD/MPA DUAL APPLICATION PROCESS

Students wishing to enter the dual degree program must apply separately to the College of Law and the Department of Public Administration. In addition to submitting two application forms to the Office of Admissions, the student must pay two application fees.

The Department of Public Administration will accept the Law School Admissions Test (LSAT) scores. Students should print a copy of their scores and upload them as supplemental material in the application packet. Other application materials required for the MPA program can be found [here](#). For more information on the Law School admission process, go to their [website](#).
iii. Dual Degree Program with Social Work and Public Administration

The dual MSW/MPA degree program offers the student interested in social service administration careers a unique opportunity. The dual degree program permits students to develop social work competence as well as the administrative skills and general orientation to the public sector that are necessary for successful functioning in the government or not-for-profit sectors. Dual degree graduates obtain two nationally accredited graduate degrees and typically become administrators in organizations that deliver social services. Graduates of the program have had excellent job opportunities.

MSW/MPA DUAL APPLICATION PROCESS

Students must apply and be accepted to both the MPA and MSW programs. Please consult the WVU School of Social Work website for the MSW application process. The MPA website gives information how to apply.

iv. Advisors and Advising

Each student is assigned an faculty advisor to guide students with course selection, registration, discuss internship and career development. All course selections must be approved by you MPA faculty advisor.

Students should work with the assigned faculty member to initiate and review their program of study. Students should contact their advisor at least once a semester to review course planning/registration and any other issues that arise. The Eberly College of Arts and Sciences Statement on Advising is a helpful resource.

In addition to your advisor, it is important to work with Debbie Koon-Friel, the Administrative Assistant. She handles lifting restrictions for Public Administration courses, manages class sizes, adds information to the student file, tuition waiver forms, applications for graduation, and so forth. Plus, students will find that she is an important source of information and help. Please make sure that you stop by and introduce yourself to Debbie.

Students who would like to request a change in their faculty advisor should send a request by email to Dr. Maja Holmes, Chair of the Department of Public Administration. The request should be based on student interest. The Chair will notify the faculty advisor on the change request.

v. Plan of Study

The Plan of Study should be discussed with your faculty advisor to ensure appropriate sequencing of courses to meet graduation requirements. A copy of the Plan of Study can be found on page 20.

vi. Enrollment Requirements

(1) Minimum Enrollment

In order to maintain full-time status, graduate students must register for 9 credit hours of coursework during the fall and spring semesters and 6 credit hours in the summer. Students may enroll on a part-time status.
(2) Credit Loads and Limits

Nine credit hours in the fall or spring term and six credit hours in the summer term is the minimum load to be considered a full-time graduate student. Graduate students are not permitted to take more than 17 hours in a term without their college or school and by the Office of Graduate Education and Life. No overload requests will be considered for the summer term. Requests for more than 18 hours in a fall or spring term will not normally be approved. Although students may enroll for up to 17 hours in the summer term, they are strongly discouraged from enrolling in more than 12 hours.

(3) Withdrawal Policy

There are two types of withdrawals: withdrawal from individual courses for which a student has registered and a complete withdrawal from the University. Deadlines, procedures, and policies regarding withdrawals are available at the Registrar's website (withdrawal process). Students are encouraged to discuss withdrawals with their advisor and to consider the impact of withdrawals on their required enrollment and degree progress as well as their eligibility for graduate assistantships, financial aid, or full-time international status.

(4) Transfer Credits

Credit earned at other institutions of higher education can only be credited toward graduate degrees at WVU if the Institution is accredited at the graduate level. The maximum transfer credit permitted is 12 semester hours in the Master's program requirement 30 to 41 semester hours. Students will need to make an appointment with their assigned advisor to discuss the possibility of transferring in courses. Each case is unique and the number of hours transferred into the MPA program vary by case.

(5) Incompletes

According to the WVU Graduate Catalog, a grade of I (Incomplete) is a temporary grade assignment used when unforeseen, non-academic circumstances arise that prohibit students from completing the last course assignments or examinations at the end of the semester. The grade of Incomplete is typically assigned because of an excused absence from the final examination, or because assignments are unavoidably incomplete, as determined by the instructor. Generally, the student will have been active in the course up until the last day of the 13th week of classes and earned at least a D- to be eligible to request an incomplete. For more information on the policy and the steps involved go to Incomplete Grade Policy.

vii. Time Limits

Master's degree students are permitted to continue in a program for a maximum of eight years following their term of admission to the program. Students who have been inactive for two or more years or who exceed eight years following their term of admission are required to apply for readmission to the University and their graduate program.

Graduate course work used to meet master's degree requirements must be satisfactorily completed within a period of eight years immediately preceding the conferring of the degree. The rationale for this limit is to ensure that students earning a master's degree have current knowledge (no more than eight years old) in their field. Courses completed in the same term as degree conferral (fall, spring, summer) eight years previously are considered to fall within the eight-year limit (for example, a course completed in fall 2008 would fall within the limit for fall 2016 degree conferral). A course completed more than eight years prior to the term of degree conferral must be revalidated if it is to be used toward meeting degree requirements. More information on the revalidation process can be viewed here.
viii. Application for Graduation

Graduation Requirement: Students must complete the curricular program of study and earn a cumulative GPA of 3.0 or better. Students are required to complete 3 credit hours of internship which reflects 360 contact hours in the internship placement. The internship requirement may be waived for students who have substantial public service experience.

There is a process to certify students for graduation. During the first two weeks of the semester Debbie will send out an email with instructions on how to apply for graduation. If you are planning to graduate during that semester, please make note of the email and follow the instructions carefully. After you have applied for graduation the MPA Office will review your file to make sure that you have everything you need to graduate. An email will be sent to you after the review. The Eberly College Arts & Sciences Graduate Records Office will also review to see that all requirements have been met. WVU will check against any outstanding charges (parking tickets, library fines, etc.).

The steps you need to apply for graduation can be found at the WVU Registrar's Office.

Diplomas will be mailed in the weeks following the degree conferral. Students will receive an email to their MIX account when the diploma is shipped, if the student does not have any financial holds. Tracking numbers will not be available. If a diploma is being mailed to an address outside of the United States it may take an additional 4-6 weeks for delivery. For questions concerning your diploma, please contact the Office of the University Registrar at 304-293-5355

Detailed and updated information on the commencement program, lodging, accessibility services, etc. can be found at the WVU Graduation website.

4. Advising and Evaluation

a. Orientation

New student orientation is typically prior to the beginning of the Fall and Spring semesters. Students are given the opportunity to meet faculty and other incoming students in the Public Administration program, review relevant policies and procedures, as well as an introduction to graduate study in the MPA program. Students will also meet with their advisors to review their degree plans, complete forms, and go over any questions prior to the start of courses.

b. Course Registration

Students will receive an email with notices about pre-registration and to make an appointment with their advisor. Pre-registration can enhance a student's registration process by: 1) getting the regular or permitted class they need before it is closed and 2) making the payment process easier. Early registration will help eliminate some of the problems with courses being closed.

Class listing information can be accessed via STAR. When classes start for the semester, you have a limited amount of time to finalize your schedule. Check the Registrar's website for add/drop information.

Since there are often questions about Independent Study (PA 795), guidelines for directed study are included on page 23.

