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## Conversion of PA 611 Public Administration Theory and Practice

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**California State University San Bernardino**  
**Master of Public Administration**  
**PA 611 Public Administration Theory & Practice**  
 Fall 2018

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**Catalog Course Description**

*A critical analysis of major theories of public administration and their application, including development of the discipline, evolution of institutional forms both in the United States and in international settings, concepts of decision-making, ethics in the public sphere, and role of public administration in society.*

**Introduction**

PA 611 is the gateway course to the MPA program. It serves as an orientation to the MPA degree and to public administration in general. Through the process of exploring public administration theories, critiquing them, and comparing them to reality -- we will strive to learn something about this thing called Public Administration. The goal is to have you think about public administration in a new way. Most of you have viewed it from the perspective of your individual jobs. This program strives to help you look at the bigger picture - *the strategic picture* - of the purpose of government and what it means to administer a democracy. I want you to step back and think about how government works, and to question why things work the way they do?

**Writing Intensive Course**

This is a writing intensive course. Employers tell us they need employees with excellent written and oral communication skills. Your MPA classes and your comprehensive exam also require good writing skills. You must pass PA 611 with at least a B- to continue in the degree program.

### Course Organization

This class will include two face to face sessions- first and last classes- weekly one hour Zoom Lectures- which will be recorded if you cannot attend. Online class discussions of the readings and subjects occur the rest of the week. Weekly writing tasks include an informal journal and formal papers.

### Required Texts

- 1) Box, Richard (2014) *Public Administration and Society: Critical Issues in American Governance*. Third Edition. ME Sharpe.
- 2) Other readings as assigned.

### Blackboard

Blackboard will be used for the syllabus, announcements, online discussions, assignment submissions and grading. Make sure you understand how to navigate the site. Tutorials are available on the class site. If you don't understand....ASK!

<b>Course Learning objectives</b>	<b>Indicator/Assignment</b>
Understand the MPA at CSUSB.	<i>Bibliography, Journal</i>
Analyze ways of knowing and the nature of theories.	<i>Theory Paper, Journal</i>
Evaluate Democracy	<i>Democracy Paper, Big Questions Paper Journal Critique</i>
Explain how public managers impact public policy, democracy and government legitimacy.	<i>Role of Public Manager paper, Big Questions Paper Journal Critique</i>
Understand the social, economic and historical foundations of government in the United States.	<i>Big Questions Paper Journal Critique</i>
Evaluate the nature and impact of organizations.	<i>Big Questions Paper Journal Critique</i>
Identify and compare public manager ethics theories.	<i>Big Questions Paper Journal Critique</i>

## Grading

Assignments	Percent of Grade
Class participation	20
Reflective Journal	15
Bibliography	5
Democracy paper	12.5
Role of the Public Manager paper	12.5
PA Theory paper	12.5
Big Questions of Public Administration paper	12.5
Final --Critique of Big Questions	10

You have [rubrics](#) for your assignments posted in the Blackboard menu. Rubrics tell you the expectations of what the instructor is looking for and how you will be graded for that assignment. Make sure to pay attention to them.

## Course Grades

Each assignment will be graded on a point basis.

94+ A Exceptional work with significant insights and innovative thinking

90-93 A- Very good work, understanding and applying concepts as expected

87-89 B+ Good work, but not fully articulating some concepts. Presentation needs improvement

83-86 B Minimal acceptable work for a graduate class. Some concepts missed

80-82 B- Missing at least one concept, minimal participation, or unacceptable presentation.

77-79 C+ Missing more than one concept, minimal participation or unacceptable presentation.

73-76 C Lack of participation and minimal effort on assignments

Below 73 (C- or below) is a fail for a graduate class, and the class must be retaken.

## LEARNING

The main locations for demonstrating learning in this class are online discussion and the online journal. Topics are introduced in the readings and in recorded or live lectures. Your job is to do the reading, and then think and discuss these concepts and their application to your world. This process of reviewing, analyzing, talking, reflecting and writing about these issues is where your learning will happen.

Public Administration, like most social sciences, is not an accumulation of “facts” but an understanding of different perspectives and their ramifications. Your journal and papers will demonstrate your understanding.

