

THE MASTER OF PUBLIC ADMINISTRATION
at **WEST CHESTER UNIVERSITY**



STUDENT HANDBOOK



West Chester University
Master of Public Administration
Student Handbook

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INTRODUCTION

DEPARTMENT CHAIR AND MPA DIRECTOR'S WELCOME

Welcome to the Department of Public Policy and Administration and the Master of Public Administration (MPA) Program, a unique alternative to other graduate school options. The core focus of our program is about developing your *public service skills*. Our dynamic, practical program enhances your general management and administrative qualifications with the option of developing specific expertise in one of our two concentration areas: human resource management and nonprofit administration. At the same time, many of our students have earned graduate certificates in urban and regional planning and health care management.

Launched in 1979, the program continues to attract and graduate professionals from all types of organizations. Whether your career path is in a public, private or not-for-profit setting, our program meets your needs if you are ready to enhance your general management skills and upgrade your expertise in a specific career area.

Oriented toward emerging public service leaders and midcareer professionals, our program setting, structure and culture serve individuals who seek to learn alongside working professionals. Indeed, an important strength of our program is the caliber and diversity of our student body and, as a result, the quality of *peer learning* from which you will benefit as a student in our program.

Our program has a healthy balance of students who are midcareer professionals attending our classes one or two evenings per week and emerging public service leaders who enroll in three or more classes per week. One of the strengths of our program is our faculty, all of whom have experience working in the fields of public administration, human resource management, and nonprofit administration. In addition to our regular faculty, we have an excellent group of practitioners who bring to the classroom an extensive amount of practical experience. In this way, individuals who have worked or continue to work in the field of public service always teach our students.

To learn more about our program, we encourage you to explore this handbook, as well as our [MPA Program Website](#). We trust that it will prove a useful source of information for you and answer many of your initial questions. In addition, we would be happy to talk with you at anytime; please contact us.

Thank you for your interest in the MPA program at West Chester University.

All the best,

Dr. Jeffery L. Osgood

Chair, Department of Public Policy & Administration

Director, Master of Public Administration Program and the Center For Social & Economic Policy Research

HANDBOOK INTRODUCTION

Welcome to the Master of Public Administration Program (MPA) at West Chester University (WCU)! We hope that you will find your experience at WCU to be pleasant, challenging, and rewarding.

The *MPA Student Handbook* (hence forth known as the *Handbook*) is intended to serve as a supplement to the following important sources of information available to you on WCU's web pages¹ (www.wcupa.edu):

- WCU's current [Graduate Catalog](#);
- Policies and forms on WCU's [Office of Graduate Studies and Extended Education](#) website; and,
- [The Ram's Eye View](#).

This *Handbook* has been prepared to provide you with an overview and a guide to important information about WCU and about the MPA degree program. We ask that you keep this Handbook throughout your association with the MPA program and with your personal professional records thereafter. The information it contains will help you to plan and record your progress through the program, and it may be useful to you at a later date for documenting aspects of your graduate experience. Additionally, we ask that you bring the *Handbook* to all conferences with your academic advisor.

Please note that **the information in this *Handbook* is subject to change as University, Departmental, and National Association of Schools of Public Affairs and Administration (NASPAA) policies are updated.** Changes may also be made when recommended by the faculty to address emergent issues. If and when such changes occur, you will be informed through e-mail by the MPA Program Coordinator according to the *MPA Communication Policy* section of this *Handbook*).

Please also note that the *Handbook* and WCU's *Graduate Catalog* are updated once every year. However, these updates may not occur concurrently. As a result, it occasionally happens that some information appears different in the *Handbook* than in WCU's *Graduate Catalog*. If you find such a discrepancy, please ask the MPA Program Coordinator or your academic advisor for clarification.

Finally, we ask you to note that **faculty advisors are available to support you, but the responsibility for completing all requirements, for conforming to current policies, and for meeting all deadlines is ultimately your own.**

The MPA faculty look forward to a rewarding association with you. We hope that you will take advantage of all that the program and the University have to offer.

¹ Please see the *Important Websites and Contact Information* section of this *Handbook* for the individual URLs for all hyperlinked websites in the electronic version of this *Handbook*.

MISSION STATEMENT

The mission of the MPA program at West Chester University is to provide high quality accessible public service education for a diverse group of emerging and existing public service leaders. Our program prepares students to manage and lead across boundaries of the public, nonprofit and private sectors. A community of accomplished scholars and practitioners instructs and mentors students in pursuing the public interest with accountability and transparency; serving professionally with competence, efficiency, and objectivity; acting ethically to uphold the public trust; and, demonstrating respect, equity, and fairness in dealings with citizens and fellow public servants. The MPA program, with its affiliated Center for Social and Economic Policy Research, provides community access to faculty expertise, applied scholarship, and guidance in the practice of public affairs, administration, and policy.

In pursuit of this and in support of the University Mission, the MPA program provides public, nonprofit and private sector employers with leaders, managers, and analysts who are able:

- To lead and manage in public governance;
- To participate in and contribute to the public policy process;
- To analyze, synthesize, think critically, solve problems and make decisions;
- To articulate and apply a public service perspective;
- To communicate and interact productively with a diverse and changing work force and citizenry; and,
- To effectively frame a research question and apply conceptual and procedural knowledge to solve problems and reach reasonable conclusions (information literacy).

PROGRAM INFORMATION

MPA Mailing Address and Location: Department of Public Policy and Administration
 Master of Public Administration
 West Chester University
 Graduate Center
 1160 McDermott Drive, Suite 101
 West Chester, PA 19383

Phone: (610) 425 - 5000
Fax: (610) 436 – 3047
Website: http://www.wcupa.edu/_academics/sch_sba/g-mpa.html

ADMINISTRATIVE STAFF

<i>Name</i>	<i>Administrative Position</i>	<i>Office #</i>	<i>Phone</i>	<i>Email</i>
Lillian Miller	Program Coordinator	GC 104	(610) 425-5000 x.2438	LMiller@wcupa.edu

FACULTY

<i>Name</i>	<i>Academic Position</i>	<i>Office #</i>	<i>Phone</i>	<i>Email</i>
R. Lorraine Bernotsky, Ph.D	Interim Associate Vice President for Academic Affairs and Dean of Graduate Studies and Extended Education	Phillips 008	(610) 436-2286	LBernotsky@wcupa.edu
Jeffrey L. Osgood, Jr., Ph.D	Chair/MPA Director/Assistant Professor	GC 102	(610) 425-5000 x.2440	JOsgood@wcupa.edu
Allison H. Turner, Ph.D	Assistant Professor / Assessment Coordinator	GC 106	(610) 425-5000 x.2441	ATurner@wcupa.edu
Jeremy N. Phillips, Ph.D	Assistant Professor / Internship Director	GC 107	(610) 425-5000 x.2447	JPhillips@wcupa.edu
Mark Davis, MPA, ABD	Assistant Professor	GC 109	(610) 425 – 5000 x.2435	MDavis2@wcupa.edu
Susan R. Fiorentino, JD, MA	Assistant Professor	GC 105	(610) 425 – 5000 x.2435	SFiorentino@wcupa.edu
Michelle Wade, Ph.D	Assistant Professor	GC 108	(610) 425 – 5000 x.2436	MWade@wcupa.edu

FACILITIES

The MPA program is housed in the Graduate Center (GC), a state-of-the-art classroom and conference services facility located approximately five miles from WCU's main campus within the Greenhill Corporate Park at 1160 McDermott Drive, West Chester, PA ([Driving Directions to the GC](#)). In addition to the MPA program, the GC is home to the WCU College of Business and Public Affairs Masters in Business Administration program.

The GC features:

- Graduate student environment dedicated to graduate studies only;
- Modern, multimedia classrooms;
- High-speed wireless internet access;
- Small group breakout rooms;

- Student resources, such as a computer lab and workspaces;
- Amenities for students, including eating area and student lounge;
- Convenient location with easy access from Route 202; and,
- Free, abundant parking right next to the building.

MPA faculty and administrative offices are located in Suite 101 of the GC. All MPA courses are held at the GC. Some elective courses may be held on main campus.

PROGRAM OVERVIEW

DESCRIPTION OF THE MPA PROGRAM

The MPA is a professional degree with areas of concentration in Human Resource Management and Nonprofit Administration. In addition, graduate certificates, which can be coupled with the general MPA degree, are offered in Urban and Regional Planning and Sport Management and Athletics. The degree is designed to equip students with the skills necessary to enhance the field of public service through positions both inside and outside of government and the nonprofit and private sectors, e.g., as consultants to governmental organizations or as governmental service providers. The MPA curriculum provides students with a foundation in the practice of public administration. Beyond that, students earning the degree will possess a high level of competency in administrative processes for the public sector.