The Department follows guidelines and policies established by the Eberly College of Arts and Sciences regarding Incomplete grading. Students are required to establish a formal plan for finishing the coursework. This is to be done through the Department's Incomplete (I) Contract form provided on page 24.
c. Evaluation Procedures

The Public Administration faculty are committed to support all admitted students in their timely completion of the program. Students will annually receive a "good standing" letter from the Chair of the Department. You will also be provided feedback through academic assignments and individual meetings as needed. Your academic advisor is available to discuss with you any areas in which you may be experiencing challenges and/or need additional support. If you academic advisor is not available, feel free to contact the MPA Chair.

d. Standards

i. Grade Point Average (GPA) and Course Grades

Students must earn a minimum cumulative GPA of 3.00 in coursework applied to their graduate program. Students must also earn a minimum grade of C in all required MPA courses. Students must earn a B- or better in non-PUBA courses that contribute to the MPA degree program of study.

ii. Progress

Master's degree students are permitted to continue in a program for a maximum of eight years following their term of admission to the program. Students who have been inactive for two or more years or who exceed eight years following their term of admission are required to apply for readmission to the University and their graduate program.

iii. Professional Behavior

The Master of Public Administration program is a professional program preparing people for careers in public sector management. Professional standards and ethics apply equally well to the academic program as to the organizational experience. Indeed, the MPA program is a good time to develop and practice professional standards, conduct and ethics, which will be key to successful careers. Students should be mindful of conduct which supports organizational missions rather than detracts from them. Adherence to the following will help maintain a positive and professional learning environment. 1) Professional expectations mandate that class members be punctual; late entrance disrupts classes, is unfair to fellow students and instructors, and disrupts the classroom experience. 2) Professional conduct is expected in the classroom. Cell telephones should be turned off. Eating and drinking in class should not be disruptive. 3) Attention should be given to the person presenting. While preserving an informal and interactive classroom, there should not be interruptions and side conversations. There should be mutual respect, listening to each other, and non-judgmental professional interaction. 4) Instructors should be properly notified if attendance or punctuality may be a problem for a particular class. 5) Students who are absent from classes for any reason are responsible for all missed work and for contacting their instructors promptly, unless the instructors' policies require otherwise. 6) Standards of honesty and integrity should be followed. These are professional qualities which pertain now, not just when one is employed in the field.

iv. Other Expectations

(1) Attendance Policy

Since much of the benefit of the course is derived from participation and attendance, presence is required and expected. The instructor has the right to modify the final grade where attendance and participation warrant. Excellent contribution and attendance may warrant raising the grade. Conversely, the grade may be reduced for excessive absences. Absences exceeding two class meetings, may result in a lower grade. Attendance is expected for all classes; the two absence limit allows only for emergencies and professional commitments which may arise.
(2) Style Format for Papers

The method of documentation for papers in the Master of Public Administration program is the APA (American Psychological Association) style format (unless otherwise specified by instructors). This format is the one most widely used by journals and professionals in the field of Public Administration. Instructions for the APA style format may be found in Diana Hacker, A Pocket Style Manual, 3rd Edition, the website is: http://www.bedfordstmartins.com/hacker/pocket/. The manual also includes instructions for the MLA and Chicago style formats and helpful information on avoiding plagiarism, supporting a thesis, grammar, clarity, mechanics, research resources, and punctuation.

(3) Original Work

The question sometimes arises whether a paper, book report, journal article or other work submitted for another class can be submitted for this class. The policy of the instructor and the Department of Public Administration is that papers, presentations, book reports and so forth should be original for each course and that requirements submitted must be work prepared for this course. Of course, students may build on previous work and topics as long as substantially different effort and analysis are given. Students are encouraged to consult instructors early on any issues regarding original work.

(4) Inclusivity Statement

The West Virginia University community is committed to creating and fostering a positive learning and working environment based on open communication, mutual respect, and inclusion. If you are a person with a disability and anticipate needing any time of accommodation in order to participate in the class, please advise Dr. Maja Holmes and make appropriate arrangements with the Office of Accessibility Services (304-293-6700). For more information on West Virginia University’s Diversity, Equity, and Inclusion initiatives, please see http://diversity.wvu.edu.

(5) Internship Requirements

The internship coordinator for Public Administration is Carla See. Students are encouraged to talk with her early in their academic careers to plan ahead for internship possibilities. The coordinator will also provide you with a handbook of "WVU Public Administration Internship Guidelines" detailing the internship process.

(6) Portfolio Requirements

Professional preparation and career development includes more than coursework. The MPA program should be seen as a management practice field, a place to practice and develop the individual professional skills needed in the public service. The MPA Professional Portfolio is an opportunity for the student to assess their own abilities and career interests, plan activities and development opportunities, and demonstrate exemplary accomplishments, abilities, and skills for career development.

During their academic career, MPA students will prepare a portfolio which will show the development of abilities through accomplishments and activities professional preparation for public service. The portfolio will be planned and reviewed through the two integrative seminars and through consultation between students and faculty advisers. In PUBA 600 and the continuing assistance of their adviser, students will prepare an individual plan for professional development. Working from this initial plan, MPA students will develop a portfolio over their academic career. The portfolio will then be reviewed in the capstone course, PUBA 700.
The portfolio approach is a general model which students may adapt to their professional and career needs. It should be seen as a foundation for continuing career development for the student, not just as a series of requirement for the MPA program. As a summary of professional capacities, the portfolio (or parts of it) will be useful in demonstrating important abilities to potential employers.

e. Probation, Suspension, Dismissal

The Department of Public Administration follows the guidelines in the WVU Graduate Catalog for issues with probation, suspension, and/or dismissal. Follow the link for detailed information.

5. Financial Considerations

The Department of Public Administration supports some students through graduate assistantships and tuition waivers. On occasion, fellowships and research assistantships are also available. This financial aid is very limited--there is only one state funded graduate assistantship and about 75-100 credit hours per academic year of meritorious tuition waiver. For additional financial aid resources, please refer to the WVU Financial Aid Office.

a. Tuition and Fees

Students can obtain information on Graduate tuition and fees for full-time status and per credit by reviewing the Tuition and Fees website. Fees are separated by college so look for Eberly College of Arts and Sciences Masters (resident, non-resident, and international).

b. Financial Support

i. Graduate Assistantships/Fellowships

Students can apply for Departmental and other Graduate Assistantship positions throughout WVU. Additional information on Graduate Assistantship positions and how to apply can be found at: A Guide for Graduate Assistantships at West Virginia University.

ii. Tuition Waivers

Students may apply for a meritorious tuition waiver. The Department of Public Administration allocate about 75-100 credit hours per academic year of meritorious tuition waivers. Each semester an email is sent to the current MPA students informing them of the Meritorious Tuition waiver request, necessary forms, and deadlines. These items will need to be submitted to Debbie Koon-Friel by the deadline noted. Students need to apply each semester that they would like to request help in funding. The Department then considers the requests and makes decisions on the number of hours to award.

iii. Travel and Research Funding

MPA Student Enrichment Fund

The Department of Public Administration has established and with the Student Association of Public Administration (SAPA) jointly administer the “MPA Student Enrichment Fund” (the Fund) as a distinct and separate charitable fund within the Foundation. The monies donated and accruing to the Fund are to be used for the support of Masters of Public Administration (MPA) student endeavors. The purpose of the Fund is to enhance the education and professionalization of MPA students in the direction of service to the public. Monies within the Fund may be expended for the following:
1. Scholarships based on merit, taking need into account, with awarded sums reimbursing costs incurred for some or all of: tuition and fees; books, materials and equipment; and living stipend;
2. Expenses related to attending an academic or professional conference, workshop or activity;
3. Participation in Department- or School-sponsored research projects; and
4. Other expenses consistent with the dual purpose of enriching the MPA program and supporting MPA students.

The Department will notify students at the beginning of each semester of the availability of funding. Application for funding to support travel, research or other activities should be made at least one month in advance of the event to allow sufficient time for the decision to be made and efficient implementation to occur. The application may take the form of a letter or memorandum and must be in writing. It must state the amount of funding requested and include details or give detailed estimates of expected expenses. It should state the type of expense of travel, daily room charges and per diem information. Further, the applicant must affirm in writing that they have read and understand and will abide by this policy. For complete guidelines on the MPA Student Enrichment Fund please see Dr. Karen Kunz.