## Time Management

Throughout your studies, a key determinant of success is time commitment and time management. Generally, time for a graduate class will be 10-15 hours a week. To

minimize the time commitment- your time on task must be focused and uninterrupted. A possible breakdown of your time might be

- Zoom Lecture 1 hour - Tuesdays
- Reading and Video Resources 5 hours Wednesday-Friday
- Online Discussion – 2 hours (cumulative) Friday- Sunday
- Reflective Journal – 1 hour Sunday-Monday
- Formal Writing – 3 hours Saturday-Monday

## **Class Participation 20%**

Your interaction with others in class and on Blackboard will identify different perspectives and understanding, leading to a better overall understanding. It is critical for you to engage with each other. This is your commitment- to work with each other, to share your thoughts. Learning is a group effort. You will be assigned to different small groups each week to make our best use of your different perspectives.

## **Reflective Journal- 15%**

Your journal should be written at the end of each module week. It chronicles your personal reactions to the readings, the lectures and the group discussion. You are to provide a personal, critical perspective making sure to reference the readings (informally) and lecture and discussion points you are reacting to. You are also to reflect on how the subject is manifest in your personal work world. The journal entries should be 1-2 pages (they may be longer if needed). Use Microsoft Word to create a journal file with each entry placed at the top of the file. Each week the updated cumulative file is to be emailed to me at [jonathan.anderson@csusb.edu](mailto:jonathan.anderson@csusb.edu).

You are assessed for addressing the issues of the week, referencing readings, lectures and providing real world examples from your work life. See the rubric.

## **Library Database Bibliography 5%**

Each of you will demonstrate your ability to use the Library databases by submitting a 9 item bibliography on a public administration topic of your choice. Public Administration generally uses APA (American Psychological Association) format and we will use it for our assignments. Examples of citation formats can be found at

[\[http://libguides.csusb.edu/apa\]](http://libguides.csusb.edu/apa)

You can also use the free Zotero tool [\[https://zibib.org/\]](https://zibib.org/)

Zotero tutorials [\[http://libguides.csusb.edu/zotero/videos\]](http://libguides.csusb.edu/zotero/videos)

You can call the CSUSB library for assistance 909-537-5091

For this assignment you must include one entry each from the following resources. In your bibliography note the database of each citation – Alphabetize the bibliography appropriately.

- 1) EBSCO Academic,
- 2) Business Source Premier (also EBSCO),
- 3) JSTOR Public Policy and Administration,
- 4) ABI/Inform,

- 5) PsycArticles,
  - 6) Sage Journals Online,
  - 7) New York Times article
- Also cite
- 8) One book from CSUSB library
  - 9) One book from WorldCat

## **Four Papers**

This is a writing intensive class. The ability to communicate clearly and succinctly is critical to the public manager.

Your papers will be graded on:

- 1) Evidence that you understand core concepts.
- 2) Organization, grammar and clarity of writing
- 3) Supporting claims with logic, evidence and citations. Personal experience is relevant, but it is only a one person survey.

Following are instructions for the four papers in chronological order of their due dates. These papers must first be submitted in draft through Turnitin and will be reviewed by Alejandra Marquez an English graduate assistant who will review and talk with you about your papers. After s/he reviews the papers students will post their revised paper to Blackboard.

## **Democracy 12.5%**

Compose a 2-3 page essay on democracy. In this essay you should:

1. Define Democracy and its purpose or goal?
2. Discuss whether democracy is desirable?
3. Discuss whether the United States is a democratic country based on your definition.

## **Public Administration Theory 12.5%**

In a 2-3 page paper, define theory and how is it useful in human society, particularly in public administration. What is the difference between general/macro theory and localized/micro theory? Provide two examples of each. Select one general theory relating to public administration and describe how it is applicable to practical management.

## **Governance and the Role of the Public Manager 12.5%**

What is the role of the public manager in the U.S. system of government? According to the Box Reading 6.2 there are three perspectives: Elite (or expert) Democratic and Efficiency. In a single spaced 2-3 page paper define the three approaches to governance and the role of the public manager in each one. Which perspective do you support, and why?

## **Big Questions of Public Administration 12.5%**

The concept of “Big Questions” is the idea that there are important issues that impact governance in the United States. During the quarter we will have looked at a number of theoretical perspectives or “Big Questions.” Many of them overlap in their concepts.

They include:

- 1) Should policy be separate from Administration?
- 2) Should we strive for democracy or efficiency?
- 3) How do we motivate employees in the public sector?
- 4) Should organizations be centralized or decentralized?
- 5) What is the role of the public manager in our governance framework?
- 6) Should we use bureaucratic structures to accomplish government work?
- 7) Should government be structured and managed more like a business?
- 8) Should government be focused on the good of the individual or of the group?
- 9) What is the proper role of citizens in the management of government agencies?

