



West Virginia University

Public Administration

Student Handbook 2023-2024



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Master of Public Administration Program

West Virginia University

Graduate Student Handbook

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.

a. Master of Public Administration Learning Outcomes

1. Differentiate, synthesize, and apply leadership and management knowledge relevant to public administration theory, research, and practice
2. Differentiate and evaluate the various roles, practices, and power dynamics in the public policy process
3. Apply research methods and analytical approaches appropriate to public service that generate reasoned conclusions and effective recommendations
4. Formulate appropriate and ethical administrative approaches to public service purposes
5. Generate and apply culturally responsive interpersonal and communications skills.

2. General Information about the Public Administration Program

a. Contact Information

The Public Administration Department is located at 650 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:

Name	Arnold Hall Room Number	Email Address
Dr. Paolo Farah	150	Paolo.Farah@mail.wvu.edu
Dr. Maja Holmes	154	Maja.Holmes@mail.wvu.edu
Dr. Karen Kunz, <i>MPA Program Director</i>	G-7	Karen.Kunz@mail.wvu.edu
Dr. Lupe Davidson, <i>Interim Program Director, MPA & MLS</i>	G16	Lupe.Davidson@mail.wvu.edu
Dr. Christopher Plein	156	Chris.Plein@mail.wvu.edu
Carla See	G14	Carla.See@mail.wvu.edu
Dr. Margaret Stout	152	Margaret.Stout@mail.wvu.edu

b. 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.

c. Faculty and Staff

Currently we have five nucleus faculty positions in Public Administration. Brief information on current faculty, including degrees and specializations, can be found on page 16.

Carla See is the MPA Program 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. Ms. See also handles all student admissions, records, registration, and other student related issues.

d. 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. Karen Kunz 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 MPA program.

e. Mailboxes/Bulletin Boards

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

f. 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 listserve, etc.

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

g. 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.

h. 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 Ken Enoch to reserve these spaces.

3. Program Requirements

a. Admission Requirements

The MPA Admissions Committee will review complete applications to the program. The deadlines: April 1 for Fall applications. 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> .

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 MPA 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](#).

Students who wish to add or drop an Area of Emphasis (AoE) need to contact Carla See by email to start the paperwork. The AoE needs to be added or dropped before your last semester of registration.

ii. Internship Requirements

PUBA 751 Public Service Internship is a required course in the MPA program of study. 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.

iii. 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.

iv. Professional Development

To connect with their specific area of interest in the practice of public administration and build a lifelong commitment to learning, MPA students are required to complete 20 hours of professional development. This may include participating in conferences, workshops, trainings, or speaking engagements that advance student knowledge, context, or skills in the practice of public administration. Students document and reflect on their professional development activities as they relate to public administration through the compilation of the MPA Professional Portfolio.

v. Community Service

To engage with a diverse society and explore public service perspectives in a culturally responsive way, MPA students are required to complete 20 hours of community service. This may include volunteering to support public programs, contributing their skills to support a nonprofit organization, or engage in a community sponsored event. Students document and reflect on their community service activities as they relate to public administration through the compilation of the MPA Professional Portfolio.

vi. 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](#)

vii. 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. A Regular and Advanced Standing Plan of Study for the MSW/MPA programs can be found on page 18-19.

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](#).

viii. Certificates

MPA students have the opportunity to complete a graduate certificate along with earning the MPA degree. Admission to a certificate program may be required prior to enrollment in specified certificate courses. Students must be admitted to the certificate program in order to be awarded the certificate. Information on graduate certificates offered through the Eberly College of Arts and Sciences can be found in the [WVU Graduate Catalog](#). There are also limits to the number of courses that can be shared between MPA program and the Graduate Certificate. ***MPA students need to inform their MPA Faculty Advisor and Carla See about adding any graduate certificate to their DegreeWorks degree plan.***

ix. Advisors and Advising

Each student is assigned a MPA faculty advisor to guide students with course selection, community service, professional development, internship and career development. All course selections must be approved by your 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 Carla See. 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.