6. Other

a. Current Students

Students can go to the Current Students link for obtain information on various things within WVU: Student Website, Mountaineer Hub, Technology. This is a good resource for obtaining information on tuition billing, student employment, etc.

b. Leave of Absence

The academic leave of absence is designed for the student who wishes to be away from his or her academic endeavors at WVU for one or more fall or spring semesters, but intends to return at a later date. Some reasons for this request could include: a) family/personal problems, b) financial, c) medical, d) military service, e) employment/job, or other (which should be explained). In order to request a leave of absence, a student must notify the Departmental Chair by email. Leave of absence eligibility will be checked based on grades issued through the previous term. Any student who requests a leave of absence and does not qualify for leave of absence status will be notified.

i. Time Limits - Leave of Absence

An initial leave of absence may be requested for up to two academic years. Extension of a leave of absence may be requested for a maximum of three additional years. However, an extension must be requested in writing one year at a time.

ii. Return to WVU

A student who returns to WVU from a leave of absence resumes normal enrollment status (i.e., full rights, privileges and responsibilities). WVU reserves the right to prohibit the reentry of any student who attempts or completes unsatisfactory academic work at another university or college while on a leave of absence.

iii. Failure to Return

If a student fails to return to WVU by the stated leave of absence return date, the student's name is removed from active status and the student record deactivated.
c. Professional Development Opportunities

i. American Society for Public Administration (ASPA)

The American Society for Public Administration (ASPA) is the general professional organization for both professional practitioners and academics. They also have student membership since it is an important way to get into and learn the profession of public management. To review the Code of Ethics turn to page 25. If you would like to become a member click here for an application.

ii. American College of Healthcare Executives (ACHE)

The American College of Healthcare Executives is an organization which bring Healthcare members together to promote professional growth with doctors, leaders, and students. Healthcare students whom are interested in this organization can read more about the student associate membership here.

d. Placement with an MPA Degree

Although placement is primarily the result of student efforts, the Department of Public Administration and West Virginia University assist in placement efforts.

i. Placement Assistance in the Department

Advisers and other faculty will assist students in exploring career options. Please check bulletin boards for announcements of job openings. Emails will be sent out as soon as opportunities become available or the Department is notified.

ii. Career Services Center

MPA students should take full advantage of the professional placement services available through the Career Services Center. They can provide helpful services at all stages in career planning. These services include individualized guidance, referral service, on-campus interviews, group instructional sessions, career resources library, courses in career exploration, and decision making. See page 28 for more information.

It is recommended that all MPA students register with the Career Services Center. (This is required for scheduling an interview, although some services are available without registration.)

iii. Federal and State Employment

Information on federal and state employment can be found in various ways: The Department produces a Career Guide yearly with information on job searches and internships. The Guide is on a table in the front entryway. A pdf version can be sent to students who request a copy from Debbie in the main office.

e. Information Technology

Information Technology Services (IT) is responsible for developing policies that outline the guiding principles for the use of WVU’s IT resources. All policies and procedures will be associated with one of three categories: 1) Acceptable Use, 2) Security, and 3) Privacy. For more information about the policies go to https://it.wvu.edu/policies-and-procedures.

IT is here to help you succeed. View the Technology Guide to learn about recommended computer specifications, free software and more! They also have direct link information to the following:
Directories, Email services, File sharing and collaboration, Instructional resources, Managing your accounts, Mobile Device Management, Mountaineer Card Services, Network access, Printing, Software for your computer, Support services, and Telecommunications.

f. Research Sources in Public Administration

i. Public Administration Journals at West Virginia University

Administration and Society (JA3.A36)
Administrative Science Quarterly (HD28.AD653)
American Review of Public Administration (JK1.A45)
Good Government (JK671.G6)
Government Accountants Journal (HJ9801.G6)
Government Finance Review (HJ9103.G57)
Governmental Finance (HJ9011.A1G6)
International Journal of Public Administration (Microfilm 3203)
International Review of Administrative Science (JA1.A116)
Journal of Health and Human Services Administration (Health Sciences Library) (ASPA Section on Health and Human Services Administration)
Journal of Policy Analysis and Management (H61.J6)
Municipal Finance Journal (HJ9801.G6)
National Tax Journal (HJ2240.N3132)
Policy Studies Journal (H1.P75)
Policy Studies Review (H1.P755)
Public Administration Quarterly (HA1.P84) (ASPA Section for Professional/Organizational Development)
Public Administration Review (JK1.P85)
Public Budgeting and Financial Management (available at Wise Library)
Public Budgeting and Finance (HJ2052.A2P8)
Public Finance (HJ109.N4P8)
Public Finance Quarterly (HJ101.P8)
Public Interest (HN51.P8)
Public Management (Microfilm 1630)
Public Personnel Management (JA8.P822)
Public Policy (JA51.P8)
Public Policy and Administration (JA8.P822)
Public Productivity and Management Review (JF1411.P8) (ASPA Section on Management Science and Policy Analysis)
State and Local Government Review (JK2403.S684) (ASPA Section on Intergovernmental Administration and Management)

ii. Other Public Administration Journals (Available from faculty and other libraries)

Criminal Justice Review (ASPA Section on Criminal Justice Administration)
Journal of Public Administration Education (ASPA Section on Public Administration Education)
Journal of Public Administration Research and Theory (ASPA Section on Public Administration Research)
Public Voices (ASPA Section on Humanistic, Artistic and Reflective Expression)
Review of Public Personnel Administration (ASPA Section on Personnel Administration and Labor Relations)
iii. Healthcare Administration Journals

Healthcare journals are located at Wise, Evansdale, Law, and Health Sciences libraries. The journals at Wise and Evansdale are shelved by LC number. The journals at the Health Sciences and the Law library are not assigned call numbers and are shelved alphabetically.

Evansdale Library Journals devoted to service delivery, rural issues, social work
   Health Services in Rural Environments (HV67.H86)

Law Library (The journals with a policy or law focus are located here)
   Journal of Health Politics, Policy and Law
   Journal of Law and Ethics
   Journal of Law, Medicine and Ethics
   Notre Dame Journal of Law, Ethics and Public Policy

Health Sciences Library (The majority of journals related to health administration are located here. The following list is a selection of primarily journals with an administration focus. Many articles with administration, policy, or fiscal focus are located in clinically focused journals. These are best found through one of the CD-ROM searches.)
   American Journal of Public Health
   Healthcare Financing
   Healthcare Financing Review
   Healthcare Management Review
   Healthcare Strategic Management
   Health Services Research
   Hospital Topics
   Hospitals and Health Networks
   Journal of Healthcare Finance
   Journal of Healthcare Marketing
   Journal of Health and Human Services Administration
   Journal of Health Economics
   Journal of Public Health Policy
   Journal of Rural health
   Medical Care Review
   Public Health Economics

iv. General Library and Reference Sources for Public Administration

Additional information is located on page 31.
Student Handbook Agreement Form

The Department of Public Administration faculty requires your adherence to the policies and guidelines outlined in this handbook. During the Orientation Session parts of the Student Handbook will be discussed. Students are to take a moment to review the handbook and then sign this form.

By signing below, I confirm that I have read, understand and agree to abide by the Departmental and West Virginia University policies and guidelines outlined in the Public Administration Student Handbook while a student in the Master of Public Administration program.

<table>
<thead>
<tr>
<th>Student Name Printed</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student ID Number</td>
<td></td>
</tr>
<tr>
<td>Signature</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>
Appendices
CORE FACULTY

MAJA HUSAR HOLMES
Chair and Associate Professor
Ph.D., Syracuse University
M.P.A., Syracuse University
B.A., Washington University
Specialization: Public management, public leadership, diversity and inclusion.

PAOLO FARAH
Assistant Professor
Ph.D., Aix-Marseille University
Ph.D, University of Milan
LL.M. (Masters of Law), College of Europe, Bruges
J.D., Catholic University of Milan/ Univ. of Paris Ouest La Def.
Specialization: Energy, law, oil & gas, environmental law, natural resources law, climate change law, international law, trade regulation and WTO law, intellectual property, human rights and social justice, and water law.

KAREN KUNZ
Associate Professor
D.P.A., University of Illinois at Springfield
M.A., University of Illinois at Springfield
B.A., University of Illinois at Springfield
Specialization: Financial management, corporate use of public funds, political economy.

L. CHRISTOPHER PLEIN
Professor
Eberly Professor of Public Service
Ph.D., University of Missouri, Columbia
M.A., East Tennessee State University
B.A., Emory & Henry College
Specialization: Legal and political foundations, public policy analysis, social policy, community and economic development.

MARGARET STOUT
Associate Professor
Ph.D., Arizona State University
M.M., National Louis University
B.S., Northern Arizona University
Specialization: Local government, community development, public policy and public planning.

Emerti Professors

NANCY L. ADAMS
Clinical Assistant Professor
Ph.D., Fielding Institute
M.A., Fielding Institute
M.S.N. University of Maryland
B.S.N. University of Maryland
Specialization: Healthcare management, organization development, service delivery systems, organization behavior, social change.

