

ADMINISTRATION IN THE POLITICAL SYSTEM

GOVT 351 Sec. 002

Fall 2004
Dr. Brack Brown
Tel: 703 993-1405

Office Hours: Mon & Tues 2-4pm
(and by appointment)
bbrown@gmu.edu

Class - **Wed.** 7:20 -10pm
Classroom: Rob.B-222
Office - Robinson A-234

COURSE DESCRIPTION

Our **political system** produces positive and tangible results through the organized actions of tens of thousands of appointed people who administer the law and give effect to **policies** of the **regime** that holds power. We call this body of people and the associated structures, rules, and procedures used in their work, the **bureaucracy**, the **civil service**, or **public administration**. How do bureaucratic **organizations** meet the criteria for effective action and how well do they meet objectives set by the political system? How do administrators influence which policies exist in the first place? The answers to these questions are complex and interesting. This course looks inside the bureaucracies of our political system, and at the **environment** in which they operate so that we might better understand the workings of complex public organization and their influence on our lives. We then apply these questions to the case of public health threats.

REQUIRED TEXTBOOKS AND READINGS

1. Richard Stillman II, The American Bureaucracy, 2nd ed., Nelson-Hall Publ., 1996.
2. Christopher Foreman Jr., Plagues, Products, and Politics: Emergent Public Health Hazards and National Policy Making, Washington, DC: Brookings, 1994.
3. Richard Preston. The Hot Zone: A Terrifying True Story, Random House, 1994.
4. Articles in Readers A, B, and C (For these handouts - copy costs will be retrieved in class).
5. Many articles are to be read on my Web Page as indicated. See mason.gmu.edu/~bbrown

ASSIGNMENTS, PROCEDURES, EXAMS, AND GRADING

Process: GOVT 351 will be conducted using lectures, videos, slides, and discussions. There will be a term paper, a review essay, and 2 exams. Every student will be analyzing a local, state, or national public agency and its political environment in depth. Specific guidelines for the review essay, and term paper (and a paper proposal) will be presented below. Think early about what large public agencies might interest you. Avoid the new agencies under Homeland Security.

Our work will focus on the study of administrative organizations within the political system and how they operate, change, and influence public policy. To support your term paper you should become familiar with information from your target agency, from the library, and from the Internet materials. You are expected to use objective academic sources cited in your paper. Visits to class by GMU library and writing experts will help you understand research expectations and improve your written work. The **important ground rules** to follow in our class sessions are:

- be there on time and prepared
- be attentive to anyone who is talking
- respect expression of opinions which differ from yours
- contribute thoughtful comments, criticisms, or questions.

ASSIGNMENTS:

Class Preps: Complete all readings before class and keep careful notes on what you find in readings, class discussions, videos, and lectures. They will be vital in your exam preparations. Note well: Attendance before **and after breaks** is expected of everyone.

Exams: There will be a multiple choice type midterm exam (20%) and a similar final exam (30%) given on the dates indicated in my outline. ⇨ Bring a **Scantron Form** to these exams. Study guides will be made available before each exam.

Research Paper: A well-written and **properly documented** 8-10 page study of a large, complex, local, state, or national administrative agency will be prepared. The agency's history, size, organization, purposes, political situation, and a substantial organizational reform experienced by the agency will be the focus (Any charts, tables, lists, etc. - should be placed in an appendix). More detailed guidelines are provided below. A one-page **proposal** must be handed in by **Sept 29th** and approved by the instructor. Completed papers are **due** no later than **December 1st**. This paper will count 30% of the total grade. You may lose a letter grade for each day this assignment is late.

Review - Administrative and Political Context of Public Health Threats : A typed 2½ -3 page essay will be **due on Nov 17th** based on the Foreman book, Plagues, Products.. and Preston's, The Hot Zone. **The focus of this review will be on the organizational and policy implications of the public health threats discussed in them.** Emphasis should be on what public agencies are involved, the political environment of public health threats, and what factors promote or limit agency effectiveness. Your essays will be a foundation for our discussions of organization and policy concerning emergent disease **and other** public health hazards discussed in Foreman. It will count for 20% of your grade. Comparisons and contrast between the materials in the books are expected.