In a 2-3 page essay, select one of the theoretical perspectives we have discussed (or propose another to me), outline the core issues and use examples from your workplace to answer the question. The above list is NOT the assignment, but only a guide to your thinking of what big issue YOU choose to address.

### **Final Activity: Critique of Big Questions 10%**

During final exam week each student will formally critique three of the papers posted by their fellow students on the Big Questions and critically respond to the arguments presented. These critiques should be at least two paragraphs. They should agree or disagree with the author’s perspective and provide reasons/evidence for that agreement or disagreement. Authors should reply to each critique.

## Summarized Class Schedule

<i>Week</i>	<i>Topic</i>	<i>Assignment Due</i>
9/25 Module 1	Introduction/Syllabus/Learning Graduate Education/MPA	Journal
10/2 Module 2	Democracy/Democratic Institutions/ Economics	Bibliography, Journal
10/9 Module 3	Knowing/Epistemology/Critical Information Literacy/Theory	Democracy Draft, Journal
10/16 Module 4	History of Public Administration	Democracy Final, Journal
10/23 Module 5	Organizations/Bureaucracy/ Reforms	Theory Draft, Journal
10/30 Module 6	Role of the Public Manager	Theory Final, Journal
11/6 Module 7	Ethics/Public Service Values	Role of the Public Manager Draft, Journal
11/13 Module 8	Big Questions of Public Administration	Role of the Public Manager Final, Journal
11/20 Module 9	Communications and Leadership	Big Questions Draft, Journal
11/27 Module 10	Presentations	Journal
12/4	Critique of Big Questions	Big Questions Final, Journal



## Module and Weekly Readings

### Module 1: September 25 – October 1

#### Introduction to the MPA, to PA 611 and to Governance

##### Objectives

- MO 1** Understand the structure, policies and goals of the MPA program.
- MO 2** Know the requirements and obligations of this class
- MO 3** Use the library databases
- MO 4** Understand critical information literacy

##### Readings and Resources

Box Part I Chapters 1 & 2

MPA website [<https://jhbc.csusb.edu/mpa>] particularly [MPA Handbook](#)

Comprehensive Exam Questions [[https://jhbc.csusb.edu/sites/csusb\\_jhbc/files/2018-2019%20Comprehensive%20Exam%20Pool\\_0.pdf](https://jhbc.csusb.edu/sites/csusb_jhbc/files/2018-2019%20Comprehensive%20Exam%20Pool_0.pdf)]

Tutorials at Critical Information literacy [[http://library.csusb.edu/cillab/?page\\_id=761](http://library.csusb.edu/cillab/?page_id=761)]

Dwight Waldo- *The Administrative State* Chapter 4 The Good Life 65-75

[<http://books.google.com/books?id=fIlZwUAlcoUC&pg=PA65&dq=Dwight+Waldo+and+the+good+life+chapter+4&hl=en&sa=X&ei=IAWpUr3xldfcoASg6YKADA&ved=0CC8Q6AEwAA>] or in Additional Content

#### Assignment due October 2 – Journal and Bibliography

### Module 2: October 2-8

#### Democracy, the Constitution, and Economic Basics

##### Objectives

- MO 1** Compare and evaluate the mechanisms for achieving democracy.
- MO 2** Identify the institutions of democracy and their functions.
- MO 3** Define accountability and analyze its connection to democracy and legitimacy.
- MO 4** Understand the political nature of government in a democracy.
- MO 5** Review the major concepts of classical economics theory.

##### Readings and Resources

Box: Part 1 Chapter 3 Part II pp. 39-90

Crash Course in US History: The Constitution, the Articles, and Federalism

[<https://www.youtube.com/watch?v=bO7FQsCcbD8>]

US Constitution [<http://constitutionus.com/>]

Federalism [[https://www.youtube.com/watch?v=60G6oT2h\\_w4](https://www.youtube.com/watch?v=60G6oT2h_w4)]

Democracy's Road to Tyranny [<https://fee.org/articles/democracys-road-to-tyranny/>]

Anderson, (2007) Representative Democracy *Encyclopedia of Governance*, Thousand Oaks: Sage. Pages 827-834 – PDF in BB [additional Content](#)