GERALD M. POOPS
Ph.D., Maxwell Graduate School, Syracuse Univ.
J.D., University of California at Berkeley
B.A., University of California at Los Angeles
Specialization: Public personnel administration, administrative law, professional standards and ethics, administrative justice, environmental management.

DAVID G. WILLIAMS
Ph.D., Grad. School of Pub Affairs, State Univ. of NY-Albany
M.S., Public Administration, Brigham Young University
B.A., with Honors, Brigham Young University
Specialization: Public management, organization theory, decision-making and group processes, governance, management training and development.
ADJUNCT FACULTY

GREG DEVEREAUX
Chief Executive Officer, San Bernardino County, CA
J.D., West Virginia University
B.A., West Virginia University
Specialization: City management, leadership, economic development, budgeting and sustainable development

JENNIFER PAGLIARO
Center Executive Director, Tygart Center at Fairmont Campus
M.P.A., West Virginia University
B.S., Fairmont State College
Specialization: Health systems, long term care, and health policy

EDWIN “Doc” PARKS
Program Analyst, USDOE Office of Legacy Mgmt
Ph.D., University of La Verne
M.S., National War College, National Defense Univ.
M.S., Central Michigan University
B.S., Trenton State College
Specialization: Public management, theory, and public leadership

ERIC PULICE
Owner, Community Health Insight, LLC
M.P.A., West Virginia University (Healthcare Administration)
B.S., Fairmont State University
Specialization: Health systems, healthcare finance, non-profits, and grant writing

JON STEHLE
Business Strategist, Lead: Enterprise Strategy & Transformation, MITRE
M.A., United States Naval War College
M.P.I.A., University of Pittsburgh
B.A., Washington & Jefferson
Specialization: Municipal governance, leadership, federal budget and program analysis, performance measurement and data analysis
PLAN OF STUDY--MPA COURSES

Requirements for the Master of Public Administration Degree are:

<table>
<thead>
<tr>
<th>Semester/Year</th>
<th>REQUIRED COURSES</th>
<th>27 hours</th>
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<tbody>
<tr>
<td></td>
<td>PA 600--Scope and Practice (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 610--Public Management Theory and Practice (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 620--Public Financial Management (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 630--Research Methods (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 645--Public Administration and Policy Development (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 700-- Capstone Seminar (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 710-- Administrative Behavior in Public Organizations (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 720--Public Budgeting (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 751-- Public Service Internship (3)</td>
<td></td>
</tr>
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</table>

*12 Hours of Specialized Public Administration and Elective Courses Selected From:*

<table>
<thead>
<tr>
<th>Semester/Year</th>
<th>PA ELECTIVE COURSES</th>
<th>12 hours</th>
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<tbody>
<tr>
<td></td>
<td>PA 712-- Administrative Ethics and Justice (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 715-- Organization Development/Change Management (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 716-- Creativity and Innovation (1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 717-- Performance Management (2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 743-- Conflict Management (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HEALTHCARE ADMINISTRATION</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 670-- Health Systems (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 671-- Healthcare Organizations and Operations (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 672-- Healthcare Finance (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA ___ -- Healthcare Elective (3)</td>
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</tr>
<tr>
<td></td>
<td>PA 780--Healthcare Administration Practicum (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>LOCAL GOVERNANCE AND COMMUNITY DEVELOPMENT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 650-- Local Governance (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 750-- Public Planning (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 755-- Sustainable Community Development (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pick one:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 645-- Public Administration and Policy Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 655-- Public Engagement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PA 743-- Conflict Management (3)</td>
<td></td>
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<tr>
<td></td>
<td>OTHER ELECTIVES</td>
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### MSW/MPA Dual Degree Program (MSW Advanced Standing)

<table>
<thead>
<tr>
<th>Fall Year 1</th>
<th>Spring Year 1</th>
<th>Summer Year 1</th>
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<tbody>
<tr>
<td>PUBA 600: Scope and Practice (3)</td>
<td>PUBA 645: Public Administration and Policy Development (3)</td>
<td>SOWK 643 Assessment and Diagnosis (3)</td>
</tr>
<tr>
<td>PUBA 620: Public Financial Management (3)</td>
<td>PUBA 630: Research Methods (3)*</td>
<td>SOWK 649 Practice with Individuals (3)</td>
</tr>
<tr>
<td>SOWK 633 Social Work Policy Analysis, Advocacy, and Deliberation (3)</td>
<td>SOWK 656: Financial Management &amp; Grant Writing (3)</td>
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<tr>
<td>Social Work Elective #1 (3)</td>
<td>Social Work Elective #2 (3)</td>
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</tr>
<tr>
<td><strong>Total semester credits = 12</strong></td>
<td><strong>Total semester credits = 12</strong></td>
<td><strong>Total semester credits = 6</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Fall Year 2</th>
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<th>Summer Year 2</th>
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</thead>
<tbody>
<tr>
<td>PUBA 610: Public Management Theory and Practice (3)</td>
<td>PA 710: Administrative Behavior (3)</td>
<td>SOWK 654; Organizational Administration &amp; Leadership (3)</td>
</tr>
<tr>
<td>PUBA XXX: Elective (3)</td>
<td>PA 700: Capstone Seminar (3)</td>
<td>PA 720: Public Budgeting (3)</td>
</tr>
<tr>
<td>PUBA 751: Public Service Internship (2)</td>
<td>PUBA 751: Public Service Internship (1)</td>
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<tr>
<td>SOWK 650: Advanced Integrated Practice: Families &amp; Groups (3)</td>
<td>SOWK 616 Evaluation Research in Social Work (3)</td>
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</tr>
<tr>
<td>SOWK 682: Advanced Field Experience (4)</td>
<td>SOWK 682: Advanced Field Experience (5)**</td>
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<tr>
<td><strong>Total semester credits = 15</strong></td>
<td><strong>Total semester credits = 15</strong></td>
<td><strong>Total semester credits = 6</strong></td>
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</table>

Total MSW credits = 36; Total MPA credits = 30; Total Credits = 66

*PUBA 630 research methods replaces SOWK 513 Social Work Research Methods

**PUBA 751 Public Service Internship is completing in conjunction with SOWK 682 Advanced Field Placement. MSW/MPA students will be enrolled in both courses.

***9 Credit Hours of SOWK courses will applied to PUBA elective requirements (a total of 12 credit hours of PUBA electives is required for the MPA.

**Social Work Electives**
- GER 645- Fundamentals of Gerontology
- GER 681- The Rural Elderly
- SOWK 626- Child Mental Health
- SOWK 627- Advanced Clinical Practice in Integrated Healthcare
- SOWK 675- Addiction and Social Work Practice
- SOWK 680 – Child Welfare Continuum
# MSW/MPA Dual Degree Program (MSW Regular Standing)

<table>
<thead>
<tr>
<th>Fall Year 1</th>
<th>Spring Year 1</th>
<th>Summer Year 1</th>
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<tbody>
<tr>
<td>PUBA 600: Scope and Practice (3)</td>
<td>PUBA 645: Public Administration and Policy Development (3)</td>
<td>SOWK 581: Generalist Field Experience (3)</td>
</tr>
<tr>
<td>PUBA 620: Public Financial Mgmt. (3)</td>
<td>PUBA 630: Research Methods (3)*</td>
<td></td>
</tr>
<tr>
<td>SOWK 530: Professional Identity &amp; Social Justice (3)</td>
<td>SOWK 531 Social Welfare Policy and Programs (3)</td>
<td></td>
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<tr>
<td>SOWK 540: Generalist Practice I: Individuals, Families, &amp; Groups (3)</td>
<td>SOWK 541: Generalist Practice II: Rural Communities &amp; Org. (3)</td>
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<tr>
<td><strong>Total semester credits = 12</strong></td>
<td><strong>Total semester credits = 12</strong></td>
<td><strong>Total semester credits = 3</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Fall Year 2</th>
<th>Spring Year 2</th>
<th>Summer Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 610: Public Management Theory and Practice (3)</td>
<td>PUBA 720: Public Budgeting (3)</td>
<td>SOWK 643 Assessment and Diagnosis (3)</td>
</tr>
<tr>
<td>SOWK 520 Human Behavior in the Social Environment (3)</td>
<td>PUBA 710: Admin. Behavior (3)</td>
<td>SOWK 649 Practice w/Individuals (3)</td>
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<tr>
<td>SOWK 633 Social Work Policy Anal., Advocacy, &amp; Deliberation (3)</td>
<td>SOWK 656: Financial Management &amp; Grant Writing (3)</td>
<td>SOWK 654: Organizational Administration &amp; Leadership (3)</td>
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<tr>
<td>SOWK 581: Gen. Field Exp. (3)</td>
<td>Social Work Elective #1 (3)</td>
<td></td>
</tr>
<tr>
<td><strong>Total semester credits = 12</strong></td>
<td><strong>Total semester credits = 12</strong></td>
<td><strong>Total semester credits = 9</strong></td>
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<table>
<thead>
<tr>
<th>Fall Year 3</th>
<th>Spring Year 3</th>
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</thead>
<tbody>
<tr>
<td>PUBA XXX: Elective (3)</td>
<td>PUBA 700: Capstone Seminar (3)</td>
</tr>
<tr>
<td>SOWK 650: Practice: Families and Groups (3)</td>
<td>PUBA 751: Public Ser. Internship (3)</td>
</tr>
<tr>
<td>Social Work Elective #2 (3)</td>
<td>SOWK 616 Eval. Research in SW (3)</td>
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<tr>
<td><strong>Total semester credits = 13</strong></td>
<td><strong>Total semester credits = 14</strong></td>
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</table>