The degree is designed for individuals with professional work experience who desire to enhance their administrative and public management skills as well as pre-service students who do not have professional experience. Students who lack work experience will complement their course work with a relevant internship or other appropriate professional experience.

The curriculum consists of a required administrative core, general MPA electives OR required and elective courses in one of two concentration areas, a professional internship requirement for pre-service students with less than one year of relevant post-baccalaureate work experience, and a culminating capstone seminar. In addition, those pursuing the general MPA degree can earn, concurrently, a graduate certificate in Urban and Regional Planning or Sport Management and Athletics.

As a Sustaining Member of the American Society for Public Administration² (ASPA) and a NASPAA³ member organization, the Department of Public Policy and Administration has adopted a set of required competencies related to our mission and public service values. The MPA is designed to equip students with the theoretical and practical skills necessary to exercise competency in the following areas:

- a) To lead and manage in public governance;
- b) To participate in and contribute to the policy process;
- c) To analyze, synthesize, think critically, solve problems and make decisions;
- d) To articulate and apply a public service perspective; and,
- e) To communicate and interact productively with a diverse and changing workforce and citizenry.

MPA CURRICULUM

The curriculum consists of 18 semester hours in the public administration core, 15 semester hours of general MPA degree electives OR 15 semester hours of courses in a selected concentration area, a 3 semester hour internship experience for pre-service students⁴, and a 3 semester hour capstone (36-39 semester hours):

- Administrative core: PPA 500, 501, 502, 503, 504, and 505 (required)
- General MPA degree electives: (PPA 510, 511, 512, and 514 suggested; PPA 600 and 601 required)
- Areas of concentration
 1. Human Resource Management (PPA 551, 552 or 553, 554, 600 and 601 required)
 2. Nonprofit Administration (PPA 531, 533, 535, 600 and 601 required)

² Please see the *Academic and Professional Development* section of this *Handbook* for more information regarding how to become a student member of ASPA.

³ NASPAA is the global standard in public service education. It is the membership organization of graduate education programs in public policy, public affairs, public administration, and public and nonprofit management. As of 2013, its 280 members - located across the U.S. and around the globe - award MPA, MPP, MPAff, and similar degrees. NASPAA's twofold mission is to ensure excellence in education and training for public service and to promote the ideal of public service. NASPAA is the recognized accreditor of master's degree programs in these fields. For more information, please visit <http://www.naspaa.org/>.

⁴ PPA 601 is only required for pre-service students with less than one year of relevant post-baccalaureate work experience

GRADUATE CERTIFICATES

For students who do not wish to pursue a Master's degree but who are seeking to specialize in a specific area, we offer graduate certificates in the following areas: Public Administration, Human Resource Management, and Nonprofit Administration. Certificates are designed for persons who desire to enhance their management and supervisory skills in these particular areas. To earn the certificate, students must complete 18 semester hours with a minimum grade of "B" in each course. Those interested in the certificate option must follow and meet the same admissions criteria as master's degree students. Degree students also may apply for the certificates after completing the certificate course requirements with a minimum grade of "B" for each course.

GUIDELINES FOR PURSUING AN MPA AT WCU

ADMISSION REQUIREMENTS

In addition to meeting the general requirements for admission to a degree program at West Chester University, applicants must submit a personal statement with a clear focus on career plans, a resume, and two letters of reference from professional supervisors that address the applicant's management potential. All application materials are to be submitted to the Office of Graduate Studies and Extended Education using the [Graduate Studies Online Application Process](#). After the Office of Graduate Studies and Extended Education has received all materials, the MPA director will review the materials and forward a recommendation to the Dean of Graduate Studies. The Office of Graduate Studies and Extended Education will notify students of admissions decisions.

Admission Requirements for International Students

Applications and supporting documents must be submitted to the Office of Graduate Studies and Extended Education no later than March 15 for admission the following fall semester, and September 1 for admission the following Spring semester. Applicants whose native language is not English must submit evidence of satisfactory performance on either the Test of English as a Foreign Language (TOEFL) or the International English Language Testing Systems (IELTS—academic version). Satisfactory TOEFL scores are 550 for the written exam, 213 for the computer-based exam, and 70 for the Internet-based exam. Satisfactory ILETS scores are at the sixth band. Information about the TOEFL exam is available at www.ets.org and the ILETS exam at www.ielts.org.

The following official education documents must be filed with the Office of Graduate Studies and Extended Education:

1. A completed application.
2. One official transcript evaluation by either the [World Educational Service](#) or [Education Credential Evaluators, Inc.](#)
3. Documents in a language other than English must be accompanied by English translations certified by a University official (original documents must accompany the certified translations).
4. Those under the British system of education must submit results of external examinations issued by the university administering the examinations. The college record alone is not sufficient. All educational documents must be signed and sealed by a university or college official. Handwritten documents are not acceptable.
5. TOEFL or ILETS scores must be sent from the testing agency directly to the Office of Graduate Studies and Extended Education. After the application is complete, the academic department and the graduate dean will review it. The applicant will be notified of the admission decision via e-mail.
6. A proof of financial support form must be completed and returned to the Office of Graduate Studies and Extended Education. Current costs are approximately \$22,900 for the academic year. (Summer and holidays are not figured into these costs.)
7. A medical history form and an immunization record must be completed by a physician and returned to the WCU [Student Health Center](#).
8. If a student is admitted to a degree program, the University will supply a U.S. Immigration (I-20) Form.

After the application and supporting documents have been reviewed, the Office of Graduate Studies and Extended Education will notify the applicant of its action. International students are urged to remain in their own countries until they receive notice of acceptance. The University cannot assume responsibility for the housing or welfare of international students.

Please see the West Chester University Graduate catalog for additional policies regarding student visa requirements, proof of financial support and insurance requirements for international students.

DEGREE REQUIREMENTS

As a candidate for the MPA degree, a student must meet WCU's general requirements for the degree. This includes completion of all courses with a **cumulative Grade Point Average (GPA) of at least 3.0** on a 4.0 point scale and a **minimum grade of B ($\geq 83\%$) in each of the administrative core courses**.

ACADEMIC PROBATION

If a student's cumulative GPA falls below a 3.0 (B average) the student will be placed on academic probation, and will have one semester in which to raise it to a 3.0 or better. Failure to do so will result in dismissal from the University.

DEGREE CANDIDACY

Students are required to apply for admission to **Degree Candidacy** after they have completed at least 12 but no more than 15 semester hours of course work with a cumulative GPA of 3.0 or better. Any academic restrictions associated with provisional enrollment or academic probation must be resolved prior to applying for admission to Degree Candidacy. The [Application for Degree Candidacy](#) may be obtained online at the Office of Graduate Studies and Extended Education website.

TRANSFER OF CREDIT

Applicants to a degree program at WCU who have earned credits through previous graduate study at another college or university may transfer credit under certain circumstances. [Application Forms for Transfer of Credit](#) may be obtained online at the Office of Graduate Studies and Extended Education website.

Conditions of Transfer Credits

The following conditions are the minimum requirements for acceptance of transfer credit:

1. The credits must have been earned at an accredited graduate school.
2. The department or program in which the applicant intends to enroll at WCU and by the graduate dean must approve the courses taken.
3. The maximum number of credits that may be transferred shall not exceed 20 percent of the total required for completion of the student's degree program, rounded to the next highest three-credit increment. **The minimum number of credits needed to complete the MPA program 36; 20% of 36 hours = 7.2 hours or 9 hours when rounded to the next highest three-credit increment.**
4. The grade earned for courses to be transferred must be B (≥ 3.0).
5. An official transcript and a course catalog description or syllabus must be submitted with a request for the approval of transfer credits. Transcripts must be sent directly to the Office of Graduate Studies and Extended Education by the institution that granted the credits, and they must clearly indicate that the courses to be transferred are graduate courses for which graduate credit was given.
6. The courses for transfer must have been taken recently enough to fall within a six-year time limitation.

Time Limit on Transfer Credits

As indicated above, no transfer credit will be given for any courses completed more than six years prior to commencement of WCU's MPA program.

CONTINUOUS ENROLLMENT

Students must be in continuous enrollment in courses throughout the duration of the MPA program. If, for some reason a student is forced to suspend his or her studies temporarily, the student must **request an exception from the Graduate Coordinator, in writing, prior to the semester in which class attendance is suspended**. Please also read the policy about continuous registration on the Graduate Studies web page.

