Public Administration

Degree Offered

• Master of Public Administration

The Master of Public Administration (MPA) degree prepares individuals for a career in public service. WVU's Department of Public Administration offers the only nationally 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.

Curriculum

The curriculum provides a strong foundation in both the theory and practice of public administration. Students complete a total of 45 credit hours for the MPA degree, including:

• 27 credit hours of required core courses in public management, budget and finance, human resources, research methods, and the historical, intellectual, legal and political foundations of public administration;

• 12 credit hours of elective courses offered through Public Administration and other departments at WVU; and

• 6 credit hours of internship (500 contact hours), completed in one or two semesters.

FACULTY

CHAIR

• John C. Kilwein - Ph.D. (Ohio State University)
  Associate Professor, Constitutional Law, Public Law and Policy

ASSOCIATE PROFESSOR

• L. Christopher Plein - Ph.D. (University of Missouri)
  Eberly Professor of Outstanding Public Service, Legal and Political Foundations, Public Policy Analysis, Social Policy, Community and Economic Development

ASSISTANT PROFESSOR

• Maja Husar Holmes - Ph.D. (Syracuse University)
  Public Management, Public Leadership, Environmental and Energy Policy
• Karen Kunz - D.P.A. (University of Illinois, Springfield)
  Financial Management, Corporate Use of Public Funds, Political Economy
• Margaret Stout - Ph.D. (Arizona State University)
  Local Government, Community Development, Public Policy and Public Planning

CLINICAL ASSISTANT PROFESSOR

• Nancy L. Adams - Ph.D. (Fielding Institute)

PROFESSORS EMERITI

• Gerald M. Pops - Ph.D. (Syracuse University)
• David G. Williams - Ph.D. (State University of New York at Albany)

Admission

Candidates must meet the WVU general admission requirements for graduation from an accredited college and grade point average. Admission into the MPA program is competitive with decisions based on the following:

• Application for admission and transcripts (submitted to the Office of Admissions)
• Graduate Record Exam (GRE) test scores (GMAT and LSAT scores can be submitted in place of the GRE.)
• Two letters of reference (Students can request a form from the Department or download the form from our webpage: http://publicadmin.wvu.edu/graduate/master-of-public-administration/mpa-admission-process.)
• Personal Statement
• Resume/Curriculum Vitae

In the case of practicing administrators, a record of accomplishment in administrative performance will be weighed heavily in combination with the criteria outlined above.

Application Deadline

Applicants may request admission to the MPA program in the fall, spring, and summer terms. The deadline for all application materials for fall and summer admission is April 1; applicants will be notified of the committee’s decision around April 15. The deadline for all application materials for spring admission is October 15; applicants for the spring term will be notified around October 31. Applications for admission may be considered after these deadlines on a space-available basis. Incomplete applications will not be considered.

For further information, please contact:

Department of Public Administration
P.O. Box 6322
Morgantown, WV 26506
Debbie.Koon@mail.wvu.edu
(304) 293-2614
or publicadmin.wvu.edu

General Requirements

The MPA degree requires the completion of forty-five credit hours. The requirements are listed below. Elective courses can be tailored to the student’s needs with revisions agreed upon by both the student and advisor.

A grade point average of 3.0 is required to graduate with the MPA degree.

<table>
<thead>
<tr>
<th>A grade of C or higher must be earned in all required courses</th>
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**Integrative Seminar**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 600</td>
<td>Scope and Practice</td>
<td>3</td>
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**Foundation Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PUBA 610</td>
<td>Public Management Theory/Practice</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 620</td>
<td>Public Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 630</td>
<td>Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 640</td>
<td>Legal/Political Foundations</td>
<td>3</td>
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**Advanced Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PUBA 720</td>
<td>Public Budgeting</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 730</td>
<td>Applied Research-Public Admin</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 741</td>
<td>Human Resource System</td>
<td>3</td>
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**Elective Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 751</td>
<td>Public Service Internship</td>
<td>6</td>
</tr>
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</table>

**Integrative Capstone**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PUBA 700</td>
<td>Capstone Seminar</td>
<td>3</td>
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**Total Hours**

<table>
<thead>
<tr>
<th>Credits</th>
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<tr>
<td>45</td>
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* Concentrations using electives from Public Administration and other fields as developed with your advisor.