**Total MSW credits = 57; Total MPA credits= 30; Total Credits= 87**

*PUBA 630 research methods replaces SOWK 513 Social Work Research Methods
**PUBA 751 Public Service Internship is completed in conjunction with SOWK 682 Advanced Field Placement. Students enroll in both courses.
***9 Credit Hours of SOWK courses will applied to PUBA elective requirements (a total of 12 credit hours of PUBA electives is required for the MPA.

**Social Work Electives**
- GERO 645- Fundamentals of Gerontology
- GERO 681 - The Rural Elderly
- SOWK 626- Child Mental Health
- SOWK 627 - Advanced Clinical Practice in Integrated Healthcare
- SOWK 675 - Addiction and Social Work Practice
- SOWK 680 - Child Welfare Continuum
PA 795: INDEPENDENT STUDY

PURPOSE: Public Administration 795, Independent Study, is intended for advanced students to pursue studies beyond the available coursework. Not designed for beginning students, independent study may be a substantial research project, readings in a particular literature, investigation of a particular issue or extension of courses.

PROVISIONS: The following University and Departmental provisions apply:
1. Students must make arrangements with a faculty member to supervise PA 795. The course is a faculty overload and faculty may or may not be able and willing to supervise an independent study. Students should select faculty with expertise in the area studied.
2. PA 795 may be taken for one to three credit hours. Students may enroll more than once but for only 6 credit hours total.
3. The work to be accomplished in an independent study course should approximate that in a regular course. For example, a research project should be commensurate with a regular course requirement which might include papers, reading assignments and examinations.
4. The course is graded A, B, C, D or F. Under WVU and department regulations, the course can not be taken pass/fail or satisfactory/unsatisfactory.

PROPOSAL: The student should develop a proposal and complete the following two steps:
1. The student should fill out the brief initial proposal form and then meet with the faculty member to discuss the independent study.
2. After the initial discussion, a typed final proposal must be submitted to the instructor. The proposal should cover the same items as in the initial proposal, but in fuller and more complete form.

<table>
<thead>
<tr>
<th>INITIAL PROPOSAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic</td>
</tr>
<tr>
<td>Reason to Study</td>
</tr>
<tr>
<td>Hypothesis or Focus</td>
</tr>
<tr>
<td>Methodology or Approach</td>
</tr>
<tr>
<td>Research Data or Sources</td>
</tr>
<tr>
<td>Final Product</td>
</tr>
<tr>
<td>Schedule of Reports</td>
</tr>
<tr>
<td>Date of Completion</td>
</tr>
</tbody>
</table>

APPROVAL:

Student Name: 
(Please print) 

Student Signature: 

Student No.: 

Semester to be registered:

Credit Hours: 

Date: 

Professor Name: 
(Please print) 

Professor Signature: 

Copies: Student, Professor, Student File.

This form should be given to the student prior to the time of registration when permission for the course has been granted.
CONTRACT TO REMOVE GRADE OF “I”

Eberly College of Arts and Sciences
West Virginia University

AUTHORIZATION FOR AN INCOMPLETE IN AN UNGRADUATE COURSE

Note: Grade modifications will not be processed in the Dean’s Office without a contract

A grade of “I” (Incomplete) is a temporary grade assignment in those rare instances when, in the judgment of the instructor, no other grade will ensure justice to the student. Incompletes are usually granted to students who have completed all but one or two of the last assignments (other students should withdraw from their classes or receive the grade they earn at the end of the term). Students taking courses on line are eligible to receive an Incomplete. To request an Incomplete, the student must submit this form to the instructor prior to the end of the term. It is the instructor’s decision of whether or not an Incomplete will be assigned. If the instructor approves, the instructor and the student must negotiate the conditions under which the grade of “I” will be changed to a letter grade.

TO BE COMPLETED BY STUDENT:
Student’s Name: ____________________ Student ID: ____________________

I request a grade of “I” be assigned to me for the following course:

Course Prefix & Number: __________ CRN: _______ Course Title: ____________________

Name of Instructor: ____________________ Year and Semester taken: _______

I understand that I must fulfill the conditions established by my instructor (below) for assignment of a grade to remove the “I” and prevent change of the “I” to an “IF” or “F” I understand that a grade of “I” may prevent me from progressing in my degree plan, and/or entering a field placement.

Student Signature: ____________________ Date: ____________________

TO BE COMPLETED BY INSTRUCTOR IF APPROVED:

1- A Grade of “I” is assigned to the above student for the following reason(s):

2- In order to complete the course, the student must complete the following (please attach a syllabus):

3- If the student does not follow the terms of the contract, the grade in the course will be changed to an F.

4- To receive an assignment of a final grade and remove the “I,” the assignments above must be completed for evaluation by the instructor or designee. If the instructor is not available, please submit the work to:

Name: ____________________ Title: ____________________

5- The above assignments and tasks must be submitted to the instructor or designee on or before _________________, (the date must not be later than the last day of classes of the following semester in which the “I” was assigned.

Instructor Signature: ____________________ Date: ____________________

DEPARTMENT CHAIR OR PROGRAM DIRECTOR:

Director or Chair’s Name: ____________________

Signature: ____________________ Date: ____________________

Copy to Eberly Undergraduate Studies Office, Department, Adviser and Student
American Society for Public Administration  
Code of Ethics

The American Society for Public Administration (ASPA) advances the science, art, and practice of public administration. The Society affirms its responsibility to develop the spirit of responsible professionalism within its membership and to increase awareness and commitment to ethical principles and standards among all those who work in public service in all sectors. To this end, we, the members of the Society, commit ourselves to uphold the following principles:

1. **Advance the Public Interest.** Promote the interests of the public and put service to the public above service to oneself.

2. **Uphold the Constitution and the Law.** Respect and support government constitutions and laws, while seeking to improve laws and policies to promote the public good.

3. **Promote democratic participation.** Inform the public and encourage active engagement in governance. Be open, transparent and responsive, and respect and assist all persons in their dealings with public organizations.

4. **Strengthen social equity.** Treat all persons with fairness, justice, and equality and respect individual differences, rights, and freedoms. Promote affirmative action and other initiatives to reduce unfairness, injustice, and inequality in society.

5. **Fully Inform and Advise.** Provide accurate, honest, comprehensive, and timely information and advice to elected and appointed officials and governing board members, and to staff members in your organization.

6. **Demonstrate personal integrity.** Adhere to the highest standards of conduct to inspire public confidence and trust in public service.

7. **Promote Ethical Organizations.** Strive to attain the highest standards of ethics, stewardship, and public service in organizations that serve the public.

8. **Advance Professional Excellence.** Strengthen personal capabilities to act competently and ethically and encourage the professional development of others.