PROVISIONAL ENROLLMENT STATUS

Individuals who are admitted to the MPA program on a provisional enrollment basis without full matriculation must satisfy the deficiencies related to their provisional status and then apply for full matriculation. These

students are responsible for meeting with their advisor before, or during their first semester to develop a plan to remediate the provisions.

GRADUATION REQUIREMENTS

No comprehensive examination is required to earn an MPA at WCU. In lieu of an examination, **each of the 6 administrative core courses must be completed with a minimum grade of B ($\geq 83\%$).** Students must also **maintain a cumulative GPA of at least 3.0 on a 4.0 point scale.**

In addition, all students are required to complete a Capstone Seminar (PPA 600) that will serve as a culminating experience for the program as well as a required competencies portfolio (students will collect course artifacts that demonstrate their achievement of the required competencies identified in the MPA Learning Goals and individual courses). Students with less than one year of relevant post-baccalaureate work experience are required to complete a professional internship (PPA 601).

Each candidate for a master's degree must submit their: (1) Intent to Graduate form on myWCU; (2) a check for \$82 made payable to the Commencement Fund; (3) a Commencement Fund invoice form; and (4) a cap and gown order form. All of these forms are available online through students' myWCU account.

The following are deadline dates for applying to graduate:

- For May graduation, submit application to graduate by February 1;
- For August graduation, submit application to graduate by June 1; and,
- For December graduation, submit application to graduate by October 1.

REMINDER TO CONSULT WCU REFERENCE SOURCES

As noted on the first page of this Handbook, students should become familiar with several important University resources.

- WCU's current [Graduate Catalog](#);
- Policies and forms on WCU's [Office of Graduate Studies and Extended Education](#) website; and,
- [The Ram's Eye View](#).

All three resources describe important policies. Additionally, the *Office of Graduate Studies and Extended Education* website contains a link to a **Forms and Policies** area that is of special importance to graduate students. Finally, **when policies are changed at the university and/or Graduate Studies level, they will take precedence over policies stated in this Handbook.** If and when such changes occur, students will be informed via email announcement (see *MPA Communication Policy* section of this *Handbook*.)

ACADEMIC STANDARDS, ENROLLMENT POLICIES AND ADVISING

ACADEMIC ADVISING, COURSE REGISTRATION AND CONCENTRATION SELECTION

Each MPA student is assigned a faculty advisor to guide them through the course registration and concentration selection process. Students and advisors meet a minimum of one time per semester to jointly determine an appropriate schedule of courses based on current course offerings, curriculum requirements, and student preferences.

All core courses are offered a minimum of two times per academic year, once during the regular Fall and Spring semesters. Depending on enrollment, demand for core courses, and availability of faculty and adjunct professors, core courses may also be offered during one or more summer sessions.

Required concentration courses are offered once annually. Depending on enrollment, demand for core concentration courses, and availability of faculty and adjunct professors, required concentration courses may also be offered during one or more summer sessions.

All non-topics⁵ MPA elective courses are offered once annually and depend on demand and the availability of faculty and adjunct professors.

SEQUENCING OF CORE COURSES, REQUIRED CONCENTRATION COURSES AND ELECTIVES

All students entering the MPA program will register for PPA 500, *Foundations of Public Service* and PPA 501, *Research Methods in Public Administration*. Based on the MPA Program Director's assessment of each student's application materials, PPA 512, *Communication for Public Administrators*, may also be required.

The sequencing of subsequent required core and concentration courses as well as electives will be determined by each student and his or her faculty advisor, taking into consideration current course offerings, curriculum requirements, and the student's desired graduation date.

GRADES AND ACADEMIC STANDARDS

Grades of A, B, or C (see Table 1. below for the official WCU grade distribution found in the WCU Catalog) are the only grades to be considered as passing. However, a D or an F will be used in calculating the grade point average. A maximum of 6 semester hours with a grade of "C" may count toward the completion of degree requirements.

Table 1. Official WCU Grade Distribution

≥ 93	A	77 – 79	C+
90 – 92	A-	73 – 76	C
87 – 89	B+	70 – 72	C-
83 – 86	B	≤ 69	F
80 – 82	B-		

A student must complete each of the 6 administrative core courses with a **minimum grade of B (≥ 83%)**

A student must maintain a **3.0 GPA or B average** (see the *Degree Requirements and Academic Probation* section of this *Handbook*) to remain in good standing in the MPA program. Students whose graduate GPA falls below 3.0 (exclusive of incompletes) are placed on academic probation. Such students must bring their GPA up to 3.0 within a semester. Students who fail to do this will receive a notice of termination from the program.

⁵ PPA 530, Topics in Nonprofit Administration, and PPA 550, Topics in Human Resource Management, provide opportunities for intensive study of selected topics in their respective concentrations that are current to the interests and needs of students. These courses are usually offered during one or more summer sessions.

A student who accumulates a combination of three or more No Grade (NG) reports will not be permitted to register for more courses.

A student who has received a grade of C or D may repeat that course upon approval of the MPA Director and Graduate School. When a student repeats a course, the grade point average is calculated on the basis of the last grade attempted.

A student earning an F grade in any course will be dismissed from the MPA program and the University. An F earned at WCU may not be made up at another institution of higher learning for the same course.

MPA COMMUNICATION POLICY

All official advising and course communication will utilize WCU's webmail and D2L systems. Students who prefer to use alternate email addresses should arrange to have their WCU emails forwarded to that account. If you are experiencing problems with your webmail or D2L account, you can visit <http://www.wcupa.edu/d2l> or call the ACC Student HelpDesk at (610) 436-3350.

ACADEMIC INTEGRITY

The MPA program at WCU is dedicated to holding its students and faculty to the highest standards of academic integrity. To that end, students cannot claim ignorance when it comes to such violations as plagiarism, cheating, and academic misconduct, and must equip themselves with tools to avoid such violations.

“I didn’t mean to cheat” or “I didn’t realize *that* was plagiarism,” are not excuses that will be acceptable to faculty members.

For complete information on violations of academic integrity, penalties, sanctions, and hearing procedures, please refer to the [Graduate Catalog](#).

For tips on avoiding plagiarism, citing sources properly, and other helpful information, please refer to [Plagiarism: Sharing or Stealing Information](#) on the Library Services website. There you will find:

- A short [video on plagiarism](#);
- [Articles on plagiarism](#);
- Helpful [external resources](#), including the acclaimed Purdue Online Writing Lab; and,
- Other useful readings and information.

For questions on intellectual property (including questions on copyright), please refer to Library Services' [Research Guide on Intellectual Property](#).

NOTIFICATION OF WITHDRAWAL FROM CLASSES OR THE PROGRAM

If a student withdraws from a class he or she must notify his or her instructor **in writing** of the intent to withdraw. A student who withdraws from a class without proper notification will receive a grade of F for that class at the end of the semester. If a student wishes to withdraw from the MPA program, he or she must notify the Department's Program Coordinator in writing of the intent to withdraw, prior to the withdrawal. A student who withdraws from the program without proper notification will not be readmitted.

During the first week of a semester, or the equivalent time in summer sessions, a student may drop a course, thereby receiving no grade, by filing a [Schedule Change Form](#) with the Office of Graduate Studies and Extended Education during the schedule change period.

A grade of W will be entered on the academic record of any student who drops a course between the end of the first week and before the end of the ninth class week or the equivalent in summer sessions. Course withdrawal forms are available in the [Office of Graduate Studies and Extended Education](#).

If a student is only scheduled for one course, then withdrawal from the course at any time is considered a withdrawal from the University.

Withdrawal from the University

Students wishing to withdraw from the University must contact the Office of Graduate Studies and Extended Education and follow the prescribed procedures. If illness or some other emergency interrupts the student's work, he or she must notify the Office of the Graduate Studies and Extended Education immediately. Unless a student withdraws officially, F grades will be recorded for unfinished courses.

LEAVE OF ABSENCE

Students in a degree program who will not be registering for course work during the Fall or Spring semesters should either schedule GSR 799 (Continuous Registration) or file a [Request for a Leave of Absence](#) with the associate provost and dean of graduate studies. A leave of absence may be granted for a minimum of one calendar year. The request should be filed in advance of the semester in which course work is halted. Approved leaves of absence do not release the student from the six-year time limitation stipulated for the completion of degree requirements.

GRADE APPEALS

If a student receives a grade, which is believed to be unfair, the first course of action should be to speak directly with the instructor in order to try to resolve the problem. If the discussion does not result in a satisfactory resolution, the student is free to pursue the issue further by following the University's [Grade Appeals Policy](#).