Students who would like to request a change in their faculty advisor should send one email Carla See copying their current assigned advisor and the selected new advisor in the email. The request should be based on student interest.

x. 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 17. Students can also review their plan of study in DegreeWorks.

xi. 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 9 credit hours in the Master of Public Administration program. Students must discuss requests to transfer credit hours with the faculty advisor. Each case is unique and the number of hours transferred into the MPA program vary by case. After your discussion with your advisor, please work with Carla See on filling out the paperwork to complete the process.

(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](#).

xii. 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. Time Limit information can be found in the [WVU Graduate Catalog](#).

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 2013 would fall within the limit for fall 2021 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](#).

xiii. 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*** Carla 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 semester. 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 [PORTAL](#). 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 independent study are included on page 20.

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 21.

c. Evaluation Procedures

The Public Administration faculty are committed to supporting 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 your academic advisor is not available, feel free to contact the Dr. Karen Kunz, MPA Director.

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*, 9th

Edition, the website is: <https://www.macmillanlearning.com>. 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 accommodation in order to participate in an MPA class, please reach out to 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) Mental Health Support

College students commonly experience issues that may interfere with academic success. Stress, sleep problems, relationship and social concerns, adjustment to college, financial problems, family issues, discrimination, or anxiety and depression all affect one's ability to remember, learn, and perform. If you (or a friend) are struggling, we strongly encourage you to seek support. Supportive resources are available on campus, and most are at no-charge. The Carruth Center for Psychological and Psychiatric Services (CCPPS) offers consultations, short-term individual therapy, group therapy, and various mental health-related workshops. Virtual and in-person (outside of pandemic situations) services are available. Crisis services are also available 24/7/365.

- Please call (304) 293-4431 to schedule an appointment or speak to a professional for help in a crisis.
- For more mental health resources and information, visit the CCPPS website at: <https://carruth.wvu.edu/>
- Crisis services are also available through text: Text WVU to 741741 for support 24/7 from a trained Crisis Counselor.

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. 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: [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 Carla See by the deadline noted. Students need to apply each semester that they would like to request a tuition waiver.

iii. Travel and Research Funding

(1) 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:

- 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;
- Expenses related to attending an academic or professional conference, workshop or activity;
- Participation in Department- or School-sponsored research projects; and
- 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 page 23. Students should contact [Dr. Karen Kunz](#) to discuss the process for applying.

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.

iv. 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

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 be come 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. Career Development with an MPA Degree

Although post graduate 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. 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.

iii. Public Administration Career Resources

In the Appendix the MPA program has a listing of websites/links on job searches. You can find more information through the “The Unofficial Careers Page for WVU’s Public Administration Students” on page 28.

e. Information Technology

Information Technology Services (ITS) 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.

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.

Student Name Printed	
Student ID Number	
Signature	
Date	

Appendices

FACULTY

MAJA HUSAR HOLMES

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

Associate Professor

PH.D., Aix-Marseille University

PH.D., University of Milan

L.L. 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/ political foundations, public policy analysis, social policy, community/economic dev.

MARGARET STOUT

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

Certificate in Health Care Adm., Academy of Health Care Sci.

Specialization: Healthcare management, organization development, service delivery systems, organization behavior, social change.

GERALD M. POPS

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.

West Virginia University - Master of Public Administration

Plan of Study

39 credit hours (27 required + 12 elective)

A gradepoint average of 3.0 is required to graduate with MPA degree.

