Public Administration, M.P.A.

Degree Offered
• Master of Public Administration

Nature of the Program
The mission of the West Virginia University Master of Public Administration (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. 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.

Dual Degrees
The department has established dual degree programs with a number of other graduate programs. A dual JD/MPA degree program established with the College of Law provides preparation in both law and public administration. A dual MSW/MPA degree in cooperation with the School of Social Work provides 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 hours from one graduate degree to be applied to a second degree. Students may pursue two degrees and use approved coursework for both degrees.

Graduate Certificates Offered
The department offers graduate certificate programs in Community Development Policy & Practice and Healthcare Administration.

FACULTY
CHAIR
• Maja Husar Holmes - Ph.D. (Syracuse University)
  Public Management and Public Leadership

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

ASSOCIATE PROFESSORS
• Paolo D. Farah - LLM, JD (College of Europe, University of Paris)
  Energy, Environment, and Natural Resource Law, Human Rights
• 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

PROFESSORS EMERITI
• Nancy L. Adams - Ph.D. (Fielding Institute)
• Gerald M. Pops - Ph.D. (Syracuse University)
• David G. Williams - Ph.D. (State University of New York at Albany)

Admissions
MPA
Candidates must meet the WVU general admission requirements for a bachelor's degree from an accredited college. Admission into the MPA program is competitive with decisions based on the following material:
• Application for admission and transcripts. Apply here
• Two Recommendations. Recommendations from professional or academic references should be requested through the online Graduate Application portal.
• **Current Resume.** Please list work experience, volunteer activities, internships, academic degrees and honors, and other accomplishments you feel the admissions committee should take into account in reviewing your application.

• **Statement of Purpose.** Provide a letter indicating your interest in a career in public service, what you hope to gain from the MPA program, and why WVU offers you the best opportunity for achieving your professional goals.

• **Graduate Exam Scores (GRE, GMAT, LSAT, or view below for Exemptions).** Submit standardized test scores from one of the following Graduate Exams:
  - Graduate Record Examination (GRE)
  - Graduate Management Admission Test (GMAT)
  - Law School Admissions Council Exam (LSAT)

• **TOEFL Scores** (for International Students only).

**EXEMPTIONS TO THE GRADUATE EXAM REQUIREMENT**

Certain application requirements may be waived based on a preliminary review of an application by the program. The requirement that applicants submit GRE, GMAT, or LSAT scores will be waived under the following circumstances:

**Admission based on Undergraduate GPA:** The applicant who earned a bachelor’s degree from a U.S. accredited college or university and achieved a cumulative GPA of 3.4 or higher are eligible to waive the GRE/GMAT/LSAT requirement to apply for the program.

**Evidence of Graduate Level Competence:** Applicants who already hold a graduate degree or have successfully completed at least 18 semester hours in another accredited graduate program, may request a waiver of the GRE/GMAT/LSAT requirement.

**Significant Managerial Administrative Experience:** Applicants with at least 5 years of managerial administrative experience after completing their undergraduate degree may request a waiver of the GRE/GMAT/LSAT requirement. Please provide a letter that describes your verbal/written and quantitative competencies. The letter should provide specific examples of your ability to write effectively, analyze complex situations, and complete quantitative analysis.

**Application Deadline**

The MPA program accepts students for both Fall and Spring admission. The deadline for all application materials for Fall 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 (dkoon@wvu.edu)  
(304) 293-2614  
or publicadmin.wvu.edu (http://publicadmin.wvu.edu)

**Degree Requirements**

• **Credit Hours:** 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.

• **Grade Point Average:** 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.

• **Area of Emphasis:** The Public Administration Department offers two areas of emphasis - Healthcare Administration and Local Governance and Community Development. Students may either complete an Area of Emphasis or 12 credits of electives.
  - **Healthcare Administration:** 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.
  - **Local Governance and Community Development:** For students who are interested in a career in community and economic development with non-profit agencies and local governments, including counties and municipalities, school districts, and public utilities.
• **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.

• **Benchmarks**: Students are expected to meet at least once a semester with their faculty advisor to review their progress in the program of study. More information is provided in the MPA Student Handbook.

• **Degree Completion**: Full-time students usually complete the MPA degree in four semester.