Grade appeals in the MPA program follow the guidelines published in the University *Graduate Catalog*. Please note that the grade appeals policy stipulates specific reasons for which a grade may be appealed and very strict time limits for each step of the appeals process.

MPA CURRICULUM AND PROGRAM REQUIREMENTS

LEARNING GOALS OF THE MPA PROGRAM

NASPAA requires, as the basis for our curriculum, the adoption of a set of required competencies related to our mission and public service values. Courses are designed to equip students with the theoretical and practical skills necessary to exercise competency in the following areas:

- To lead and manage in public governance;
- To participate in and contribute to the policy process;
- To analyze, synthesize, think critically, solve problems and make decisions;
- To articulate and apply a public service perspective; and,
- To communicate and interact productively with a diverse and changing workforce and citizenry.

COURSE REQUIREMENTS

The MPA degree normally requires the completion of 36 – 39 semester hours of approved graduate study in the public administration core and a selected concentration. Students may also pursue a general MPA degree without selecting one of the two established concentrations. This course also requires the completion of 36 – 39 semester hours of approved graduate study. Each course in the MPA program represents 3 semester hours. Students must complete a minimum of 36 semester hours of course work exclusive of internship hours.

The distribution of hours is as follows:

- 18 Semester hours of core courses (required of everyone)
- 15 Semester hours of general degree electives (required of students pursuing the general MPA degree) *OR*
- 15 Semester hours within an established concentration area (required of students pursuing an MPA with a selected concentration)
- 3 Semester hours of PPA 600 Capstone Seminar in Public Administration
- 3 Semester hours of PPA 601 Public Policy and Administration Internship (required of pre-service students with less than one year of relevant post-baccalaureate work experience)

MPA ADMINISTRATIVE CORE COURSE DESCRIPTIONS

The MPA Administrative Core consists of six courses or 18 semester hours. All MPA students must successfully complete each of the six core courses (see the *Grades and Academic Standards* section of this *Handbook*). A list of each of the core courses, accompanied by general descriptions, is provided below.

PPA 500 FOUNDATIONS OF PUBLIC SERVICE

Introduces students to the practice and discipline of public administration and the values of public service. Special emphasis is placed on the concepts of pursuing the public interest with accountability and transparency; serving professionally with competence, efficiency, and objectivity; acting ethically to uphold the public trust; and demonstrating respect, equity, and fairness in dealings with citizens and fellow public servants. Students are also introduced to the ethics of public administration and nonprofit organizations.

PPA 501 Research Methods in Public Administration

This course prepares students to apply the logic of scientific methodology and research design construction to the practice and discipline of public administration. Hypothesis development and testing, data collection, measurement problems, and theory application are emphasized.

PPA 502 POLICY ANALYSIS AND PROGRAM EVALUATION

This course introduces students to the practice of policy analysis and program evaluation. Emphasis is placed on the applied nature of both. Students are introduced to both quantitative and qualitative methods of evaluation.

PPA 503 Public Budgeting and Finance

This course introduces students to the principles and procedures of public budgeting and finance. Emphasis is placed on the budgeting process.

PPA 504 Public Human Resource Management

This course introduces students to human resource management in the public and nonprofit sectors. Topics include: federal and state employment laws, job analysis, recruitment and selection, performance evaluation, compensation and benefits, training and development, labor-management relations and human resource information technology.

PPA 505 Public Sector Organization Theory and Behavior

This course introduces students to the study of organization theory within the context of the public sector. Issues of organization design and effectiveness are explored. Schools of thought include: classical, neoclassical, human resources, modern structural, organizational culture and open-systems theory.

GENERAL MPA DEGREE CURRICULUM AND SUGGESTED COURSE DESCRIPTIONS

The general MPA degree is designed to equip students with the skills necessary to enhance the field of public service through positions both inside and outside of government and the nonprofit and private sectors, e.g., as consultants to governmental organizations or as governmental service providers. This degree course is designed for individuals with professional work experience who desire to enhance their administrative and public management skills as well as pre-service students who do not have professional experience. This degree course can be pursued concurrently with a graduate certificate.

Students who elect to pursue the general MPA degree are required to complete 5 elective courses or fifteen semester hours in addition to the administrative core (18 semester hours). An internship experience of 3 semester hours for pre-service students with less than one year of relevant post-baccalaureate work experience is also required, as well as a culminating capstone seminar. Courses are selected under advisement of the MPA Director or faculty adviser. Pending approval by the MPA director, students may transfer these electives from other departments within the University or from any approved graduate certificate program. A list of the suggested general MPA degree elective courses, accompanied by general descriptions, is provided below.

PPA 510 Topics in Public Administration

This course involves intensive study of selected topics in public administration current to the interests and needs of students.

PPA 511 Technologies for Public Administration

This course introduces students to the technologies of public policy and administration. Topics include: e-government (web-based service delivery), computer software and networks, geographic information systems, and web presence.

PPA 512 Communication for Public Administration

This course provides guidance and practice in the development of effective communication skills specific to public and nonprofit administration. Emphasis is placed on written communication. Course objectives and outcomes focus on the development of information literacy standards, specifically those developed by the Law and Political Science Section of the Association of College and Research Libraries.

PPA 513 Administrative Law

This course provides a survey of the legal environment of public administration. Topics include: the development of and trends in administrative law, including the rights, duties and liabilities of public officials.

PPA 514 American Public Policy

This course provides a survey of contemporary scholarly literature, an examination of methodological approaches, and a discussion of concepts and issues in the field of American politics and public policy.

General MPA Degree Requirements

- I. Administrative Core (18 semester hours)
 - PPA 500 Foundations of Public Administration
 - PPA 501 Research Methods in Public Administration
 - PPA 502 Policy Analysis and Program Evaluation
 - PPA 503 Public Budgeting and Finance
 - PPA 504 Public Human Resource Management
 - PPA 505 Public Sector Organization Theory and Behavior

- II. Suggested Public Administration General Concentration Electives (15 semester hours)
 - PPA 510 Topics in Public Administration
 - PPA 511 Technologies for Public Administrators
 - PPA 512 Communication for Public Administrators (may be required for students who enrolled on a provisional basis)
 - PPA 513 Administrative Law
 - PPA 514 American Public Policy

- III. Capstone Seminar (3 semester hours)
 - PPA 600 Capstone Seminar in Public Administration

- IV. Internship (3 semester hours)
 - PPA 601 Public Policy and Administration Internship (Required for pre-service students with less than one year of relevant post-baccalaureate work experience)

MPA CONCENTRATION CURRICULUMS AND COURSE DESCRIPTIONS

For those students who select one of two established areas of concentration, either Human Resource Management or Nonprofit Administration, the MPA degree requires the completion of 15 semester hours in addition to the administrative core. The curriculum for each concentration varies, consisting of a combination of required and elective courses. Pending approval by the MPA director, students may transfer electives from other departments within the University or from any approved graduate certificate program. For more information on the transfer of credits, please see the *Transfer of Credits* section of this *Handbook*.

Human Resource Management Concentration

This concentration is designed for individuals who want to enhance their knowledge of personnel administration. It is appropriate for persons interested in human resources management as a career as well as for operations managers who want to enhance their supervisory skills in employee assessment, placement, evaluation, and development. The program's curriculum incorporates the "Body of Knowledge" from the International Public Management Association for Human Resources (IPMA-HR) and the courses are designed to provide students with the content area required for IPMA-HR certification.

In addition to the administrative core (18 semester hours), students in the Human Resource Management Concentration are required to complete three concentration courses (9 semester hours) and two additional

elective courses (6 semester hours). This concentration requires an internship experience of 3 semester hours for pre-service students with less than one year of relevant post-baccalaureate work experience. Courses are selected under advisement of the MPA Director or faculty adviser. Pending approval by the MPA director, students may transfer electives from other departments within the University or from any approved graduate certificate program. A list of each of the required Human Resource Management concentration courses, accompanied by general descriptions, is provided below.

PPA 550 Topics in Human Resource Management

This course involves intensive study of selected topics in human resource management that are current to the interests and needs of students.

PPA 551 Staffing and Development

This course examines all legal and regulatory factors affecting staff selection and development, including the review of all applicable federal laws and practices as well as employee orientation, training, and development.

PPA 552 Employee Relations

This course emphasizes employee relationships with management, particularly in a nonunion environment. Issues such as policy formulation, compliant systems, employee rights, performance appraisals, employee morale and motivation, and factors affecting employee health, safety, and security are covered.