##### Economics

Basic review of supply and demand

[\[http://www.imf.org/external/pubs/ft/fandd/basics/suppdem.htm\]](http://www.imf.org/external/pubs/ft/fandd/basics/suppdem.htm)

**11+ minute YouTube lecture on Market failure**

[\[http://www.youtube.com/watch?v=DGujnXPz4nY\]](http://www.youtube.com/watch?v=DGujnXPz4nY)

**Brief Introduction to Macroeconomics**

[\[http://www.udel.edu/htr/American/Texts/macro.html\]](http://www.udel.edu/htr/American/Texts/macro.html)

**"Fear the Boom and Bust" a Hayek vs. Keynes Rap Anthem – YouTube video**

[\[http://www.youtube.com/watch?v=d0nERTFo-Sk\]](http://www.youtube.com/watch?v=d0nERTFo-Sk)

**Assignment due October 9 Journal and Democracy paper draft**

### **Module 3, October 9-15**

**Theory and Public Administration**

**Objectives**

**MO 1** Distinguish different ways of knowing or epistemologies.

**MO 2** Distinguish between empirical and normative theory.

**MO 3** Describe how theory applies to public administration.

### **Readings and Resources**

Introduction to Theory lite [\[http://www.youtube.com/watch?v=gklQ3GbmufI\]](http://www.youtube.com/watch?v=gklQ3GbmufI)

Introduction to Theory II [\[https://www.youtube.com/watch?v=lqk3TKuGNBA\]](https://www.youtube.com/watch?v=lqk3TKuGNBA)

Ontology, Epistemology, Methodology and Methods in Research Simplified!

[\[https://www.youtube.com/watch?v=hCOsY5rkRs8\]](https://www.youtube.com/watch?v=hCOsY5rkRs8)

How do you know what you know is true? [\[http://theconversation.com/how-do-you-know-that-what-you-know-is-true-thats-epistemology-63884\]](http://theconversation.com/how-do-you-know-that-what-you-know-is-true-thats-epistemology-63884)

Political Philosophy [\[https://www.youtube.com/watch?v=PzhniSEhrls&t=61s\]](https://www.youtube.com/watch?v=PzhniSEhrls&t=61s)

Scientific Method [\[http://chemistry.about.com/od/lecturenotesl3/a/sciencemethod.htm\]](http://chemistry.about.com/od/lecturenotesl3/a/sciencemethod.htm)

Positivism [\[http://www.popularsocialscience.com/2013/02/15/theory-of-science-what-is-positivism/\]](http://www.popularsocialscience.com/2013/02/15/theory-of-science-what-is-positivism/)

Postmodernism [\[https://www.youtube.com/watch?v=DO\\_gaxFIRXw\]](https://www.youtube.com/watch?v=DO_gaxFIRXw)

Attribution Theory [\[http://www.youtube.com/watch?v=mDhiyPAD6NQ\]](http://www.youtube.com/watch?v=mDhiyPAD6NQ)

Cognitive Biases [\[https://www.youtube.com/watch?v=wEwGBlr\\_Rlw\]](https://www.youtube.com/watch?v=wEwGBlr_Rlw)

Social Construction [\[http://www.youtube.com/watch?v=GVVWmZASn8\]](http://www.youtube.com/watch?v=GVVWmZASn8)

Anderson, Jonathan (2012) [Through the Looking Glass of Theory](#), *Administrative Theory and Praxis*, 34:3, 483-488

Englehart, J. (2001). [The Marriage Between Theory and Practice](#). *Public Administration Review*, 61:3. EBSCO/Business

**Assignment due October 16 Journal and Democracy paper final**

### **Module 4, October 16-22**

**History of Public Administration in the United States**

**Objectives**

**MO 1** Outline the historical development of public administration in the United States.

**MO 2** Compare and contrast different perspectives on the role of government.

**MO 3** Review the political nature of government in a democracy.

## Readings and Resources

Box: Part III

Woodrow Wilson [<https://onlinempadegree.usfca.edu/news-resources/news/the-early-history-of-public-administration-in-the-united-states-woodrow-wilson/>]

Encyclopedia Britannica- [<https://www.encyclopedia.com/social-sciences-and-law/law/law-divisions-and-codes/public-administration>]

Powers, Fred. Perry (1888). [The Reform of the Federal Service](#). *Political Science Quarterly* 3(2) 247-281. JSTOR