Grades: Calculations (with the system of pluses & minuses) are on the traditional scale: A=Superior 90-100%; B= Good 80-89%; C= Just passing 70-79%. The D's= 69-60%, and F's= below 60% are failing grades.

NB Neither makeup exams or incompletes will be given, except for very serious and compelling reasons with notification and acceptance by me **in advance** of the fact. Also, no work for extra credit will be approved.

Summary of Weights: Mid-term 20%; Final 30%; Term Paper 30%; Review of 2 books 20%. Note well - if you do not attend class regularly (including **after** the normal break) or if you do not take part in class discussions, it will affect your preparation for exams and understanding of the assignments. Attendance will be sometimes be checked after breaks.

A VIEW OF OUR OBJECTIVES [ReadMe]

Let me clarify the objectives we are trying to achieve in this course. First it is important, for those who are studying government and administration, to recognize that the most of us spend over a third of our lives working in, for, or with a large-scale, complex, bureaucratic organizations. These organizations might be governmental, private for-profit, or non-profit/non-governmental organizations. **Large scale organizations are one of the most significant inventions of our modern world.** We should also recognize that everything we use or consume (the telephone, CDs, PCs, college courses, coffee makers, cameras, food, clothes, shoes, cars, electricity and gas, water, roads, sewers, snow removal, law enforcement) -- ALL of them -- are provided through large organizations. Therefore, understanding how organizations work and how they affect our lives is an essential part of understanding the nature of our culture and many of our key values, capabilities, and expectations.

This course offers you the chance become familiar with many basic aspects of public or governmental organizations – their people, structures procedures, culture, political environment, and products. They will be the main focus of our reading, lectures, discussions, and films. You will learn that the political and social system surrounding them influence their policies and activities. To see this more clearly we will concentrate near the end of the course on serious public health hazards, both natural and man-made so that you can appreciate the relationship between these hazards and role of public policy and administration in addressing or failing to address them.

Here are some of the questions that will help us understand this whole sphere:

- * What forces shape the way public organizations are created; how do they grow, achieve internal integration, and cooperate and compete with others?, How do they make and implement policy? Why is politics necessary for their proper functioning?
- * How are organizations designed or structured and what incentives or constraints affect their performance? What are some leading theories about their makeup and behavior within them? How are they led, how do they make decisions and deal with their political environments?
- * How do organizations reflect or not reflect and fit or not fit into the life of a “democratic” and humane society? Can organizations be efficient and at the same time deal with consent, consensus, equality, participation, free expression, and power sharing? How do they respond to unexpected major challenges like public health threats, and to pressures for extensive reform?
- * How do the insights about organizational operations, behavior in them, environmental considerations, etc. apply to the specific organizational and policy problems raised by the need to perpetually deal with public health threats in highly complex, interconnected societies?

These are some of the important questions you will be better equipped to ask and perhaps answer as a result of close attention to the materials of this course. Study this essay carefully because you will be responsible for having answers to many of these questions.

ADMINISTRATION IN THE POLITICAL SYSTEM (GOVT 351- 002)

Topical Course Outline - Fall 2004 - Prof. Brack Brown

[Wednesdays 7:20 -10 p.m.]

Sept 1st Introduction: Objectives, Subject Matter, Procedures & Assignments
Discussion on the **nature, size, and growth of government** organizations in the U.S. The point is to see how organizations are one of the major human devices that we have invented to deal with human problems and realize our collective ambitions. **In Reader A** – Examine the charts on American Government Organization) Syllabus and many readings are on **my Webpage**: <mason.gmu.edu/~bbrown>

Sept 8th Doing Political & Admin. Research & Basic **Bureaucracy** Theory.
Class meets initially at Fenwick Library Conference Room to learn about research. Second part of class deals with the beginning of formal studies on large-scale organization design and purposes. We examine some of the early 20th century **founders** and the social and political context of their time.” **In Reader A** and on my **Webpage** – all items pertaining to W.Wilson, Max Weber, F.W. Taylor).