Required Courses	PUBA 600 Democratic Context of Public Admin	3	Elective Courses	PUBA 646 Public Policy Advocacy	3	Area of Emphasis Options	Healthcare Administration AoE	PUBA 670 Health System	3	Local Governance & Community Development AoE	PUBA 650 Local Governance	3
	PUBA 610 Pub & Nonprofit Mgmt	3		PUBA 650 Local Governance	3			PUBA 671 Healthcare Org. & Opts	3		PUBA 750 Public Planning	3
	PUBA 620 Public & Nonprofit Financial Mgmt	3		PUBA 651 Equitable Community Development	3			PUBA 672 Healthcare Finance	3		PUBA 655 Sustainable Comm. Development	3
	PUBA 630 Public Service Res.	3		PUBA 655 Public Engagement	3			Healthcare Elective Options			LGCD Elective Options	
	PUBA 645 Public Policy & Adm	3		PUBA 670 Health Systems	3			PUBA 651 Equitable Comm Dev	3		PUBA 651 Equitable Comm Dev	3
	PUBA 700 Capstone Seminar	3		PUBA 712 Administrative Ethics	3			PUBA 655 Public Engagement	3		PUBA 655 Public Engagement	3
	PUBA 710 Pub Service Leadership	3		PUBA 715 Org. Development & Change Management	3			PUBA 712 Administrative Ethics	3		Or elective approved by the LGCD Advisor	
	PUBA 720 Public & Nonprofit Budgeting	3		PUBA 730 Adv. Public Service Research	3			LEGS 730 Employment Law	3			
	PUBA 751 Pub Service Internship	3		PUBA 741 Human Resource Sys	3			LEGS 770 Healthcare Law	3			
				PUBA 750 Public Planning	3			LEGS 771 Leg Issues Adults in Care	3			
				PUBA 795 Independent Study	3			Or elective approved by the Healthcare Advisor				
				Or elective approved by MPA faculty advisor.								
	Total Required Hours	27		Total Elective Hours	12			Total Hours HCA AoE	12		Total Hours LGCD AoE	12

**Course descriptions can be found in the WVU Graduate Catalog: <http://catalog.wvu.edu/graduate/eberlycollegeofartsandsciences/publicadministration/#courseinventory>

MSW/MPA Advanced Integrated Practice Progression Plan

Regular Standing (Full Time)

	Fall (15 Weeks)		Spring (15 Weeks)		Summer (12 Weeks)	
Year 1	SOWK 530 Professional Identity and Social Justice	3	SOWK 531 Social Welfare Policy and Programs	3	SOWK 581 Generalist Field Experience	3
	SOWK 540 Generalist Practice I: Individuals, Families and Groups	3	SOWK 541 Generalist Practice II: Rural Community Macro Practice	3	SOWK 654 Organizational Administration & Leadership	3
	PUBA 600 Democratic Context of Public Administration	3	PUBA 630 Public Service Research Methods	3		
	PUBA 620 Public and Nonprofit Financial Management	3	PUBA 720 Public and Nonprofit Budgeting	3		
	Total Credits:	12	Total Credits:	12	Total Credits:	6
Year 2	SOWK 520 Human Behavior in the Social Environment	3	SOWK 656 Financial Management & Grant Writing	3	SOWK 643 Assessment and Diagnosis	3
	SOWK 633 Social Work Policy, Analysis, Advocacy and Deliberation	3	SOWK Elective 1	3	SOWK 649 Practice with Individuals	3
	SOWK 581 Generalist Field Experience	3	PUBA 645 Public Policy and Administration	3		
	PUBA 610 Public and Nonprofit Management	3	PUBA XXX Elective	3		
	Total Credits:	12	Total Credits:	12	Total Credits:	6
Year 3	SOWK 650 Practice with Families & Groups	3	SOWK 616 Evaluation Research in Social Work	3		
	SOWK 682 Advanced Field Experience	4	SOWK 682 Advanced Field Experience	5		
	SOWK Elective 2	3	PUBA 700 Capstone Seminar	3		
	PUBA 710 Public Service Leadership	3	PUBA 751 Public Service Internship	2		
	PUBA 751 Public Service Internship	1				
	Total Credits:	13	Total Credits:	14		

Credit Total: 87

MSW/MPA Advanced Integrated Practice Progression Plan Advanced Standing (Full Time)