## Assignment due October 23 Journal and Theory paper draft

## Module 5, October 23-29

### Organizational Theory, Bureaucracy and Reform

#### Objectives

**MO 1** Understand the definitions of organization and their limitations.

**MO 2** Compare and contrast public and private organizations.

**MO 3** Define bureaucracy, its goals and consequences.

**MO 4** Review the various public administration organizational reforms.

**MO 5** Summarize the tension between efficiency and democracy.

## Readings and Resources

Box: part IV

Bureaucracy [<https://www.toolshero.com/management/bureaucratic-theory-weber/>]

Max Weber/Bureaucracy [<https://www.youtube.com/watch?v=zp554tcdWO8>]

Four Types of Organization [<https://online.pointpark.edu/business/types-of-organizational-structures/>]

Public Private - Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects?

[<http://dominio1.cide.edu/documents/78861/1478415/5%20Graham%20Allison.pdf>]

New Public Administration [<https://www.youtube.com/watch?v=OMn35Iz9iOQ>]

New Public Management

[[http://pfiffner.gmu.edu/files/pdfs/Book\\_Chapters/NewPublicMgt.doc.pdf](http://pfiffner.gmu.edu/files/pdfs/Book_Chapters/NewPublicMgt.doc.pdf)]

Reinventing Government[ <http://cms.mildredwarner.org/summaries/osborne1992>]

H. George Frederickson (1996) [Comparing the Reinventing Government Movement with the New Public Administration](#). *Public Administration Review*, 56: 3. 263-270.

Administrative Evil

[<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.565.177&rep=rep1&type=pdf>]

## Assignment due October 30 Journal and Theory paper final

## Module 6 October 30 – November 5

### The Role of the Public Manager in a Democracy

#### Objectives

- MO 1** Define public manager and the Administrative State.  
**MO 2** Review the nature of the public manager as supervisor.  
**MO 3** Compare and contrast the normative theories of the role of the public manager and Administrative State in the U.S.  
**MO 4** Outline the debate over politics versus administration in PA Theory.

### Readings and Resources

Box: Part V

Woodrow Wilson: The Study of Administration

[http://www.iupui.edu/~spea1/V502/Orosz/Units/Sections/u1s5/Woodrow\\_Wilson\\_Study\\_of\\_Administration\\_1887\\_jstor.pdf](http://www.iupui.edu/~spea1/V502/Orosz/Units/Sections/u1s5/Woodrow_Wilson_Study_of_Administration_1887_jstor.pdf)

Politics v Administration theory[ <https://www.youtube.com/watch?v=JVxA5F2OMOU>]

Denhardt, R. and Denhardt, J. (2000). [The New Public Service: Serving Rather than Steering](#). Public Administration Review, 60:6 EBSCO Business

Newbold- Constitutional role for Public Administration

<http://faculty.cbpp.uaa.alaska.edu/afgjp/PADM601%20Fall%202010/Toward%20a%20Constitutional%20School%20for%20Am%20PA.pdf>

### Managing People

Fredrick Taylor- Scientific Management [[https://www.youtube.com/watch?v=vNfy\\_AHG-MU](https://www.youtube.com/watch?v=vNfy_AHG-MU)]

Hawthorne Experiments [<https://www.youtube.com/watch?v=rLVp-CrBnPo>]

Maslow's Hierarchy of Needs [[https://www.youtube.com/watch?v=nASV5l\\_WG3k](https://www.youtube.com/watch?v=nASV5l_WG3k)]

McGregor- Theory X and Y [<https://www.youtube.com/watch?v=CXAzZRnJo2o>]

### Assignment due November 2 Journal and Role of the Public Manager paper draft

### Module 7 November 6-12

#### Ethics and Public Administration

#### Objectives

- MO 1** Understand the different concepts of Ethics.  
**MO 2** Define the concept of Public Service Values.  
**MO 3** Review the ASPA Code of Ethics.  
**MO 4** Analyze how public manager ethics impact government legitimacy and management.  
**MO 5** Review policies on sexual harassment and gender equity

### Readings and Resources

Box VI

Introduction to Ethics- A great introduction from the BBC

[http://www.bbc.co.uk/ethics/introduction/intro\\_1.shtml](http://www.bbc.co.uk/ethics/introduction/intro_1.shtml)

A short perspective from Santa Clara University

<http://www.scu.edu/ethics/practicing/decision/whatisethics.html>

ASPA Code of Ethics-- [<https://www.aspanet.org/ASPA/Code-of-Ethics/ASPA/Code-of-Ethics/Code-of-Ethics.aspx?hkey=5b8f046b-dcbd-416d-87cd-0b8fcb5e7>]