Sept 15th **Organizational dynamics: Human Psychological & Social Factors.**
Writers and ideas in the mid-century period (Mayo, Maslow, McGregor, Herzberg). A period when it was realized that rational structures and procedures alone were limited in explaining how organizations work. Psychological and social **needs** were identified as important factors highlighting **Motivation** studies. **Reader A&B** read all authors mentioned above.**On WebPage**: McGregor Revisited; Motivation item.

Sept 22nd Organizational **Decision Making, Leadership, and Culture.**
Examination of theories (Lindblom, Simon, others) about incentives, rewards, inducements for production and loyalty. Efforts to rationalize, understand, and exercise decision making. **In Reader B**: Simon & Lindblom & **On Webpage**: read Herb Simon-Summary; Simon Obituary; Bully Bosses; Investigating NASA culture

Sept 29th Admin Organizational **Systems: Integrated Models of Processes**
Importance of **environments** explored. Major systems approaches are modeled and discussed. Distinctions between open and closed, healthy and dysfunctional systems are made. **Read**: Katz & Kahn, system slides in handouts. 🌟 **(Due-** Typed 1page term paper proposal **including** some relevant full citations from your initial research).

Oct 6th Organizational Change and **Organizational Learning**
The ‘Learning’ approach to dealing with “traditional” organizational obstacles and constraints. Efforts to introduce dramatic reforms in organizations are considered. **In Reader B** -Senge & Kofman-Senge articles. (Midterm preps to be discussed).

Oct 13th American **Bureaucracy: Stereotypes, Myths, & Realities**
We now examine the development, definitions, and viewpoints about American public administration from one of the principle writers on the subject. **Read**: In Stillman, Preface and Chapter 1, “The American Public Bureaucracy.”

Oct 20th **Mid-term Exam.** Bring Scantron forms. You will have 1½ hrs for the exam. After the exam return to the class for a discussion on a **video** on Bureaucracy .

Oct 27th **The People Who People Public Bureaucracy**
We now study the key actors who have responsibilities for the organization and the content & effectiveness of its policies. We focus on their **influence**, and the nature and growth of a professional work force, including the fast growing contractor subsystem. **Read:** Stillman, Ch. 4, “Inside Public Bureaucracy”

Nov 3rd **American Administrative System: the Work of Producing Outputs**
This is an explicitly **systems oriented** explanation of how bureaucrats get done what they are supposed to do. How they mobilize internal resources and external support relates directly to the systems model we have studied earlier.
Read: Stillman, Ch. 5, “Outputs of the American Bureaucracy.” (try to apply some of the ideas of this chapter to your term paper). ***Note: Foreman-Preston essay is due soon – you need to complete these readings in time to finish your essay. .**

Nov 10th **Organization That Deal With Public Health Hazards**
Now specific organizations, politics, and policies take center stage. Two books will show how public agencies play a role in protecting us from health hazards. Their performance can be analyzed using insights about organization theory, agency behavior, and output activity that we have studied. **Read:** Preston, The Hot Zone & Foreman, Plagues, Product & Politics. **On Webpage Read:** CDC- History; USAMRIID Greetings

Nov 17th **Administration, Politics, & Policy Responses to Major Health Threats**
We continue to focus on the health policy challenges, the conclusion presented by Foreman, and policy responses to W. Nile and Ebola type threats. **Webpage –** Read: **Disease Hazards bibliog.;** CIA Disease Threat Report; **Rev- Modern Plagues & the Environment;** **Trade & Travel Health Threats;** **NYT Book-The Gt Influenza;** **Fear of SARS & Its Uses.** (Each of these is only a few pages long)
☀️ (Foreman-Preston Essay is due.)