Degree Completion

It usually takes four semesters for full-time students to complete the M.P.A. degree. Students are required to complete 6 credit hours of internship experience. For those individuals who have had substantial public service experience, internship credit can be awarded.
Healthcare Administration Specialization

DESCRIPTION
The Public Administration Department offers a healthcare administration specialization for students who are interested in a career in a variety of healthcare settings, including hospitals, health departments, nursing homes, mental health services, home health services, nonprofit voluntary agencies, health research foundations, public and private insurance, and a variety of governmental agencies.

CURRICULUM
The specialization consists of fifteen credit hours:

<table>
<thead>
<tr>
<th>Required Courses</th>
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<tbody>
<tr>
<td>PUBA 670 Health Systems</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 671 Healthcare Organizatn/Operatn</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 672 Healthcare Finance</td>
<td>3</td>
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Healthcare Electives
See electives listed on web page

Capstone Experience
PUBA 780 Healthcare Administrtn Practcm (or equivalent capstone course approved by the Director.)

Total Hours
15

Students who desire to specialize in this area as part of their MPA degree take elective courses offered in healthcare administration. A certificate program is also available for students who are just interested in the healthcare specialization as a non-degree seeking student. For more information, please consult: http://publicadmin.wvu.edu/.

Dual Degrees
The department has established both joint degree and dual degree programs with a number of other graduate programs. A dual JD/MPA degree program has been established with the College of Law to provide preparation in both law and public administration. A dual MSW/MPA degree has been developed in cooperation with the School of Social Work to provide preparation for administrators in the social services. Dual degree programs may also be arranged with other academic programs and professional schools. Graduate studies regulations permit limited credit from one graduate degree to be applied to a second degree. Students may pursue two degrees and use approved coursework for both degrees. For more information: http://publicadmin.wvu.edu/.

COURSES
PUBA 595. Independent Study. 1-6 Hours.
Faculty supervised study of topics not available through regular course offerings.

PUBA 600. Scope and Practice. 3 Hours.
Orientation to the field of public administration, ethics and professional standards and professional skills. Review of foundations, theories, scope and methods. Study of public management heritage and exploration of current trends and issues.

PUBA 610. Public Mangmnt Theory/Practice. 3 Hours.
Graduate-level introduction to management theory and practice in the public sector, including contextual influences, administrative behavior and motivation, decision-making, leadership, organizational design, communication, and evaluation.

PUBA 620. Public Financial Management. 3 Hours.
PR: Consent. Principles and practices of public sector financial management including management control concepts, governmental financial accounting and reporting, analytical and managerial techniques, and microcomputer applications to public financial management.

PUBA 630. Research Methods. 3 Hours.
Introduction to the foundations and processes of applied research applicable to public administration, with emphasis upon data collection and analysis, statistical modeling and research design.

PUBA 640. Legal/Political Foundations. 3 Hours.
PR: Consent. Constitutional-legal basis of American public administration; the policy making process; administrative agency relationships with executive, legislative, and judicial branches; bureaucratic power and legitimacy; and administrative legal process.

PUBA 645. Pub Adm & Policy Development. 3 Hours.
Policy development examined in terms of values, process, specific policy cases, alternative "futures" analyses, and policy science.

PUBA 650. Local Governance. 3 Hours.
Introduction to the institutions and processes of local governance. Institutions include: government structure (county, municipal, special districts), volunteer boards and commissions, and various types of community-based organizations.
PUBA 655. Public Engagement. 3 Hours.
Explores theories of community engagement. Develops skills in techniques for engaging citizens and other stakeholders in collaborative local
governance and community building efforts.

PUBA 670. Health Systems. 3 Hours.
Graduate-level introduction to the development, structure, and current issues in the healthcare in the United States including health promotion, disease
prevention, epidemiology, delivery and utilization of health services, financing, policy, regulation, and ethical concerns.

PUBA 671. Healthcare Organizatn/Operatn. 3 Hours.
PR: PUBA 670 or PR or CONC:CHPR 635. Examines the organization and management of health-care settings including system influences, leadership,
communication, organization behavior, team development, organization design, evaluation, productivity, performance improvement.

PUBA 672. Healthcare Finance. 3 Hours.
PR or CONC: PUBA 670 or CHPR 635. Examines financing of health-care, financial management concepts, insurance mechanisms, reimbursement,
cost accounting, budgeting, and staffing for healthcare organizations, including integrated networks and managed care. The course focuses on concepts
needed by first line and mid-level managers.