Federal Ethics web site [<https://www.oge.gov/>]

NASPAA Public Service Values

[\[https://naspaaccreditation.files.wordpress.com/2015/02/naspaa-accreditation-standards.pdf\]](https://naspaaccreditation.files.wordpress.com/2015/02/naspaa-accreditation-standards.pdf)

Cooper, T. (2004). [Big Questions in Administrative Ethics](#). *Public Administration Review*, 64:4. EBSCO/Business Source Premier

Carol W. Lewis (2006) [In Pursuit of the Public Interest](#), *Public Administration Review*, 66:5, 694-701.

Sexual Harassment

[\[https://www2.ed.gov/about/offices/list/ocr/sexharassresources.html\]](https://www2.ed.gov/about/offices/list/ocr/sexharassresources.html)

CSUSB Title IX and Gender Equity [\[https://www.csusb.edu/title-ix\]](https://www.csusb.edu/title-ix)

**Assignment due November 13 Journal and Role of the Public Manager paper final**

## **Module 8 November 13-19**

### **“Big” Questions of Public Administration**

#### **Objectives**

**MO 1** Compare different concepts of public administration.

**MO 2** Analyze how normative theories of public administration impact management.

**MO 3** Identify the controversies of public administration and clarify what a “Big” question means.

#### **Readings and Resources**

Box Part VI

Robert Behn (1995) [The Big Questions of Public Management](#) *Public Administration Review*, 55:4, 313-324.

John Kirlin (1996) [The Big Questions of Public Administration in a Democracy](#). *Public Administration Review*, 56:5, 416-423.

Thomas, John Clayton (2013) [Citizen, Customer, Partner: Rethinking the Place of the Public in Public Management](#). *Public Administration Review*, 73:6, 786–796.

Charles Lindblom - [The Science of Muddling Through](#) (1959) *Public Administration Review*, 19:2, 79-88.

Robert Behn - (1988) [Management as Groping Along](#) *Journal of Policy Analysis and Management*, 7:4, 643-664

**Assignment due November 20 Journal and Big Questions paper draft**

## **Module 9 November 20-26**

### **Leadership and Communication**

#### **Objectives**

**MO 1** Identify general theories of communications.

**MO 2** Distinguish among different theories of Leadership.

**MO 3** Identify important presentation skills.

**MO 4** Identify important interpersonal communications skills.

## Readings and Resources

Leadership Styles [<http://www.nwlink.com/~donclark/leader/leadstl.html>]  
 Warren Bennis on Leadership [<http://www.lead2xl.com/warren-bennis-on-leadership>]  
 Carnegie: How to Win Friends and Influence People  
[\[http://www.westegg.com/unmaintained/carnegie/win-friends.html\]](http://www.westegg.com/unmaintained/carnegie/win-friends.html)  
 Van Wart, Monty (2013) [Lessons from Leadership Theory and the Contemporary Challenges of Leaders](#). *Public Administration Review*, 73:4. 553–565.

## Assignment Due November 27: Journal and Big Questions paper final

## Module 10 November 27- December 3

### Presentations and the MPA Comprehensive Exam

#### Objectives

**MO 1** Analyze how Public Leaders impact Big Questions of Public Administration.

Presentations

## Assignment due December 4 Big Questions paper final posted to Discussion Board

## **IMPORTANT NOTICE OF INSTRUCTOR FALLIBILITY**

Despite my best efforts, I make mistakes. I may offend people with jokes or language or irreverence or insensitivity. I need you to help me. Please accept my apologies in advance for anything that is offensive to you, and please talk to me about it so I can change. If you don't tell me, I can't improve the situation.

## **Required Sexual Violence Prevention Training**

The Title IX & Gender Equity Office upholds the CSU Chancellor's Executive Order to address sexual discrimination, harassment and violence in an educational institution's academic, educational, extracurricular, and athletic activities. The office is a resource for education, assistance, and reporting options on sexual misconduct.

**All students, including graduate students, are required to complete mandatory End Sexual Violence Training each academic year.** Options include online training, events, and workshops administered by the Title IX & Gender Equity Office. Please visit the [Title IX website](#) for more information on training, deadlines, and resources.