	Fall (15 Weeks)		Spring (15 Weeks)		Summer (12 Weeks)	
Year 1	SOWK 633 Social Work Policy, Analysis, Advocacy and Deliberation	3	SOWK 656 Financial Management & Grant Writing	3	SOWK 643 Assessment and Diagnosis	3
	SOWK Elective 1	3	SOWK Elective 1	3	SOWK 649 Practice with Individuals	3
	PUBA 600 Democratic Context of Public Administration	3	PUBA 630 Public Service Research Methods	3	SOWK 654 Organizational Administration & Leadership	3
	PUBA 620 Public and Nonprofit Financial Management	3	PUBA 720 Public and Nonprofit Budgeting	3		
	PUBA XXX Elective	3	PUBA XXX Elective	3	Total Credits:	9
	Total Credits:	12	Total Credits:	15		
Year 2	SOWK 650 Practice with Families & Groups	3	SOWK 616 Evaluation Research in Social Work	3		
	SOWK 682 Advanced Field Experience	4	SOWK 682 Advanced Field Experience	5		
	PUBA 610 Public and Nonprofit Management	3	PUBA 610 Public and Nonprofit Management	3		
	PUBA 710 Public Service Leadership	3	PUBA 700 Capstone Seminar	3		
	PUBA 751 Public Service Internship	2	PUBA 751 Public Service Internship	1		
	Total Credits:	15	Total Credits:	15		

Credit Total: 66

DEPARTMENT OF PUBLIC ADMINISTRATION WEST VIRGINIA UNIVERSITY

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 a 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 a 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.

INITIAL PROPOSAL	
Topic	
Reason to Study	
Hypothesis or Focus	
Methodology or Approach	
Research Data or Sources	
Final Product	
Schedule of Reports	
Date of Completion	

APPROVAL:

Student Name: (Please print)		Professor Name: (Please print)	
Student Signature:		Professor Signature:	
Student No.:	Semester to be registered:	Credit Hours:	Date:

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.

MPAHNDBK:SEC.III

Request for an Incomplete

To request an Incomplete, students must submit this form to the instructor before the end of the term. It is the instructor's decision whether or not an Incomplete will be assigned, with final approval of the dean. An Incomplete Contract (this form) must be completed before a grade of "I" is assigned.

To be completed by the student

Student Name

Student ID Number

Student WVU Email Address

Course Prefix and Number

CRN

Semester and Year Course was Taken

Name of Instructor

I understand that I must fulfill the conditions established by my instructor (below) in order to remove the grade of "I." I understand that if I do not complete the work in the allotted time, the grade of "I" may automatically change to the grade of "IF"; my instructor may also request to change the "I" to the grade identified below. I understand that grades of "IF" will be calculated as grades of "F" in the cumulative grade point average unless the terms of this contract are fulfilled and a grade modification is submitted. I understand that a grade of "I" may prevent me from progressing in my degree plan and/or entering a field placement.

Date

***Incomplete contracts are not final until the college dean has approved it. After submitting the request for an incomplete, students will receive notification if the contract has been approved or rejected.

Signature of Student

Request for an Incomplete pg 2

To be completed by the Instructor (if approved)

Rationale for assigning a grade of “I”

Student’s last date of attendance

Work necessary to complete this contract and remove the grade of “I” (In all cases attach a syllabus. Attach assignments, and copies of the student’s grades, if appropriate.)

Date by which the terms of this contract must be fulfilled

If the student does not fulfill the terms of this contract in the time allotted, the grade of “I” will be changed to the overall grade earned in the course, including grades for work that was not completed. The overall grade earned thus far is

If the instructor is not available to evaluate the work assigned in this contract, the student may submit that work to whom for evaluation?

Date

Signature of Instructor

Signature of College Dean

MPA Student Enrichment Fund

Purposes, Eligibility, and Criteria

The Department of Public Administration has established and with the Student Association of Public Administration (SAPA) jointly administers 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.