PUBA 673. Alt Hlthcare Delivery Systems. 1 Hour.
PR or CONC:PUBA 670. Examines the key management issues in a variety of nontraditional settings, such as but not limited to, birthing centers,
physician practice management, PATCH. Settings chosen will be determined from current developing areas in health-care.

PUBA 674. Rural Healthcare. 1 Hour.
PR or CONC: PUBA 670 or CHPR 635. Provides an overview of the issues affecting healthcare in rural settings, the health status of rural populations,
and initiatives to provide improved access and address issues in service delivery and administration of rural health-care settings.

PUBA 675. Organiztn Perfrmnc Improvement. 1 Hour.
Introduces tools used to measure and improve organizational performance. The focus is on health-care organizations, with general application to public
management. Techniques of total quality management and continuous quality improvement are covered.

PUBA 678. Population Health Management. 1 Hour.
PR: PUBA 670. Examines concepts of populations’ health, managerial uses of epidemiological data, and population management approaches to health
maintenance.

PUBA 691A-Z. Advanced Topics. 1-6 Hours.
Investigation of advanced topics not covered in regularly scheduled courses.

PUBA 693A-Z. Special Topics. 1-6 Hours.
A study of contemporary topics selected from recent developments in the field.

PUBA 697. Research. 1-15 Hours.
PR: Consent. Research activities leading to thesis, problem report, research paper or equivalent scholarly project, or a dissertation. (Grading may be S/
U.).

PUBA 700. Capstone Seminar. 3 Hours.
PR: All PUBA 600 level and PUBA 751 or concurrent. Links MPA academic preparation to professional career through analysis of practice settings,
professional literature, and internship/professional experience of student; integrates coursework, practice themes, competencies, and ethics.

PUBA 710. Admin Behavior-Public Organztn. 3 Hours.
Introduces and familiarizes the student with the nature of individual and group behavior in public organizations and bureaucratic settings.

PUBA 712. Administrative Ethics/Justice. 3 Hours.
PR: PUBA 610 or consent. Analysis of ethical issues in public administration. Study of the concepts of distributive and procedural justice and their
applications to administrative decision-making.

PUBA 715. Orgznztn Devlpmnt/Change Mngmnt. 3 Hours.
Examines organization development and change management applied to public agencies. Explores basic organization development skills, and
techniques for effective change management.

PUBA 716. Creativity and Innovation. 1 Hour.
Examines knowledge about creativity and innovation in public organizations. Explores approaches to increasing creativity for individuals and groups.
Reviews organization structure and processes as they relate to creativity.

PUBA 717. Performance Management. 2 Hours.
Examines the principles of performance management in public organizations. Explores a variety of performance management models and practices with
emphasis on service delivery to improve organizations.

PUBA 720. Public Budgeting. 3 Hours.
PR: PUBA 620. Advanced study of public budgeting at the federal, state, and local levels of government. Emphasis is placed on principles of public
finance, budgeting processes and approaches; revenue sources and tax structures; and budget preparation and analysis.

PUBA 730. Applied Research-Public Admin. 3 Hours.
PR: PUBA 630. Completion of an original, quantitative, applied research project dealing with issues and/or problems in the public sector.
PUBA 741. Human Resource System. 3 Hours.
PR: Consent. Examines competing values, systems, processes, and methods for managing human resources in government and non-profit organizations; including merit, patronage, professional, collective bargaining, and entrepreneurial models.

PUBA 743. Conflict Management. 3 Hours.
PR: Consent. Explores the nature and causes of organizational, personal, and policy conflict in the public and non-profit sectors; develops approaches and tools for managing, negotiating, and resolving conflicts.

PUBA 750. Public Planning. 3 Hours.
Examine the substantive range of public planning arenas. Principles and practices of organizational, program, project, or physical planning with consideration of the political and economics context.

PUBA 751. Public Service Internship. 1-6 Hours.
PR: Consent. A working internship in a government or public service related agency, designed to provide students with an opportunity to gain field experience, and to relate knowledge gained through course work situation. (Grading will be S/U.).

PUBA 755. Sustainable Community Development. 3 Hours.
PR: PUBA 645 or PUBA 750. Explores the theory, principles, and ethics of economic, environmental, and social sustainability as applied to community and economic development activities, with a focus on project and program implementation.