## **CSUSB Drop and Withdrawal Policy**

Policies for adding and dropping classes and withdrawing from the University can be found at [\[https://www.csusb.edu/registrar/registration/withdrawing-class-or-university\]](https://www.csusb.edu/registrar/registration/withdrawing-class-or-university)

## **Incomplete Policy**

Incompletes (I) are discouraged. They may be offered, at the discretion of the instructor, to students who have completed most of their coursework, but due to

unforeseen circumstances need more time to complete their final assignments. Students desiring an incomplete must have a contract with their instructor specifying when they will complete their work and what grade will be filed if the prescribed work is not completed by the contracted deadline.

## **Plagiarism Policy**

Plagiarism and cheating are violations of the Student Conduct Code (see Appendix of the CSUSB Bulletin of Courses) and may be dealt with by both the instructor and the Judicial Affairs Officer. Definition and procedures for addressing cheating and plagiarism are found below. Questions about academic dishonesty and the policy should be addressed to the Office of the Vice President, Student Affairs.

[\[https://www.csusb.edu/sites/csusb/files/%28FSD96-12.R2%29Academic\\_Dishonesty.pdf\]](https://www.csusb.edu/sites/csusb/files/%28FSD96-12.R2%29Academic_Dishonesty.pdf)

Plagiarism is the use of others' written or oral material without attribution or citation. Verbatim material should be enclosed by quotes and cited with the page number. Paraphrased material should also be cited. A helpful website for guidance is from Indiana University [\[https://wts.indiana.edu/writing-guides/pdf/plagiarism.pdf\]](https://wts.indiana.edu/writing-guides/pdf/plagiarism.pdf)

Cheating or plagiarism will result in no credit for the assignment and an evaluation of whether the student should be given an F for the course.

## **Disability Support Services**

The Services to Students with Disabilities (SSD) office is part of the Division of Student Affairs. The mission of the SSD office is to increase retention for students with disabilities by ensuring equitable treatment and equal access to all academic programs and facilities at California State University, San Bernardino. The SSD office acts as a catalyst and agent for compliance with federal and state laws that mandate equal opportunity and access for persons with disabilities.

Students with documented disabilities must make an appointment with SSD at the start of each semester to determine if academic accommodations are necessary. Students will be provided a faculty notification letter stating the kind of academic accommodations needed in each class if any.

For more information contact SSD at 909-537-5238 909-537-7230 (TDD)

[\[https://www.csusb.edu/ssd\]](https://www.csusb.edu/ssd)

## **Netiquette Online information**

Netiquette is network etiquette -- that is, the etiquette of cyberspace. And "etiquette" means "the forms required by good breeding or prescribed by authority to be required in social or official life." In other words, netiquette is a set of rules for behaving and interacting properly online.

Some Simple Rules of Netiquette:

- Make your messages easier to read by making your paragraphs short and to the point.
- TYPING IN ALL CAPS IS CONSIDERED SHOUTING ON THE INTERNET. Avoid typing in all capital letters.
- Messages in all lowercase letters can be difficult to read; instead, use normal spelling and punctuation.
- Be careful when using sarcasm and humor. Without face-to-face communications, your joke may be viewed as criticism.
- Never give your user ID or password to another person.
- Respect the fact that the class list is a closed discussion; do not forward mail from your classmates to others without their permission.
- In an online discussion, debate is welcome, but be tactful in responding to others. Remember that there is a person (or a whole class) at the receiving end of your post.
- Keep your questions and comments relevant to the focus of the discussion group. Information intended for an individual or small group of individuals should be emailed to those people directly.
- If you are responding to a message from someone else, briefly summarize her or his post.
- If you quote a previous post (by using the reply function for example), quote only enough to make your own point.
- Include your name at the bottom of email messages when communicating with people who may not know you personally or when broadcasting to a dynamic group of subscribers.
- Resist the temptation to "flame" others on the list. Remember that these discussions are meant for constructive exchanges. Treat the others on the list as you would want them to treat you.

All students will be expected to use professional online etiquette

### **Writing Centers**

CSUSB Graduate Writing Center

[\[https://www.csusb.edu/writing-center\]](https://www.csusb.edu/writing-center)

Jack H. Brown Professional Writing Center

[\[https://jhbc.csusb.edu/student-success/jhbc-professional-writing-office\]](https://jhbc.csusb.edu/student-success/jhbc-professional-writing-office)

**Location:** JB 462

**Phone:** (909) 537-3704

**Email:** [cbpawritingcenter@csusb.edu](mailto:cbpawritingcenter@csusb.edu)