**CODE OF ETHICS (revised March 2013) ASPA approved a new Code of Ethics March 2013 at its Annual Conference in New Orleans.**

**PRACTICES TO PROMOTE THE ASPA CODE OF ETHICS**

The ASPA Code of Ethics is a statement of the aspirations and high expectations of public servants. These practices serve as a guide to behavior for members of ASPA in carrying out its principles. The Code and these practices are intended to be used as a whole and in conjunction with one another. An ethical public servant will consider the full range of standards and values that are relevant to handling a specific matter and be committed to upholding both the spirit and the letter of this code.

**ASPA members are committed to:**

1. **Advance the Public Interest.** Promote the interests of the public and put service to the public above service to oneself.
   a. Seek to advance the good of the public as a whole, taking into account current and long-term interests of the society.
   b. Exercise discretionary authority to promote the public interest.
   c. Be prepared to make decisions that may not be popular but that are in the public’s best interest.
   d. Subordinate personal interests and institutional loyalties to the public good.
   e. Serve all persons with courtesy, respect, and dedication to high standards.

2. **Uphold the Constitution and the Law.** Respect and support government constitutions and laws, while seeking to improve laws and policies to promote the public good.
a. Recognize and understand the constitutional, legislative and regulatory framework in which you work and fully discharge your professional roles and responsibilities.

b. Promote constitutional principles of equality, fairness, representativeness, responsiveness and due process in protecting citizens' rights and promoting the public good.

c. Develop proposals for sound laws and policies and for improving or eliminating laws and policies that are unethical, counterproductive, or obsolete.

d. Respect and safeguard protected and confidential information.

3. **Promote democratic participation.** Inform the public and encourage active engagement in governance. Be open, transparent and responsive, and respect and assist all persons in their dealings with public organizations.

   a. Be open and transparent while protecting privacy rights and security.

   b. Recognize and support the public's right to know the public's business.

   c. Involve the community in the development, implementation, and assessment of policies and public programs, and seek to empower citizens in the democratic process, including special assistance to those who lack resources or influence.

   d. Assist members of the public in their dealings with government and respond to the public in ways that are complete, clear, and easy to understand.

   e. Promote timely and continuing dissemination of information about government activities to the community, ensuring a fair and transparent process and educating citizens to make effective contributions.

4. **Strengthen social equity.** Treat all persons with fairness, justice, and equality and respect individual differences, rights, and freedoms. Promote affirmative action and other initiatives to reduce unfairness, injustice, and inequality in society.

   a. Provide services to the public with impartiality and consistency tempered by recognition of differences. Ensure that all persons have access to programs and services to which they are entitled under the law and maintain equitable standards of quality for all who receive the programs and services.

   b. Provide equal treatment, protection, and due process to all persons.

   c. Oppose all forms of discrimination and harassment and promote affirmative action, cultural competence, and other efforts to reduce disparities in outcomes and increase the inclusion of underrepresented groups.

5. **Fully Inform and Advise.** Provide accurate, honest, comprehensive, and timely information and advice to elected and appointed officials and governing board members, and to staff members in your organization.

   a. Provide information and advice based on a complete and impartial review of circumstances and needs of the public and the goals and objectives of the organization.

   b. Be prepared to provide information and recommendations that may not be popular or preferred by superiors or colleagues.

6. **Demonstrate personal integrity.** Adhere to the highest standards of conduct to inspire public confidence and trust in public service.

   a. Exercise integrity, courage, compassion, benevolence, and optimism.

   b. Maintain truthfulness and honesty and do not compromise them for advancement, honor, or personal gain.

   c. Resist political, organizational, and personal pressures to compromise ethical integrity and principles and support others who are subject to these pressures.

   d. Accept individual responsibility for your actions and the consequences of your actions.

   e. Guard against using public position for personal gain or to advance personal or private interests.

   f. Zealously guard against conflict of interest or its appearance. Disclose any interests that may affect objectivity in making decisions and recuse oneself from participation in those decisions.

   g. Conduct official acts without partisanship or favoritism.

   h. Ensure that others receive credit for their work and contributions.

7. **Promote Ethical Organizations:** Strive to attain the highest standards of ethics, stewardship, and public service in organizations that serve the public.
a. Work to establish procedures that hold individuals and the organization accountable for their conduct and support these procedures with clear reporting of activities and accomplishments.

b. Act as stewards of public funds by the strategic, effective, and efficient use of resources; by regularly reexamining the efficacy of policies, programs, and services; and by seeking to prevent all forms of mismanagement or waste.

c. Encourage open expression of views by staff members within the organization and provide administrative channels for dissent. Protect the whistleblowing rights of public employees, provide assurance of due process and safeguards against reprisal, and give support to colleagues who are victims of retribution.

d. Seek to correct instances of wrongdoing or report them to superiors. If remedies cannot be assured by reporting wrongdoing internally, seek external sources or agencies for review and action.

e. Support merit principles that promote excellence, competence, and professionalism in the selection and promotion of public officials and employees and protect against biased, arbitrary, and capricious actions.

f. Promote proactive efforts to increase the representativeness of the public workforce and the full inclusion of persons with diverse characteristics.

g. Encourage organizations to adopt, distribute, and periodically review a code of ethics as a living document that applies principles of this code and other relevant codes to the specific mission and conditions of the organization.

8. **Advance Professional Excellence**: Strengthen personal capabilities to act competently and ethically and encourage the professional development of others.

a. Keep up-to-date on emerging issues, practices, and potential problems that could affect your performance and accomplishing the mission of your organization.

b. Provide support and encouragement to others to upgrade competence and participate in professional activities and associations.

c. Allocate time and resources to the professional development of students, interns, beginning professionals, and other colleagues.

*Approved by the ASPA National Council 3/16/13*
The Unofficial Careers Page for WVU’s Public Administration Students

Conducting the Job Search Online

Step One: Use WVU’s Resources

WVU’s Career Services Center homepage: https://careers.wvu.edu/

Step Two: Check the Papers

http://www.careerpath.com
Search the classifieds of over 70 newspapers nationwide.

http://wvgazette.com
The Charleston Gazette’s online classifieds for positions across West Virginia.

http://thedominionpost.com
Check classifieds for the Morgantown area.

http://www.post-gazette.com
Job postings in the Pittsburgh leading paper

http://www.washingtonpost.com
A smorgasbord of inside-the-Beltway jobs.

Step Three: Use Public Administration Job Sites

http://www.tntech.edu/career/links/
Job searching for government and non-profit agencies containing links to most major non-profit sites, as well as the homepages of numerous state and local governments.

http://www.publicservicecareers.org/
The job postings of the American Society for Public Administration.

http://netforum.aveutra.com/
Job listings from the Association for Public Policy Analysis and Management.

http://www.usajobs.com/
Listings for federal government jobs across the country.

http://www.state.wv.us/admin/personnel/jobs/default.htm
State of West Virginia jobs.

http://www.govtjobs.com/
Listing of local government jobs available nationwide.

http://www.idealista.org/
A massive database of internship and job opportunities with non-profits worldwide.
Step Four - Use any other resource you can get your hands on!

www.careerbuilder.com
   A browser station which includes select company profiles.
http://www.pitt.edu/employment.html
   Jobs, internships, and other opportunities.
http://www.rpi.edu/dept/cdc
   Rensselaer Polytechnic Institute’s Career Development Page
   A veritable encyclopedia of job search resources.
Career Services Center

Take ownership of your future, and prepare now for life after college. Our services include:

**Career Fairs and Events** – Attend University-wide career fairs and more than 10 industry-specific events hosted annually by Career Services.

**CareerShift** – Explore the comprehensive job search management system, provided by Career Services (access code: wvsenior) to supplement MountaineerTRAK. Create a CareerShift account.

**Choose a Major** – Meet with a career counselor equipped with state of the art technology and training to assist in making a well informed decision about a major.

**Credential Services** – Obtain assistance collecting and disseminating confidential faculty recommendations and transcripts for graduate school applications.

**Graduate School Advising** – Receive guidance relative to applying to graduate school, polishing your personal statement, and identify schools that will help you achieve your academic and professional goals.

**Internship and Job Search** – Get help developing a strategy to find opportunities locally and nationally.

**MountaineerTRAK** – Visit WVU’s premier site for searching internship, part-time and full-time employment opportunities. Students can also sign up for on-campus interviews and learn about career fairs and professional development events.