PPA 553 Labor Relations

This course analyzes labor-management relationships, particularly with respect to federal laws and regulations, administration of labor contracts, mediation, and arbitration processes. All legal aspects of collective bargaining as well as related practices, and strategies of negotiation, unfair labor practices, and the management of organization-union relations are incorporated into course learning.

PPA 554 Compensation Analysis and Benefits Planning

This course examines the legal and regulatory factors affecting compensation and benefits administration within the public and nonprofit sectors. Course materials review compensation philosophies and economic factors affecting pay plans, as well as the type and characteristics of specific compensation and benefits programs.

MPA in Human Resource Management Degree Requirements

- I. Administrative Core (18 semester hours)
 - PPA 500 Foundations in Public Administration
 - PPA 501 Research Methods in Public Administration
 - PPA 502 Policy Analysis and Program Evaluation
 - PPA 503 Public Budgeting and Finance
 - PPA 504 Public Human Resource Management
 - PPA 505 Public Sector Organization Theory and Behavior
- II. HR Management Concentration Requirements (9 semester hours)
 - PPA 551 Staffing & Development
 - PPA 552 Employee Relations - *Or* - PPA 553 Labor Relations
 - PPA 554 Compensation Analysis and Benefits Planning
- III. Electives (6 semester hours)
 - Selected under advisement of MPA director or faculty advisor

- IV. Capstone Seminar (3 semester hours)
PPA 600 Capstone Seminar in Public Administration
- V. Internship (3 semester hours)
PPA 601 Public Policy and Administration Internship (Required for students without sufficient, professional public sector work experience)

Nonprofit Administration Concentration

This concentration is designed for those who want to enhance their knowledge of nonprofit administration. It is appropriate for individuals pursuing careers in a wide range of nonprofit fields and is intended to provide a core set of skills and knowledge for people who desire to enhance their management and supervisory skills within the context of a nonprofit organization.

In addition to the administrative core (18 semester hours), students in the Nonprofit Administration Concentration are required to complete three courses in the concentration (9 semester hours) and two additional elective courses (six semester hours). This concentration requires an internship experience of three semester hours for pre-service students with less than one year of relevant post-baccalaureate work experience. Courses are selected under advisement of the MPA Director or faculty adviser. Students may transfer electives from other departments within the University or from any approved graduate certificate program. A list of each of the required Nonprofit Administration concentration courses, accompanied by general descriptions, is provided below.

PPA 530 Topics in Nonprofit Administration

This course involves intensive study of selected topics in nonprofit administration that are current to the interests and needs of students.

PPA 531 Foundations in Nonprofit Administration

This course introduces students to the practice of nonprofit administration. Core functions of the field are surveyed, including, but not limited to, financial and organizational management, role of governing boards, and strategic planning.

PPA 532 Grant Writing

This course introduces the art of grant writing via proposal development processes, targeting proposals to public, private and nonprofit agencies.

PPA 533 Nonprofit Fundraising Essentials

This course emphasizes the concepts and tools necessary for understanding the fund-raising process. Topics include relationship building, the solicitation process, specific fund-raising strategies, and ethical considerations.

PPA 535 Strategic Management for Nonprofit Organizations

This course examines the overall concepts of management and strategy in the nonprofit and government settings, and the role of board and executive leadership in providing strategic direction for the organization. The course examines topics of special importance in the governance and strategic management of public sector organizations, including organization development, board leadership, strategic planning, human resource management, organizational performance and effectiveness, and marketing.

MPA in Nonprofit Administration Degree Requirements

- I. Administrative Core (18 semester hours)
 - PPA 500 Foundations in Public Administration
 - PPA 501 Research Methods in Public Administration
 - PPA 502 Policy Analysis and Program Evaluation
 - PPA 503 Public Budgeting and Finance
 - PPA 504 Public Human Resource Management
 - PPA 505 Public Sector Organization Theory and Behavior

- II. Nonprofit Administration Concentration Requirements (9 semester hours)
 - PPA 531 Foundations in Nonprofit Administration
 - PPA 533 Nonprofit Fundraising Essentials
 - PPA 535 Strategic Management for Nonprofit Organizations

- III. Electives (6 semester hours)
 - Selected under advisement of MPA director or faculty advisor

- IV. Capstone Seminar (3 semester hours)
 - PPA 600 Capstone Seminar in Public Administration

- V. Internship (3 semester hours)
 - PPA 601 Public Policy and Administration Internship (Required for pre-service students with less than one year of relevant post-baccalaureate work experience)

MPA ELECTIVES

Elective courses, including external options, are selected with the aid of the MPA Director or faculty advisor, taking into consideration the stated objective of the general MPA degree and each concentration, as well as the specific career goals of individual students. A complete list of list of program core course requirements, concentration course requirements and electives is provided in Table 2.

Students may select elective courses from other approved graduate and graduate certificate programs at WCU. All elective courses are selected under advisement of the MPA Director or the student's faculty adviser. Students wishing to take courses offered by other WCU graduate and graduate certificate programs and count them as electives toward the fulfillment of MPA degree requirements should consult with the MPA Director or faculty advisor to secure the necessary permission. Elective courses taken in other WCU graduate and graduate certificate programs are considered as transfer credits by the Graduate School and thus are subject to the nine-hour limitation on the number of transfer credits that may be counted toward fulfilling MPA degree requirements. Please see the *Conditions of Transfer Credits* section of this *Handbook* for more information regarding WCU's Credit Transfer Policy.

COURSELOAD

The normal courseload per semester for a full-time graduate student is 9 – 12 semester hours. Part-time students may elect 3 or 6 credits a semester. Students have discretion with regard to their pace of study.

Table 2. West Chester University Master of Public Administration Core Course Requirements and Concentration Course Requirements and Electives

Table 2. West Chester University Master of Public Administration Core Course Requirements and Concentration Course Requirements and Electives					
<i>CORE</i>	=	Administrative Core			
<i>GMPA</i>	=	General MPA Degree			
<i>NPA</i>	=	Nonprofit Administration Concentration			
<i>HRM</i>	=	Human Resource Management Concentration			
R	=	Required Course			
E	=	Elective Course			
<i>CORE</i>	<i>GMPA</i>	<i>NPA</i>	<i>HRM</i>	<i>Course #</i>	<i>Course Title</i>
R				PPA 500	Foundations of Public Service
R				PPA 501	Research Methods in Public Administration
R				PPA 502	Policy Analysis and Program Evaluation
R				PPA 503	Public Budgeting and Finance
R				PPA 504	Public Human Resource Management
R				PPA 505	Public Sector Organization Theory and Behavior
	E			PPA 510	Topics in Public Administration
	E			PPA 511	Technologies for Public Administrators
	E			PPA 512	Communications for Public Administrators
	E			PPA 513	Administrative Law
	E			PPA 514	American Public Policy
		E		PPA 530	Topics in Nonprofit Administration
		R		PPA 531	Foundations in Nonprofit Administration
		E		PPA 532	Grant Writing
		R		PPA 533	Nonprofit Fundraising Essentials
		R		PPA 535	Strategic Management for Nonprofit Organizations
			E	PPA 550	Topics in Human Resource Management
			R	PPA 551	Staffing and Development
			R*	PPA 552	Employee Relations
			R*	PPA 553	Labor Relations
			R	PPA 554	Compensation Analysis and Benefits Planning
	R	R	R	PPA 600	Capstone Seminar in Public Administration
	R^	R^	R^	PPA 601	Public Policy and Administration Internship
R* = Students must complete either PPA 552 or PPA 553 for the Human Resource Management concentration.					
R^ = PPA 601 is only required by students without appropriate professional experience.					

GRADUATE CERTIFICATES

For students who do not wish to pursue a Master's degree, but who are seeking to specialize in a specific capacity, we offer graduate certificates in the following areas: Public Administration, Human Resource Management, and Nonprofit Administration. Certificates are designed for persons who desire to enhance their management and supervisory skills in these areas. To earn a graduate certificate, students must complete 18 semester hours with a minimum grade of B ($\geq 83\%$) in each course. Those interested in the certificate option must follow and meet the same admissions criteria as master's degree students. Degree students also may apply for the certificates after completing the certificate course requirements with a minimum grade of B for each course.

CERTIFICATE IN PUBLIC ADMINISTRATION

The certificate in public administration is designed for persons who desire to enhance their management and supervisory skills. To earn the certificate, students must complete the 18 semester hour administrative core (PPA 500, 501, 502, 503, 504, and 505) with a minimum grade of B in each course. Those interested in the certificate option must follow and meet the same admissions criteria as master's degree students. Degree students pursuing the general MPA degree may also apply for the certificate after completing the stated requirements.