THANKSGIVING DAY RECESS - WEDNESDAY 24 NOVEMBER - NO CLASS

Dec 1ST **Responses to Diverse Public Health Threats from SARS and W. Nile**
Two of the most recent outbreaks that have received much attention are examined. We will apply all we have learned above to assess administrative preparedness.
In Reader C: all items; **On Webpage:** All SARS & W. Nile items, including the cartoons & pictures below. ☀️ **Term papers are due**

Dec 8th **Reviewing the Elements: Organization, Administration, Politics, Policy** (Summary of the course - review will include a study guide).

Dec 15th Final Exam: At 7:30 - 10:15p.m. in the regular classroom – bring
Scantrons.

Additional Notes:

Contact and Conduct Please feel free to discuss class matters with me during my office hours, especially if you do not understand something in the course. I would appreciate a note or e-mail indicating if you intend to come to the office beforehand. If my hours cannot work for you, individual appointments may be arranged. Also, if you must be absent for any session, I would consider it a courtesy to me and to your classmates if you notified me in advance with a note or e-mail, explaining the problem. Also please avoid flooding me with E-mails. Our classes are very large and managing the traffic has become a very big problem for all faculty. **When you do send an E-mail clearly identify the course number and the subject in the subject box.** If it is not clear from whom the Email comes, it will be deleted in order to avoid the chronic problems with spam and viruses.

The expected etiquette in organizations that we call universities is that students will:

- Complete the readings before a class in which the material will be discussed.
- Take notes on the main points while you do your reading.
- Actively participate in class discussions and ask relevant questions. **Return from breaks**
- Respect the views and ideas of all your classmates and observe fully the honor code.
- Come to class and examinations on time and with readings completed.
- Please do not chat, whisper to, or exchange notes with your neighbors during lectures

Study Help To help you with written assignments, see the Department's "Research Handbook" which is available on line through the PIA Department Website. It can help you with many aspects of your courses. Note also that the Department web site contains useful links to politics and government pages. If you have not done so before, you will find it interesting to look at some of these sites: 1.) www.congress.org; 2.) www.policy.com; 3.) www.politicsonline.com; 4.) www.politicaljunkie.com; 5.) www.publicagenda.org; and 6.) www.looksmart.com

Another source that can help you develop the essential skills of writing is GMU's excellent Writing Center (Robinson A-114). You can contact them at writingcenter.gmu.edu/resources/index.html. It is a free and valuable service. Our course is one of those that, in part, fulfills the writing intensive requirement for the GVID and PUAD majors. It does so through the term paper, my feedback on your draft proposal, and the Foreman and Preston review essay that you will submit.

Honor Code The GMU student written Honor Code is strictly enforced in this course. If you have not read it yet, do so, especially its definition of plagiarism.

Makeup exams will only be possible in cases where I have been given a 24 hour advance notice and clear written documentation of the extreme health or other emergency which compelled the request. I will only be able to grant an Incomplete when I am convinced that the inability to complete the work was beyond the student's control and the request is put in writing. Finally, there will be no consideration for extra-credit work in the class.

TERM PAPER GUIDELINES FOR ADMINISTRATION IN THE POLITICAL SYSTEM

CONTENT: Your term paper requires you to select, and investigate a large governmental organization so that you end up being able to understand it and explain what it does and how it does it in a professional and interesting way. Among the things you will investigate are its legislative history, its structure (anatomy) its scale of operations, its functions, significant problems and reforms it has had to deal with, criticisms of the agency, and how it responded to them. The agency can be federal, state, or local. In more detail, your well-written analysis should look at the agency's origins and history, its original and present mission, the larger department it is placed within or reports to, the size of its personnel, area of operation, and budget, its degree of independence, and its clientele (who it serves). In addition you should discuss the important role in society that the agency plays, the political environment or context it operates within, a problem it faces about its programs or interpretations of policies, and an effort it has undertaken to make some type of important reform, including the degree of success it has had in doing so. All this needs to be properly documented in an accurate and professional way. Each student must take a different organization.