**On-Campus Interviews** – Apply for interviews on MountaineerTRAK or by speaking directly to recruiters at career fairs and other on campus events. Employers from diverse industries conduct on-campus interviews throughout the academic year.

**Personal and Professional Assessment** – Take career assessments offered, including FOCUS2, to help you explore majors and career paths, and determine which career directions might prove rewarding for you as an individual.

**Personalized Career Counseling** – Meet one-on-one with a career counselor to discuss anything career related, including career exploration, job and internship search strategies, career assessments, interview preparation, and more.

**Practice Interviews** – Sharpen your interview skills with a practice interview with a career counselor, who will provide feedback on strengths and weaknesses.

**Professional Development Workshops** – Request customized presentations for your organization. Request a workshop for your student organization, fraternity/sorority, residence hall floor, or class here.

**Resume and Cover Letter Reviews** – Get help from our career counselors creating and reviewing your resumes and cover letters.

**Workforce Recruitment Program** – Check out the Federal program providing recruitment opportunities to highly motivated students with disabilities eager to prove their abilities in the workplace.

Career Services Asks: Why Are You Here?

Ace the Lunch Interview  Evaluate Job Offers  Request a Professional Development Presentation
Build a Resume  Explore Career Options  Resume, Cover Letter and Personal Statement Review
Craft an Elevator Pitch  How to Work a Career Fair  Write a Cover Letter/Thank You
Create a Credential Packet  Make the Most Out of Your Network  Schedule a Practice Interview
Develop a Job Search Strategy  Prepare for an Interview
Dress to Impress

For more information go to:  [http://careerservices.wvu.edu](http://careerservices.wvu.edu)
GENERAL LIBRARY AND REFERENCE SOURCES FOR PUBLIC ADMINISTRATION

REFERENCE INDEXES

The Reference Room in the Wise Library includes many indexes which reference topics relevant to public administration. Key indexes include:

- **Bibliography Index.** (A cumulative index to biographical material in books and magazines.)
- **Book Review Index.** (Index to reviews in 235 periodicals.)
- **Business Periodicals Index.** (A subject index to some 170 magazines in business and related fields.)
- **Humanities Index.** Also online in WILS. (Includes 260 periodicals with a strong emphasis on literature, history, and current events.)
- **Index to Legal Periodicals.** Also online in WILS. (The primary tool for access to legal scholarship, most of which is published in law reviews.)
- **International Bibliography of Political Science.** (Contains listing of books and periodical articles with indexes by author and subject. Also includes relevant government documents.)
- **Psychological Abstracts.** (Provides excellent coverage of the periodical literature in psychology and related disciplines.)
- **Public Affairs Information Service.** (Subject index to books, government documents, periodicals, pamphlets in the social sciences with emphasis on political science. Indexes factual and statistical publications. Indexes Journal of Comparative Administration and Public Finance.)
- **Readers’ Guide to Periodical Literature.** (Author and subject index to about 135 popular and general periodicals.)
- **Social Sciences Citation Index.** (This service enables the user to identify related writings by indicating sources in which a known work by a given author has been cited. Covers about 2,000 journals.)
- **Social Sciences Index.** Also online in WILS. Public Administration Review is one of the journals indexed. (The best place to search for scholarly articles in sociology, anthropology, political science, economics, and social psychology although more complete coverage for individual disciplines is available through specialized sources.)
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<td>Information Sources of Political Science</td>
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<td>An Annotated Bibliography of Bibliographies of Statutory Materials of the United States</td>
<td>Li, Tze-Chung blockquote; Social Science Reference Sources: A Practical Guide</td>
<td>Libraries Unlimited</td>
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<td>Z7164</td>
<td>Public Administration: Bibliographic Guide to the Literature</td>
<td>McCurdy, Howard E.</td>
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<td><strong>Statistics Sources: A Subject Guide to the Data on Industrial Business, Social, Educational, Financial, and Other Topics for the United States and Selected Foreign Countries.</strong> 12th ed., Detroit, Gale Research Co., 1988. (Attempts to bring together &quot;under specific subject headings information to guide its user to sources of numeric data about the United States and foreign countries&quot;).</td>
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<td><strong>County and City Data Book.</strong> U.S. Bureau of the Census. 12949 - (Provides statistics for each country and each city with a population of 25,000 or over, by states for urbanized areas, for unincorporated places, for metropolitan areas, for states and geographic regions.)</td>
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<td><strong>Sources of Statistics.</strong> Harvey, Joan, Hamden CT: Linnet Books.</td>
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<td><strong>Fact Finder for the Nation.</strong> U.S. Bureau of the Census.</td>
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<td><strong>Statistical Abstract of the United States, 1878 -.</strong> Annual. U.S. Bureau of the Census. (Most comprehensive compilation of industrial, social and political statistics of the U.S. Included is a &quot;Guide to Sources of Statistics.&quot;.)</td>
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<td><strong>Census Data Profiles.</strong> West Virginia Regional Medical Program, 1975. (Enclosed with seven volumes are census data profiles for the state, the eleven planning and development regions, the 55 counties, and the 353 magisterial districts. The profiles each contain 44 variables selected to represent the following factors: (1) population size and distribution by age, sex and race; (2) economic status; (3) occupational status; (4) educational achievement; (5) ethnic composition; (6) family structure; (7) housing types and conditions; and (8) horizontal mobility.)</td>
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<td><strong>Municipal Year Book.</strong> Washington, D.C.: International City Management Association. Annual. (Contains data on urban issues.)</td>
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GENERAL REFERENCE SOURCES FOR GOVERNMENT DOCUMENTS

There are many documents which emanate from the legislative, judicial and executive branches as well as the wide variety of administrative units. The types and locations of these documents can be bewildering. It is usually wise to utilize the librarian at the Reference Desk since government documents are serviced through that desk. The following items are helpful guides to government documents.

The WVU Library is a federal depository library. As such, it will automatically receive most important government documents.

R  Congressional Quarterly Almanac. Washington Congressional Quarterly, 1945 -. Annual. (Condenses, reorganizes and cross indexes the year’s activity in Congress, politics and lobbying, roll call voting, voting yardsticks, run down on analysis of politics and elections.)

R  CQ Weekly Report. Washington, Congressional Quarterly, 1946 -. (Authoritative, weekly review of legislative and political developments in Washington, especially in Congress. In addition to objective summaries of floor, committee and party action, it gives the President’s position on major issues, statistical information on current issues, and roll-call voting data. The yearly CQ Almanac, an excellent summary of national politics, is compiled from the weekly reports.)

Z1223  Guide to U.S. Government Publications, 1973 -. McClean, VA: Documents Index, 1973 -. (The purpose of this guide is to provide an up-to-date law bibliography of current United States government publications. Most items are annotated and each is indexed by title, subject and agency.)

R  Index to Publications of the United States Congress. Washington: Congressional Information Service, 1970 -. (A new and very useful tool which provides brief abstracts of congressional documents and in-depth indexing by subject, House and Senate bill number, public law number. Easier to use than the Monthly Catalog).  


421  United States Government Manual. 1935 -. Annual. (The primary purpose of the Manual is to describe the organization and functions of the legislative, judicial, and executive branches of the U.S. Government.)

A3  West Virginia Blue Book. Annual. (This is a directory, organization manual and reference book on West Virginia government.)
SOURCES IN PUBLIC LAW

For some public administration research, legislative statutes and court cases may need to be utilized. For general information about the law, researchers should consult legal encyclopedias and dictionaries (listed below). For more detailed information, researchers should consult resources used in legal research. These sources may be difficult to use if you are not familiar with legal research methods. It is suggested that you consult the Law Librarian for assistance. (For the following entries, holdings are designated as WL for the Wise Library and LL for the Law Library.

Constitutions, Statutes and Legislative Documents

U.S. CONSTITUTION
THE CONSTITUTION OF THE UNITED STATES OF AMERICA: ANALYSIS AND INTERPRETATION (U.S. Government Printing Office) (ML-LL) (This explanatory guide presents the Constitution phrase by phrase and gives court cases, meanings, applications, and other analysis and interpretation.).