CERTIFICATE IN HUMAN RESOURCE MANAGEMENT

The certificate in human resource management is designed for graduate students who want to enhance their skills and knowledge in the area of human resources. Students may earn the certificate by completing each of the following human resources management courses with a minimum grade of B in each: PPA 504, 550, 551, 552, 553, and 554. Degree students in the MPA Human Resource Management concentration may also apply for the certificate after completing the stated requirements.

CERTIFICATE IN NONPROFIT ADMINISTRATION

The certificate in nonprofit administration is designed for those who desire to enhance their management and supervisory skills within the context of a nonprofit organization. To earn the certificate, students must complete the 12 semester hour nonprofit administrative core (PPA 530, 531, 533, and 534) and 6 semester hours of nonprofit administration electives with a minimum grade of B in each course. Degree students in the MPA Nonprofit Management concentration also may apply for the certificate after completing the stated requirements.

MPA CAPSTONE SEMINAR

The Capstone seminar, *PPA 600 Capstone Seminar in Public Administration*, is designed to be the culminating experience of students seeking and earning an MPA at WCU.

The purpose of the Capstone is to give students the opportunity to demonstrate their ability to:

- Define a public sector issue/problem;
- Analyze, synthesize, think critically, and solve the problem defined; and,
- Articulate and apply a public service perspective to the problem.

The Capstone is typically taken at the end of a student's MPA studies. In most cases, students must not complete the Capstone course until they have completed each of the core courses and any required concentration courses.

The Capstone is grounded in four interrelated pedagogical approaches:

1. It integrates the MPA curriculum into one pedagogical experience;
2. It increases students' professional competency by requiring them to independently propose, design and execute a culminating project within the context of the learning goals of the MPA program;
3. It enhances methodological competence; and,
4. It hones students' ability to both synthesize and reflect on the knowledge and theories of public administration.

The purpose of this course is to provide students with an opportunity to synthesize, integrate, and apply the knowledge they have acquired from core and concentration required courses. This involves two major assignments and one final skills self-assessment.

At the end of the Capstone experience, students should be able to:

- Synthesize, integrate, and apply public administration theories and concepts to cases that have taken place in the public sector;
- Demonstrate sufficient professional competence in working independently to propose, design and execute a capstone project; and,
- Apply concepts, especially public service values, and knowledge learned in the MPA program to a capstone project.

ACADEMIC AND PROFESSIONAL DEVELOPMENT FOR STUDENTS

MPA INTERNSHIP POLICY

According to NASPAA, accredited MPA degree programs shall have a primary focus, “of preparing students to be leaders, managers, and analysts in the professions of public affairs, public administration, and public policy and only master's degree programs engaged in educating and training professionals for the aforementioned professions are eligible for accreditation.” Furthermore, NASPAA accredited programs will, “ensure that students learn to apply their education, such as through experiential exercises and interactions with practitioners across the broad range of public affairs, administration, and policy professions and sectors.”

While all students entering the degree program acquire professional competency through a number of applied and experiential exercises, pre-service students, those with less than one year of relevant post-baccalaureate work experience, are at such an early stage in their professional development that an internship is necessary to provide a sufficient link between theory and practice. In light of this, the internship program is designed so that students acquire public sector work experience that prepares students to lead and manage across boundaries of the public, nonprofit, and private sectors.

Based on the universal purpose of MPA programs, which is to prepare students for careers in public affairs, public administration, and public policy, the internship requirement may be waived for students who can demonstrate more than one year of relevant post-baccalaureate work experience. Relevant work experience is defined as a professional position in the public, nonprofit, and/or private sectors that required significant leadership and independent decision making. Because we are a program committed to educating and training professionals for careers in public service, we find that the public service values found throughout the curriculum provides individuals with private sector experiences as leaders, managers and analysts with sufficient training to make those private sector experiences relevant and, therefore, warrant waiver of the internship experience.

For pre-service students requiring an internship, a minimum of 20 hours per week of work for 15 weeks, or 300 hours, is required to successfully complete the required 3 semester hour internship course. Because our mission is to provide a high quality accessible public service education, we recognize that not all students will be able to complete a traditional internship where the entirety of work is completed onsite at the placement organization. On the recommendation of the MPA Internship Coordinator and the approval of the MPA Director, students whose work schedules or personal obligations prohibit them from completing a traditional onsite internship, may obtain permission to complete a project based internship where work is conducted off-site. Students seeking this alternative assignment must demonstrate that the project will prepare them for leadership roles in the public sector as well as fulfilling all required internship hours.

With the assistance of the MPA Internship Coordinator, students should secure their internship prior to the start of the semester. Throughout the semester, the MPA Internship Coordinator will have regular contact with the student and host site to facilitate a productive internship experience. All students will be required to complete an internship portfolio. The portfolio shall consist of an activity log that documents the student’s activities and progress on meeting the goals of the internship program. The portfolio will also require students prepare a written report that links theory and practice, with an emphasis on demonstrating the ability to apply public service values.

Upon the successful completion of PPA 601, *Public Policy and Administration Internship*, students will have:

- Gained experience working in the public or nonprofit sector,
- Made the connection between theory and practice by applying concepts and knowledge learned in the, MPA program during the internship, and
- Developed a professional report to their internship organization outlining a recommendation on how to incorporate public service values into their operations.

Previous and Current MPA Internship Placement Sites

WCU MPA students have completed internships at a variety of public and nonprofit organizations, including, but not limited to, the following organizations.

- Borough of Parkesburg, Pennsylvania
- Borough of Phoenixville, Pennsylvania
- Chester County Fund for Women & Girls
- Chester County Historical Society
- Chester County Recorder of Deeds
- City of Chester Department of Health
- Decade to Doorways
- Department of Training & Organizational Development at West Chester University
- Easttown Township
- Environmental Protection Agency
- Fair Acres Geriatric Center
- Fleck Consulting, Inc.
- Girls on the Run
- Harrisburg Healthy Start Health Needs Analysis Project
- Home Helpers
- iWorkwell, Inc.
- Philadelphia Housing Authority
- Philadelphia Police Department
- Phoenixville Area High School Summer Bridge Program
- Resources for Human Development
- RISE-West Philadelphia After School Program
- SAP America
- West Chester University Foundation
- West Chester University Office of Residence Life and Housing Services
- West Whiteland Township

GRADUATE ASSISTANTSHIPS

A limited number of graduate assistantships are available to qualified graduate students for **Fall and Spring semesters ONLY**. Interested students should contact their graduate coordinator to determine the availability of assistantships.

To be eligible to receive a graduate assistantship, the student must satisfy the following requirements:

1. **Must be a fully matriculated, degree-seeking, graduate student**; certification students are not eligible, and provisionally accepted students are not eligible unless the provisions are removed before the semester begins. The Dean of Graduate Studies and Extended Education must approve exceptions.
2. Have a minimum cumulative GPA of 3.0 for current graduate students (if a graduating senior, the undergraduate GPA must be at least 2.8).
3. Have indicated interest in a graduate assistantship through the [GA Electronic Application](#) when applying for admission to graduate studies.

Departments outside of the individual colleges such as the Academic Programs and Services Division, Residence Life and Housing, the Academic Computing Center, and other offices also offer assistantships. The announcements posted under "Current Opportunities" by the Office of Graduate Studies and Extended Education under the tab [Graduate Assistantships](#) are usually from these areas.

Graduate assistants, in return for *up to 20 hours* of assigned duties per week, receive tuition remission, and a stipend for the academic year. Graduate assistants working more than 10 hours per week are not allowed to hold other on-campus employment simultaneously. Graduate assistants working 10 hours or less per week may work

on-campus as a student worker, but not as a staff member, for a maximum of 10 hours per week in addition to holding an assistantship.

Maintaining graduate assistantships requires students to demonstrate both satisfactory performance in meeting assigned hours, dates, and responsibility, as well as good academic standing. Students holding graduate assistantships that fail to maintain good academic standing (minimum GPA of 3.0) will have their assistantships revoked. This policy includes grades received for courses taken during summer and winter sessions.

Departments also may stipulate higher academic standards for maintaining assistantships.

For more information regarding graduate assistantships and current opportunities, please visit the Office of Graduate Studies and Extended Education's [Graduate Assistantships](#) webpage.

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION (ASPA) STUDENT MEMBERSHIP

The Department of Public Policy and Administration has funding available for a limited number of electronic student memberships. Interested students should contact the department chair for more information about availability. All students are encouraged to take advantage of this resource. A more detailed description of membership benefits and the application process can be found under the [Membership](#) section of the [ASPA](#) webpage.

There are two categories of student memberships. A description of each, along with its related membership fee is described below.