## Curriculum Requirements

### Required Courses

- PUBA 600 Democratic Context of Public Administration
- PUBA 610 Public and Nonprofit Management
- PUBA 620 Public and Nonprofit Financial Management
- PUBA 630 Public Service Research
- PUBA 645 Public Policy and Administration
- PUBA 710 Public Service Leadership
- PUBA 720 Public and Nonprofit Budgeting
- PUBA 700 Capstone Seminar

### Elective Courses

Select one of the following options:

- Any PUBA courses at the 600 or 700 level
- Courses at the 400 level or above in another department as approved by faculty advisor
- Healthcare Administration Area of Emphasis
- Local Governance and Community Development Area of Emphasis

### Internship

- PUBA 751 Public Service Internship

### Total Hours

- 24
- 12
- 3
- 3

### Areas of Emphasis Offered:

- Healthcare Administration (p. 3)
- Local Governance and Community Development (p. 4)

## Healthcare Administration Area of Emphasis

The Public Administration Department offers a healthcare administration area of emphasis 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.

### HEALTHCARE ADMINISTRATION AREA OF EMPHASIS REQUIREMENTS

#### REQUIRED COURSES

- PUBA 670 Health Systems
- PUBA 671 Healthcare Organization and Operation
- PUBA 672 Healthcare Finance

#### HEALTHCARE ELECTIVES

Select one of the following (others approved by Healthcare Advisor):

- PUBA 651 Equitable Community Development
- PUBA 655 Public Engagement
- PUBA 712 Administrative Ethics
- LEGS 730 Employment Law
- LEGS 770 Healthcare Law
- LEGS 771 Legal Issues for Adults in Care

### Total Hours

- 9
- 3

- 12
Local Governance and Community Development Area of Emphasis

Counties and municipalities are the levels of government most directly involved in community and economic development. Localities are where we live, learn, work, and recreate. These and other local governments, like school districts and public utilities, comprise the largest sector of public employment in the United States. In fact, employment in local government has even been growing while it declines at other levels of government. Adding to this sub-sector the many nonprofit organizations that engage in community and economic development, the opportunities for employment in this field of public service abound.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBA 650</td>
<td>Local Governance</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 750</td>
<td>Public Planning</td>
<td>3</td>
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<tr>
<td>PUBA 755</td>
<td>Sustainable Community Development</td>
<td>3</td>
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<td></td>
<td>Select 3 credit hours from the list below or an approved course by LGCD Advisor</td>
<td></td>
</tr>
<tr>
<td>PUBA 645</td>
<td>Public Policy and Administration</td>
<td>3</td>
</tr>
<tr>
<td>PUBA 651</td>
<td>Equitable Community Development</td>
<td></td>
</tr>
<tr>
<td>PUBA 655</td>
<td>Public Engagement</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours: 12

Degree Progress

**Academic Advising:** Each student is assigned a faculty advisor to guide students with their program of study, internship placement and career development. All course selections must be approved by the student’s MPA faculty advisor. Students are expected to meet at least once a semester with their faculty advisor to review their progress in the program of study.

**Plan of Study:** The Plan of Study should be discussed with the MPA faculty advisor to ensure appropriate sequencing of courses to meet graduation requirements.

**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. MPA faculty advisors are available to discuss student progress in the MPA program and strategies to meet the MPA program requirements.

**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.

**Timeline:** 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.

**Professional Behavior:** The Master of Public Administration program is a professional program preparing people for careers in public service. Adherence to professional standards and ethics are expected of students.

More information is provided in the MPA Student Handbook (https://publicadmin.wvu.edu/students/master-of-public-administration/student-resources/).

Major Program Learning Outcomes

**MASTER OF PUBLIC ADMINISTRATION**

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

Certificate Program Learning Outcomes

**GRADUATE CERTIFICATE - COMMUNITY DEVELOPMENT POLICY AND PRACTICE (CDPP)**

- Investigate and determine the components of local quality of life and analyze how they are pursued by local governments, organizational collaborators, and citizens.
- Distinguish, critique, and recommend public planning approaches and apply them to a range of issues in a specific context.
- Investigate and interpret how community development methods contribute to social, economic, and environmental sustainability and apply them to a specific context.
• Develop and apply specialized skills for social, economic, or environmental development at the local level.
• Develop and apply research skills used in community development.