U.S. LEGISLATIVE DOCUMENTS
CONGRESSIONAL RECORD (WL-LL) Lists daily proceedings and bills introduced for both houses of Congress. Contains the Presidents’ messages, Congressional speeches and debates in full, and records of votes. Does not include text of bills. An index provides (1) Alphabetical index of names and subjects, giving (under subject) bills and bill number, and (2) History of bills and resolutions, arranged by number. This second index is the one to use for full information about a bill since it gives page references to all material in the Record about the bill, from its introduction to its final passage and signing.

CONGRESSIONAL COMMITTEE HEARINGS AND REPORTS (LL after 90th congress) Individual hearings are listed in the card catalog. Hearings and other congressional deliberations and actions are also indexed by the Congressional Quarterly services and by the Congressional Information Service which indexes, abstracts, and gives legislative histories for Congressional actions and publications.

CONGRESSIONAL DIRECTORY (LL) includes detailed information on the organization, assignments, and operations of Congress. In addition, information is included on executive, congressional and diplomatic staffs and departmental organizations.

U.S. STATUTES
U.S. STATUTES AT LARGE (LL) Lists and indexes statutes passed by each session of Congress; this organization makes it difficult to research related laws, effect of amendments, etc.

U.S. CODE (LL, WL) Lists all statutes in codified form by subject matter. An excellent reference in finding laws, since related enactments are listed together and updated.

U.S. CODE ANNOTATED (LL) A codification of federal law arranged by subject with annotations giving actions of federal and state tribunals. Published by Bobbs-Merrill; less extensive than the U.S. Code Annotated.

STATE CONSTITUTIONS
CONSTITUTIONS OF THE UNITED STATES: NATIONAL AND STATE (Columbia University: Legislative Drafting Research Fund (WL, LL) A two volume compendium of state constitutions plus a one volume index digest by subject.

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WEST VIRGINIA LEGISLATIVE DOCUMENTS

JOURNAL OF THE SENATE (WL) AND JOURNAL OF THE HOUSE OF DELEGATES (WL) All bills and legislative actions are reported and indexed; each session is bound and indexed separately.

STATE STATUTES

ACTS OF THE LEGISLATURE OF WEST VIRGINIA (LL) Indexed and bound by each session of legislature. Except for the most recent enactments, it is generally easier to use the statutes in codified form (below).

WEST VIRGINIA CODE (LL) an annotated listing of all statutes arranged by subject matter. The code lists and updates all statutes and is the most commonly used source for state statute reference.

Other state laws and constitutions are available in the Law Library which contains the codes for all states.

Executive Orders and Administrative Regulations

FEDERAL ORDERS AND REGULATIONS

FEDERAL REGISTER (LL) Published daily; lists all rules, regulations, notices and proclamations. Use for recent items; others are generally best found in the Code of Federal Regulations (below).

CODE OF FEDERAL REGULATIONS (LL) Federal rules and regulations arranged and updated by subject matter.

U.S. GOVERNMENT ORGANIZATION MANUAL (WL-LL) Includes all legislative, judicial, and executive branches and agencies including committees and commissions. Descriptions, statutory bases, organization charts, publications, staffing, etc. are included.

U.S. CODE CONGRESSIONAL AND ADMINISTRATIVE NEWS (LL) Semi-monthly, legislative histories, presidential and executive orders and proclamations, and selected administrative rules and regulations.

STATE ORDERS AND REGULATIONS

WEST VIRGINIA BLUE BOOK (LL) An organization manual for West Virginia executive, legislative, and judicial agencies plus assorted other information, descriptions, and statistical records pertaining to West Virginia Government.

Executive orders and agency rules and regulations may generally be found in agency publications, annual reports, and published papers of the Governor.

Judicial Decisions

U.S. SUPREME COURT REPORTS

U.S. REPORTS (LL) Official edition, full text of the decisions are published by each term of the court.


SUPREME COURT REPORTER (West Edition) (LL) contains decisions by term of the court. Full text, summaries of counsel arguments, and edited headnotes are included with key numbering system.
LOWE FEDERAL COURT REPORTS

FEDERAL REPORTER (LL) Includes opinions of the U.S. Court of Appeals, Emergency Court of Appeals, Court of Customs and Patent Appeals, and the D.C. Court of Appeals.

FEDERAL SUPPLEMENT (LL) Includes opinions of the U.S. District Courts, District Court for D.C. and Court of Claims.

STATE COURT REPORTS
Seven regional reporter systems cover the opinions of state appellate and trial courts: (all available at the Law Library).

ATLANTIC REPORTER CT, DE, ME, MD, NH, NJ, PA, RI, VT, DC
NORTHEASTERN REPORTER, IL, IN, MA, NY, OH
NORTHWESTERN REPORTER, IA, MI, MN, NE, ND, SD, WI
PACIFIC REPORTER AZ, CA, CO, ID, KS, MT, NV, NM, OK, OR, UT, WA, WY
SOUTHEASTER REPORTER GA, NC, SC, VA, WV
SOUTHWESTERN REPORTER AK, KY, MO, TN, TX
SOUTHERN REPORTER AL, FL, LA, MS
WEST VIRGINIA SUPREME COURT REPORTS (LL) Covers cases decided each term of the court.

ANNOTATED REPORTS AND DIGESTS
Since most cases are of little value in deciding matters of law, those few having special significance and deciding substantive questions are selectively reported in:

AMERICAN LAW REPORTS ANNOTATED (LL)
Helps in using this system may be found in the following ALR Publications:
WORLD INDEX TO ANNOTATIONS, DIGEST, TABLE OF CASES, BLUE BOOK OF SUPPLEMENTAL DECISIONS, AND the PERMANENT DIGEST.

Since the law is not reported in one place in organized form, digests attempt to make reporting and research easier by the systematic arrangements of facts and holdings. These are organized by words and phrases, topics, cases, and other methods. A useful digest system, or index to case law classified by subject, is the AMERICAN DIGEST SYSTEM (LL).

ADMINISTRATIVE LAW
PIKE AND FISHER’S ADMINISTRATIVE LAW SERVICE (LL) Collects material on procedural aspects of administrative practice; it does not include substantive regulations.

U.S. CODE CONGRESSIONAL AND ADMINISTRATIVE NEWS (LL) Reports current statutory enactments, legislative actions, administrative rules and regulations, presidential proclamations, executive orders, and administrative reorganizations.

In addition, there are a myriad of reporting services for various substantive areas of administrative rules and regulations. These include:

AMERICAN FEDERAL TAX REPORTS (LL)
LABOR RELATIONS REFERENCE MANUAL (LL)
Commerce Clearing House, TAX COURT REPORTER (LL)
SECONDARY AUTHORITIES OR SOURCES

LEGAL ENCYCLOPEDIAS
Legal Encyclopedias provide a text summary of legal principles; for the initial research, it is a better orientation into principles of law than cases. The most useful include:
  CORPUS JURIS SECUNDUM (LL)
  AMERICAN JURISPRUDENCE (LL)
  MICHIE’S JURISPRUDENCE (Virginia and West Virginia) (LL)

DICTIONARIES
Legal dictionaries are good guides for understanding terms and usages. Some dictionaries specialize in subject matter such as medicine. General guides helpful to the researcher are:
  BLACK’S LAW DICTIONARY (ML-LL)
  Edward Bander, LAW DICTIONARY OF PRACTICAL DEFINITIONS (LL)
  Edward Bander, DICTIONARY OF SELECTED LEGAL TERMS & MAXIMS (LL)

LEGAL INDEXES AND PERIODICALS
Articles on legal subjects are indexed in:
  INDEX TO LEGAL PERIODICALS (LL) A “Reader's Guide” to legal publications
  INDEX TO FOREIGN LEGAL PERIODICALS

Most legal periodicals are located in the Law Library. These include:
  LAW AND SOCIETY REVIEW, LAW AND CONTEMPORARY PROBLEMS and other periodicals. The Law Library has extensive holdings of legal periodicals including over forty law reviews.

GUIDES TO LEGAL RESEARCH
Myron J. Jacobstein, FUNDAMENTALS OF LEGAL RESEARCH (LL)
Samuel G. King, THE COMPLETE GUIDE TO EVERYDAY LAW (WL)

WEST VIRGINIA UNIVERSITY LIBRARY RESOURCES
The resources of the West Virginia University Library are extensive and helpful in Public Administration research. Full information may be found on the WVU Libraries web site.