PUBA 770. Managed Care. 1 Hour.
PR or CONC: PUBA 670. Examines the key management issues in the managed care environment. General organization of managed care entities, key management control issues, financing, and reimbursement mechanisms and trends in managed care will be covered.

PUBA 772. Integrated Delivery System. 1 Hour.
PR: PUBA 670. Examines organization and management of integrated delivery systems in healthcare including models of integration.

PUBA 773. Policy Issues-Women’s Health. 1 Hour.
PR: PUBA 670 or consent. Provides an overview of women’s healthcare issues involving the interaction of medical and social systems. How to facilitate quality care will be examined from policy, administrative and advocacy standpoints.

PUBA 774. Healthcare Law and Ethics. 1 Hour.
PR or CONC: PUBA 670. Explores legal and ethical issues in the healthcare setting for administrative and medical managers.

PUBA 775. Healthcare Policy. 1 Hour.
PR or CONC: PUBA 670. Provides an introduction to policy issues in healthcare including state and federal roles in healthcare, the policy process and various healthcare policy. Explores values and American political processes as they influence health policy.

PUBA 776. Healthcare Planning/Marketing. 1 Hour.
PR: PUBA 670. Examines planning and marketing for healthcare settings. Includes strategic planning. Serves to introduce key issues for administrators.

PUBA 777. Healthcare Information Systems. 1 Hour.
PR: PUBA 670. Provides an overview of major factors influencing health care information systems, categories of healthcare information technology; and legal, ethical, human resource issues within management systems.

PUBA 779. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779A. SPTP: Issues in Longterm Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779B. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779C. SPTP: Healthcare Contracting. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779D. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779E. SPTP: Physician Practice Mang. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779F. SPTP-HLRC: Post Acute Cr Contnm. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779G. SPTP-HLRC: Chng Face-Lngtrm Car. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779H. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779I. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.
PUBA 779J. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779K. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779L. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779M. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779N. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779O. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779P. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779Q. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779R. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779S. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779T. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779U. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779V. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779W. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779X. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779Y. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 779Z. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

PUBA 780. Healthcare Administration Practicum. 3 Hours.
Students will develop and execute a field experience or scholarly research project that applies and integrates knowledge gained during healthcare administration course work into a functional capstone experience.

PUBA 790. Teaching Practicum. 1-3 Hours.
PR: Consent. Supervised practice in college teaching of public administration. NOTE: This course is intended to insure that graduate assistants are adequately prepared and supervised when they are given college teaching responsibility. It also provides a mechanism for student not on assistantships to gain teaching experience.

PUBA 791A-Z. Advanced Topics. 1-6 Hours.
PR: Consent. Investigation of advanced topics not covered in regularly scheduled courses.

PUBA 792A-Z. Directed Study. 1-6 Hours.
Directed study, reading and/or research.

PUBA 793A-Z. Special Topics. 1-6 Hours.
A study of contemporary topics selected from recent developments in the field.

PUBA 794A-Z. Seminar. 1-6 Hours.
Special seminars arranged for advanced graduate students.

PUBA 795. Independent Study. 1-9 Hours.
Faculty supervised study of topics not available through regular course offerings.

PUBA 796. Graduate Seminar. 1 Hour.
PR: Consent. Each graduate student will present at least one seminar to the assembled faculty and graduate student body of his or her program.
PUBA 797. Research. 1-15 Hours.
PR: Consent. Research activities leading to thesis, problem report, research paper or equivalent scholarly project, or a dissertation. (Grading may be S/U.).

PUBA 798. Dissertation. 1-6 Hours.
PR: Consent. This is an optional course for programs that wish to provide formal supervision during the writing of students reports (698), or dissertations (798). Grading is normal.

PUBA 799. Graduate Colloquium. 1-6 Hours.
PR: Consent. For graduate students not seeking course work credit but who wish to meet residency requirements, use of the University’s facilities, and participate in its academic and cultural programs. Note: Graduate students who are not actively involved in coursework or research are entitled, through enrollment in their department’s 699/799 Graduate Colloquium to consult with graduate faculty, participate in both formal and informal academic activities sponsored by their program, and retain all of the rights and privileges of duly enrolled students. Grading is P/F; colloquium credit may not be counted against credit requirements for masters programs. Registration for one credit of 699/799 graduate colloquium satisfies the University requirement of registration in the semester in which graduation occurs.