RESEARCH: Besides using any relevant readings you already have for this course, you should also **use in your research** some of the following: books or journal articles written about the agency, its programs, or policies; official documents; external studies by commissions or think tanks; annual or special reports by the agency, and legislative hearings. Use agency websites very sparingly (they tend to contain dull facts or self-praise). Understand that nearly all big agencies and programs have extensive material written about them. Your aim should be to use a half-dozen types of references **other than** Internet sites, newspapers, or magazines. The latter are usually not very scholarly or objective types of sources. Remember that the aim is for you to develop a deeper understanding of the way your particular organization is put together and works in a political environment, and secondly to demonstrate that you know how to use relevant professional and academic sources and documents to illuminate your subject (make it interesting). I have invited to our class experts from the **GMU library** and from the **GMU Writing Center** to tell you how they can help you become better researchers and writers.

FORMATING: Your paper should be not less than 8 (full) or more than 10 pages in length. It should have an unnumbered **cover page** with all course data and **an interesting and informative title**. The paper **should be double spaced, with page numbers** (starting on the second text page – page 2). All **quoted material** (see the plagiarism page of syllabus) should be properly introduced in the text and quotation marks should be used only when it is less than 5 lines. If the quote is 5 lines or more, indent and **single space** it (even though this is not the official way). A major concern should be **proper citation** of all material quoted, paraphrased, or relied upon. The bulk of the paper should be in your own words and style. Either Turabian or APA (parentheses) style endnotes can be used for proper citations, but if you use APA, always include a page number. It will be graded for content and how well written it is. Every student should have a good writing manual under his or her pillow. Additional help can be obtained from the Public Affairs Dept Research Handbook at <http://www.gmu.edu/departments/pia/resources.html>. **The due date** for the paper is **Wednesday Dec. 1st** by class time. For each day later, 5 points will be deducted from the grade. **By Sept. 29th or earlier turn in** a typed one page **typed** proposal on your selection of an agency as explained above

**Guidelines for the Review Essay on
Public Health Policy and Emerging Hazards**

See Preston, The Hot Zone and Foreman, Plagues, Products, & Politics)

In the first third of this course you have been learning about how complex organizations are put together and how they “work,” (hence operating as energy converting systems). The middle of the course specifically emphasized American governmental organizations, their core activities, makeup, personnel, and outputs. The third part of the course asks the question, how do complex organizations, particularly public bureaucracies in our political system participate in and carry out public policies where we will focus on the policy arena of public health.

Here we ask what is the source of agency authority, support, opposition, abilities, constraints, and activities as they relate to policy development (political determination of what shall be done) and policy execution (doing what is determined should be done). For our policy focus I have selected a very current, locally relevant (you just lived through the Anthrax scare), and dramatic area of policy work – the responses of government to major life-threatening public health hazards, the infectious diseases Ebola (highly dangerous), AIDS, and recently the West Nile Virus (somewhat dangerous but new to the U.S. and spreading rapidly). The Foreman book deals with a number of disease outbreaks but also with health hazards of other kinds.

Your 2 ½ -3 page essay should be **centered** on the materials covered by Foreman and his ideas about our policy and administrative responses to emergent public health hazards. You must also use insights from Preston’s, The Hot Zone, to make your case about the lessons in these two books about **how administration and politics shape our policy responses to these problems**. As much as possible focus on the **strengths and weaknesses of policy** (local, state, and national) and the great **variety of public bureaucracies** involved in creating effective policy and executing it to deal with the threats of emerging public health problems.

The paper should have a separate cover page, an interesting title, and it should be double spaced with page numbers, but all **references used** can be in the text, simply naming the authors or articles you are using without listing them in formal citations or endnotes. Otherwise follow the recommendations for good writing mentioned in the guidelines for the term paper. This **essay is due** on Wednesday, **November 17th** and counts 20% of your grade.