- **Electronic Student / \$40.00** This category is for those enrolled at a college or university in the U.S.; it is limited to a maximum of three years. Individuals applying for this category are required to list their university/college on the membership applications. Students will receive all communications from ASPA in electronic format; this includes *PAR* and e-newsletters, but excludes *PA TIMES*, which will still be mailed to students.
- **Full Student / \$75.00** This membership is available to those enrolled at a college or university in the U.S. who prefer to receive your ASPA benefits and services in printed format as well as electronically. It is also limited to a maximum of three years. Individuals must list the university/college when using this category. Students will receive all communications from ASPA by mail.

GRADUATE STUDENT ASSOCIATION

The [Graduate Student Association](#) of WCU is a representative body through which the graduate students express their common concerns for the welfare of the student body, as well as for the continued progress and betterment of Graduate Studies at West Chester University. GSA represents graduate students by sitting on various university committees.

The GSA's services include educational, professional and social opportunities for WCU graduate students, including:

- Educational opportunities:
 - ✓ Event notification communicated through WCU e-mail and D2L
 - ✓ Presentations and workshops on issues relevant to graduate students
 - ✓ Annual Ph.D. program for individuals interested in furthering their education and obtaining a Ph.D.
 - ✓ Collaborations with The Twardowski Career Development Center's Career Preparation Programs
- Professional opportunities:
 - ✓ **Conference Reimbursements (up to \$500) for defraying expenses when attending or presenting at a conference**
 - ✓ Networking and valuable experiences to help build your resume
- Social Opportunities:
 - ✓ Free tickets to WCU-sponsored shows
 - ✓ Social events hosted at local bars and restaurants

GSA Conference Reimbursement

The GSA seeks to support students as they grow professionally. Enrolled graduate students at WCU are eligible and encouraged to apply for conference reimbursements for attending and/or presenting at professional conferences. The GSA Executive Board allocates these funds so that graduate students can acquire beneficial professional experience through participation in conferences or workshops and by presenting their scholarly work at conferences relevant to their field. Upon event attendance, students can submit an [GSA Conference Reimbursement Application](#) to receive reimbursement by the GSA.

CAREER OPPORTUNITIES FOR AND EMPLOYMENT OF MPA GRADUATES

Many MPA students are able to secure employment before or just after the completion of program requirements. For those students who do not, however, there are several helpful sources. The job-seeking graduate should consult with the MPA Program Director, MPA faculty members, and MPA Program Coordinator. Often these individuals are notified of employment opportunities before they appear in job registers.

Another source of job opportunities is the [Twardowski Career Development Center](#) (see the *Important Contact Information* section of this *Handbook* for full contact information), which receives job listings from federal, state, and local governmental agencies, in addition to special newsletters.

Job-seeking graduates should also read the job recruitment bulletins published by the following associations (see the *Professional Associations in Public Administration* section of this *Handbook* for contact information and web addresses):

- American Society for Public Administration (ASPA)
- Association of Pennsylvania Municipal Management (APMM)
- Association for Public Policy Analysis and Management (APPAM)
- Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)
- City Management Association of Delaware (CMAD)
- Government College Relations Council (GCRC)
- Government Finance Officers Association (GFOA)
- International City Management Association (ICMA)
- International Hispanic Network (IHN)
- International Personnel Management Association for Human Resources (IPMA-HR)
- National Forum for Black Public Administrators (NFBPA)
- New Jersey Municipal Management Association (NJMMA)
- Pennsylvania Association of Nonprofit Organizations (IANO)

Job-seeking graduates should also consult PublicServiceCareers.org, the leading source for advice and information regarding careers in the public sector. The website, co-sponsored by the Association for Public Policy Analysis and Management (APPAM), ASPA, and NASPAA, is an excellent resource for individuals interested in a range of professional opportunities in government agencies, nonprofit and nongovernmental organizations, consulting firms, and academia.

The *Career Advice and Resources* page of the website provides valuable information pertaining to:

- Articles and links to other resources that offer career advice;
- Detailed information about finding internships in public service;
- Data on salaries in different public service careers;
- A searchable database of conferences, job fairs, lectures, special trainings, and other opportunities submitted by users of the website; and,
- A Public Service Careers job board, as well as database of other job boards related to careers in the field.

NATIONAL AND PROFESSIONAL ASSOCIATIONS IN PUBLIC ADMINISTRATION

An important factor in the employment market is professional contact. Students should join, as early as possible, at least one professional association relevant to their career interests. The importance of these early professional contacts cannot be overstated.

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION (ASPA)

Membership includes students, academic specialists, and practitioners from local, state, and federal agencies. ASPA has one national meeting each year, and there are also regular multi-state regional meetings and local chapter meetings in many areas. ASPA publishes *Public Administration Review* (PAR), perhaps the most important journal in public administration, which includes articles of commentary, analysis, and research. Members also receive *Public Administration Times*, which includes job openings in various administrative fields, and articles on current events in public administration.

American Society for Public Administration
1120 G Street, N.W., Suite 500
Washington, DC 20005
<http://www.aspanet.org>

THE ASSOCIATION OF PENNSYLVANIA MUNICIPAL MANAGEMENT (APMM)

The APMM is the recognized state organization of local government professionals with an affiliation with the International City/County Management Association (ICMA).

APMM is a nonprofit, nonpartisan association of professional municipal managers and administrators working in Pennsylvania local government. The Association of Pennsylvania Municipal Management is dedicated to the promotion of professional and effective local government management in Pennsylvania.

Association of Pennsylvania Municipal Management
414 North Second Street
Harrisburg 17102
<http://apmm.govoffice.com/>

ASSOCIATION FOR PUBLIC POLICY ANALYSIS AND MANAGEMENT (APPAM)

APPAM is dedicated to improving public policy and management by fostering excellence in research, analysis, and education. APPAM hosts a multidisciplinary annual research conference that attracts the highest quality research on a wide variety of important current and emerging policy and management issues, and publishes a peer-reviewed multidisciplinary journal that features the highest quality research on public policy and management.

APPAM offers three types of membership, individual, institutional, and student, who benefit from exposure to a highly experienced network of educators, researchers, public policy analysts, and other like-minded individuals and institutions.

Association for Public Policy Analysis and Management
1029 Vermont Avenue, NW, Suite 1150
Washington, DC 20005
Phone: 202.496.0130
Fax: 202.496.0134
<http://www.appam.org/>

ASSOCIATION FOR RESEARCH ON NONPROFIT ORGANIZATIONS AND VOLUNTARY ACTION (ARNOVA)

ARNOVA is a leading interdisciplinary community of people dedicated to fostering through research and education, the creation, application and dissemination of knowledge on nonprofit organizations, philanthropy, civil society and voluntary action. The Student/Academic Membership rate for this organization is \$55.

ARNOVA

550 W. North St., Suite 301

Indianapolis, IN 46202

<http://www.arnova.org/>

CITY MANAGEMENT ASSOCIATION OF DELAWARE (CMAD)

The CMAD is the recognized state organization of local government professionals with an affiliation with the International City/County Management Association (ICMA).

CMAD is a nonprofit, nonpartisan association of professional municipal managers and administrators working in Delaware local government. The Association of Pennsylvania Municipal Management is dedicated to the promotion of professional and effective local government management in Pennsylvania.

GOVERNMENT COLLEGE RELATIONS COUNCIL (GCRC)

The Government College Relations Council (GCRC) was founded in Chicago in 1968. It is a professional association that supports working relationships between representatives from accredited post-secondary colleges/universities and federal, state, county and local governments. The Student/Academic Membership rate for this organization is \$15.

Government College Relations Council

<http://www.thegcrc.org/>

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)

The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Membership in the GFOA is open to everyone whose career, studies or interests involve government financial management. GFOA members form a diverse group of individuals, from entry-level employees to senior managers who work for a broad range of governments, including cities, towns, and other municipalities of all sizes; county governments; school districts and special districts; public employee retirement systems; states and provinces; schools of administration and public affairs; libraries; federal agencies; and accounting firms, law firms, investment banks, and consulting institutions. The Education Membership rate is \$40, and \$35 of your total membership dues pay for a subscription to Government Finance Review, GFOA's bimonthly magazine.

Government Finance Officers Association

<http://www.gfoa.org>

203 N LaSalle Street, Suite 2700

Chicago, IL 60601-1210

Students may also benefit from membership in the Government Finance Officers Association of Pennsylvania (GFOA-PA), located at <http://gfoapa.org/>.

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

ICMA is a professional and educational organization representing appointed managers and administrators in local governments throughout the world. Members receive bi-weekly newsletters and the monthly publication of *Public Management* magazine.