Certificate Learning Outcomes
HEALTHCARE ADMINISTRATION

Upon completion of the certificate, students should be able to:

• Understand, identify, and explain key social, political, and economic issues that shape the delivery of healthcare in the United States.
• Examine and identify the variety of organizations and entities in the healthcare delivery environment.
• Assess current workforce, funding, organizational delivery, quality and equity trends in healthcare administration.
• Understand, interpret, and utilize financial information, reports, policies and tools to implement decision-making in healthcare administration.

COURSES

PUBA 595. Independent Study. 1-9 Hours.
Faculty supervised study of topics not available through regular course offerings.

PUBA 600. Democratic Context of Public Administration. 3 Hours.
Orientation to the field of public administration and its role in democratic governance in the United States. Review of the historical, philosophical, Constitutional, and intellectual foundations of administrative theory and public service values, with application to current trends and issues.

PUBA 610. Public and Nonprofit Management. 3 Hours.
Introduction to public and nonprofit management, including assessing organizational contexts, structures, and systems. Explores diverse strategies for managing programs, projects, people, and resources in public service organizations.

PUBA 620. Public and Nonprofit Financial Management. 3 Hours.
Graduate level introduction to the principles, practices, participants, and policies involved in public and nonprofit financial management, including fiscal resource management, financial reporting, and performance analysis.

PUBA 630. Public Service Research. 3 Hours.
Foundations and processes of applied research to inform public and nonprofit organizations, with an emphasis on research design, data collection and analysis, and presentation of findings and recommendations.

PUBA 645. Public Policy and Administration. 3 Hours.
Examines the administrative role throughout the democratic public policy process, focusing on ethical implications and associated technical skills.

PUBA 646. Public Policy Advocacy. 3 Hours.
This course examines the roles that advocacy plays in shaping public policy. Readings, class discussions, and applied project with stakeholders will connect the theoretical underpinnings of public policy advocacy to the public and private practices that can be used to mobilize policy change and legislative action.

PUBA 650. Local Governance. 3 Hours.
Introduction to the institutions and processes of local governance. Institutions include: government structures (county, municipal, special districts), volunteer boards and commissions, and various types of community-based organizations.

PUBA 651. Equitable Community Development. 3 Hours.
Explores the meaning, contributing factors, and challenges associated with building community capacity for equitable community development processes and outcomes. Examines application to different socioeconomic contexts.

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 Organization and Operation. 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 691. Advanced Topics. 1-6 Hours.
Investigation of advanced topics not covered in regularly scheduled courses.
PUBA 693. Special Topics. 1-6 Hours.
A study of contemporary topics selected from recent developments in the field.

PUBA 697. Research. 1-9 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. Public Service Leadership. 3 Hours.
Prepares students to exercise leadership in public and nonprofit organizations in response to changing social, economic, and environmental challenges. Examines various approaches to leadership and innovation, including strategic, communicative, and reflective practice.

PUBA 712. Administrative Ethics. 3 Hours.
Exploration of the foundations of ethical principles and practices in the public and nonprofit sectors. Application of principles through analysis of ethical dilemmas in serving the public.

PUBA 715. Organizational Development and Change Management. 3 Hours.
Examines organization development and change management applied to public agencies. Explores basic organization development skills, and techniques for effective change management.

PUBA 720. Public and Nonprofit Budgeting. 3 Hours.
PR: PUBA 620. Graduate level study of public budgeting principles and political processes in government and nonprofit organizations. Emphasis is placed on understanding revenue sources and tax structures, while developing the skills to craft, analyze, and revise budgets and performance measures.

PUBA 730. Advanced Public Service Research. 3 Hours.
PR: Consent. Methodological foundations, methods, and research design for public policy analysis and evaluation or program assessment and evaluation.

PUBA 741. Human Resources Systems. 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 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 economic 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 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 779A. Special Topics in Health 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. Special Topics in Health Care. 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. Special Topics in Health Care. 1-6 Hours.
PR: PUBA 670. Focuses on those subjects of most topical concern in health care administration.

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

PUBA 779G. Special Topics in Health Care. 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 subject 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 791. Advanced Topics. 1-6 Hours.
PR: Consent. Investigation of advanced topics not covered in regularly scheduled courses.

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

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

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

PUBA 796. Graduate Seminar. 1-3 Hours.
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. 1-9 Hours.
PR: Consent. Research activities leading to thesis, problem report, research paper or equivalent scholarly project, or a dissertation. (Grading may be S/U.).