1. Fund Purposes

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:

- a. 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;
- b. Expenses related to attending or participating in an academic or professional conference, workshop or activity;
- c. Conducting MPA/SASS/Eberly College/university based research projects; and
- d. Other expenses consistent with MPA-related program activities that also enrich MPA student learning and growth.

2. Eligibility

In order to receive a grant a student must:

- a. Be enrolled as a full-time or part-time and non-provisional student in the MPA program (joint and dual degree program students are eligible);
- b. Be taking public administration coursework at the time of the application;
- c. Possess a grade-point-average of not less than 3.0; and
- d. Have a purpose for expending the grant consistent with the purposes outlined in Section 1, above.

3. Criteria for Selection

Awards are based on the following criteria. Preference is given to students who meet most or all of these:

- a. Professional merit of the proposed activity;
- b. The likelihood that the award will confer a career-related benefit upon the student;
- c. Past scholarship and academic performance;
- d. Lack of alternative sources of funding; and
- e. Benefit to the Division of Public Administration

Also, the size of the request in relationship to the annual income expected from the Fund will be taken into account.

Availability of Award Funds

The fund must be at a minimum level of \$10,000 in order for grants to be made. Grants will be made from the yearly income of the Fund; their number and size will be dependent upon that income. Faculty will be provided with fund balance and prior semester distribution information at the semi-annual faculty meetings called to admit students for the upcoming semester. At the beginning of each semester all students will be advised of the maximum amount available to be granted and any special conditions applicable, along with notification of any other available funding opportunities and sources. This information will also be inserted into the MPA Handbook.

Student Application Process

Application for funding to support travel, research or other activities should be made at least one month in advance of the activity to allow sufficient time for the decision to be made and efficient implementation to occur. The application may be in the form of a letter or memorandum but must be in writing. It must state the amount of funding requested and include details of estimated expenses. It should state the type of travel, place of lodging, meeting registration fees, research materials needed, and pertinent per diem information including meals. Further, the applicant must affirm in writing that he or she has read and understands, and will abide by, this policy.

Award Decision

Awards from the fund are made jointly by designated representatives of the faculty and SAPA. The Fund representatives may negotiate with the applicant and offer an amount other than that requested depending on the size of the endowment and the number of grant applications received. If there is a disagreement over who is to receive the grant, the amount granted or the uses to which the grant will be put, the decision will be referred to the MPA Program Director (or Chair), who will make the final decision.

Receipt of Monies

Grantees are required to incur expenses prior to reimbursement. Prior authorization by the MPA Program Director is required for travel. A Travel Authorization Form with all pertinent receipts is required for reimbursement.

Presentation

Where relevant and upon request, grantees will be responsible for making a presentation to faculty and students describing the funded activity and learning outcomes arising out of participation in the activity.

Policy Changes

This policy will be reviewed periodically by the faculty and SAPA. Changes must be approved by both the MPA faculty and SAPA.

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:

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

Seek to advance the good of the public as a whole, taking into account current and long-term interests of the society.

Exercise discretionary authority to promote the public interest.

Be prepared to make decisions that may not be popular but that are in the public's best interest.

Subordinate personal interests and institutional loyalties to the public good.

Serve all persons with courtesy, respect, and dedication to high standards.

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.

Recognize and understand the constitutional, legislative and regulatory framework in which you work and fully discharge your professional roles and responsibilities.

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

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

Respect and safeguard protected and confidential information.

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.

Be open and transparent while protecting privacy rights and security.

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

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.

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.

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.

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.

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.

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

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.

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.

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.

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

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

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

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

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

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

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

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.

Conduct official acts without partisanship or favoritism.

Ensure that others receive credit for their work and contributions.

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

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.

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.

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.

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.

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.

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

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.

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

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

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

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.publicservicecareers.org/>

The job postings of the American Society for Public Administration.

<http://netforum.avectra.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.idealists.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.rpi.edu/dept/cdc>

Rensselaer Polytechnic Institute's Career Development Page A veritable encyclopedia of job search resources.