International City/County Management Association

777 N. Capitol Street, NW, Suite 500

Washington DC 20002

<http://www.icma.org>

INTERNATIONAL HISPANIC NETWORK (IHN)

The purpose of the International Hispanic Network is to encourage professional excellence among Hispanic local government administrators, to improve the management of local government, to provide unique resources to Hispanic local government executives and public managers, and to advance the goals of professional, effective and ethical local government administration. The network works with other organizations, such as the International City Management Association, which shares common goals. The Student/Academic Membership rate for this organization is \$10.

International Hispanic Network (IHN)

2107 N. First Street, Suite 470

San Jose, CA 95131

<http://www.ihnonline.org>

INTERNATIONAL PERSONNEL MANAGEMENT ASSOCIATION FOR HUMAN RESOURCES (IPMA-HR)

IPMA-HR is the recognized association for public personnel professionals. Members receive a monthly newsletter, which includes position openings, a quarterly journal, and a membership directory.

International Personnel Management Association

1850 K Street, N.W., Suite 870

Washington, DC 20006

<http://www.ipma-hr.org>

NATIONAL FORUM FOR BLACK PUBLIC ADMINISTRATORS (NFBPA)

The mission of the NFBPA is embodied in the organization's commitment to strengthen the position of Blacks within the field of public administration; to increase the number of Blacks appointed to executive positions in public service organizations; and, to groom and prepare younger, aspiring administrators for senior public management posts in the years ahead. Students at the undergraduate and graduate levels are eligible to become members of the NFBPA, provided they subscribe to the goals and objectives of the NFBPA and shall be a full-time student as defined by the institution in which they are enrolled. Student Membership is limited to four consecutive years. Adults who are employed full-time and pursue part-time academic study are ineligible for student memberships. Documentation that verifies full-time status is required. Student memberships are \$25.00.

National Forum for Black Public Administrators

777 North Capitol Street NE, Suite 807

Washington, DC 20002

<http://www.nfbpa.org>

NEW JERSEY MUNICIPAL MANAGEMENT ASSOCIATION (NJMMA)

The New Jersey Municipal Management Association (NJMMA) is an organization of professional local government administrators whose goal is to improve the quality of local government through professional management.

New Jersey Municipal Management Association
303 George Street, Suite 604
New Brunswick, NJ 08901
Phone 732-932-3640 x 640
<http://www.njmma.org/>

PENNSYLVANIA ASSOCIATION OF NONPROFIT ORGANIZATIONS (PANO)

PANO is the professional organization for individuals engaged in the administration of nonprofit agencies in Pennsylvania. This organization publishes a quarterly newsletter including job openings, and topical articles.

Pennsylvania Association of Nonprofit Organizations
777 East Park Drive, Suite
300 Harrisburg, PA 17111
<http://www.pano.org/>

IMPORTANT WEBSITES AND CONTACT INFORMATION

URL ADDRESSES FOR HYPERLINKED WEBSITES

The individual URLs for each website hyperlinked in the electronic version of this *Handbook* are listed in alphabetical order in Table 3.

Table 3. URL Addresses for Hotlinked Websites	
<i>Hyperlinked Website</i>	<i>URL</i>
Application for Degree Candidacy	http://www.wcupa.edu/_admissions/sch_dgr/forms.asp
Application Forms for the Transfer of Credit	http://www.wcupa.edu/_admissions/sch_dgr/forms.asp
ASPA	http://www.aspanet.org/public/
Driving Directions to the GC	http://www.wcupa.edu/_academics/sch_sba/g-mpa-f-d.html
Education Credentials Evaluators, Inc.	http://www.ece.org
GA Electronic Application	https://www.applyweb.com/apply/wcgrad/menu.html
Grade Appeals Policy	http://www.wcupa.edu/_INFORMATION/OFFICIAL.DOCUMENTS/GRADUATE.CATALOG/acadinfo.htm#appeals
Graduate Assistantships	http://www.wcupa.edu/_admissions/sch_dgr/assistantships.asp
Graduate Catalog	http://www.wcupa.edu/_INFORMATION/OFFICIAL.DOCUMENTS/GRADUATE.CATALOG/
Graduate Student Association	http://www.wcupa.edu/_admissions/sch_dgr/gsa/default.asp
Graduate Studies Online Application Process	https://www.applyweb.com/apply/wcgrad/menu.html
GSA Conference Reimbursement Application	http://www.wcupa.edu/_admissions/sch_dgr/gsa/documents/ConferenceReimbursement04112013.pdf
Membership	http://www.aspanet.org/public/ASPA/Membership/ASPA/Join_ASPA/Membership_Benefits/Membership_Benefits.aspx?hkey=0d471c18-5c5e-4994-b3b6-8433b333a664
MPA Program Website	http://www.wcupa.edu/mpa
Office of Graduate Studies and Extended Education	http://www.wcupa.edu/_admissions/sch_dgr/default.asp
Plagiarism: Sharing or Stealing Information	http://subjectguides.wcupa.edu/content.php?pid=31756&sid=232096
PublicServicesCareer.org	http://www.publicservicecareers.org/
Request for Leave of Absence	http://www.wcupa.edu/_admissions/sch_dgr/forms.asp
Research Guide on Intellectual Property	http://subjectguides.wcupa.edu/intellectualproperty
Schedule Change Form	http://www.wcupa.edu/_admissions/sch_dgr/forms.asp
Student Health Center	http://www.wcupa.edu/_services/stu.inf/
The Ram's Eye View	http://www.wcupa.edu/_admissions/sch_dgr/default.asp
Twardowski Career Development Center	http://www.wcupa.edu/_SERVICES/STU.CAR/
World Education Services	http://www.wes.org

BURSAR'S OFFICE

Student Financial Services

25 University Ave., Room #50

West Chester, PA 19383

Phone: 610 436-2552

Fax: 610 436-3049

http://www.wcupa.edu/_information/afa/fiscal/bursar/

GRADUATE STUDENT ASSOCIATION OFFICE

216 Sykes Student Union, Rosedale Avenue

West Chester, PA 19383

Phone: 610-436-6987

Email: gsa@wcupa.edu

http://www.wcupa.edu/_admissions/sch_dgr/gsa/default.asp

INTERNATIONAL STUDIES

101 Old Library
West Chester, PA 19383
Phone: (610) 436 – 3515
Email: [International Students](mailto:International_Students@wcupa.edu) or [American Students Studying Abroad](mailto:American_Students_Studying_Abroad@wcupa.edu)
http://www.wcupa.edu/_ADMISSIONS/SCH_DGR/international/spain.asp

IT HELP DESK

21 Anderson Hall
West Chester, PA 19383
Phone: 610-436-3350
Email: helpdesk@wcupa.edu
<http://www.wcupa.edu/infoservices/clientservices/helpdesk.asp>

LIBRARY SERVICES

Francis Harvey Green Library
25 West Rosedale Avenue
West Chester, PA 19383
Phone: 610-430-4400
Fax: 610-738-0554
Email: refdesk@wcupa.edu
<http://www.wcupa.edu/library.fhg/default.asp>

OFFICE OF GRADUATE STUDIES AND EXTENDED EDUCATION

McKelvie Hall, 102 W. Rosedale Avenue
West Chester University
West Chester, PA 19383
Phone: 610-436-2943
Fax: 610-436-2763
Email: www.gradstudy@wcupa.edu
http://www.wcupa.edu/_admissions/sch_dgr/default.asp

OFFICE OF THE REGISTRAR

Kershner Student Service Center
25 University Avenue
West Chester, PA, 19383
Phone: 610-436-3541
Fax: 610-436-2370
<http://www.wcupa.edu/registrar/>

TWARDOWSKI CAREER DEVELOPMENT CENTER

225 Lawrence Center
West Chester, PA 19383
Phone: 610-436-2501
http://www.wcupa.edu/_SERVICES/STU.CAR/

WCU STUDENT SERVICES BOOKSTORE

SSI Bookstore
Sykes Student Union Building
West Chester, PA 19383
Phone: 610-436-2242

<http://www.click2ssi-bookstore.com/home.aspx>

WCU WRITING CENTER
Lawrence 214
South New Street
West Chester, PA 19383
Phone: 610-430-5664

http://www.wcupa.edu/_academics/writingcenter/default.asp



WCU
WEST CHESTER
UNIVERSITY

MASTER OF PUBLIC ADMINISTRATION PROGRAM
Department of Public Policy & Administration
West Chester University Graduate Center
1160 McDermott Drive, Suite 101
West Chester, PA 19383