BRIEF STYLE GUIDE FOR TERM PAPERS & PROJECTS

This guide is prepared to help students avoid frequently violated rules of grammar, style, and organization in preparing their papers. It is only a supplement for other guides. Read it carefully before writing papers and consult a full-length guide such as the ones listed below. Consistently follow the guide you select.

1. Use a style manual/style guide and do so consistently when preparing papers.
2. Turn in an readable copy from your printer - hand in an original.
3. **NUMBER YOUR PAGES.** They should appear top right, top middle, or bottom middle of the page. Do not number text page one (with word processors, turn it off).
4. Use standard one inch margins all the way around.
5. Use standard **indented paragraphs**, and not block-paragraph format. See next item.
6. Double space the paper but **do not add an extra space between paragraphs.**
7. Do add an extra space before subsections.
- 8.* All **quotes that would use five (5) or more full lines** should be indented and single-spaced with no quotation marks. This is not the new standard- but use it. If less than 5 lines use quote marks and incorporate them in your normal text.
9. When a word must be broken (hyphenated) at the end of a line always break such words between syllables.
10. Do not capitalize "administration," "state," "federal," or "government" except when the word refers to a specific one or quotes a source that capitalizes these words. There are few cases when it is necessary to do this though government reports often violate the rule.
11. You may use the Turabian/Chicago Manual footnotes or endnotes style or the APA style (**with page numbers in the parentheses**) but be consistent in that use. I prefer reading the former so I can more easily see the sources you are using.
12. Footnote numbers in the text should be indicated by **superscripts(1)**, and they should normally be placed at the end of quoted or paraphrased material or at the end of the first sentence in which a reference to a source is mentioned.
13. When using Turabian type of footnotes use Ibid. (the same) to refer to a citation which is the same as the one immediately preceding. Use op. cit., or author's last name to refer to any previous citation except the one immediately preceding.
14. Number footnotes sequentially through the paper; don't begin a new set of footnotes for each section or page. Don't repeat a whole footnote in the paper.
15. **Normally it is incorrect for an entire paragraph to be composed of a quote.** It is your ideas that are being examined. Patching together a string of quotes to carry forward an argument does not allow your ideas or argument to be identified. **Always provide proper introductions or bridges for quotes.** Don't stick them in without clear linkages to foregoing material. Pay special attention to this.
16. A single simple sentence is seldom a paragraph. **Be sure you know what is required of a real paragraph.** Journalists regularly violate this rule.
17. A paper of 14-16 pages does not need a bibliography unless one is assigned.

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18. In a paper of a dozen pages or more subheadings can be very useful. Check a published style guide to be sure that you are using them correctly. If you do use heading and subheadings, include a "Contents" page at the beginning.
19. Your paper title should be accurate, interesting, and informative. The reader should get a good idea what the paper is about and maybe your perspective.
20. **Always** include a cover page including title and all relevant course data, i.e, your name, the course, its number, the semester, date, and the instructor.
21. Always turn in the original **hard copy** of the paper (dark impression) and always make and keep a copy of the paper for yourself.
22. If you make a reference to a textbook or article that is used in your course, do not merely refer to it as "the textbook" or by the author's name alone (eg. Cooper says...). Instead treat it just as you would any other authoritative source you are using. Also avoid quoting the instructor's lectures as a source.
23. Do not start your paper in the middle. Begin your paper with a discussion of the nature of your subject, the purpose of the paper, the scope and importance of the subject, and its significance in the context of the assignment.
24. Don't pad your paper with lists or strings of items. Avoid the use of bullets. If a (short)list is essential use numbers and letters for each item.
25. Don't clutter your text with long quotes or technical details and excerpts from documents that can better be placed as appendices to the paper.
26. Documentation or citation - When instructed to properly document a paper, (use authoritative references) this means that a careful library search should be made for the following materials: **scholarly books, journal articles, news sources (use sparingly), conference or commission reports, government docs, and reference materials (dictionaries, encyclopedias, census reports, etc.)** These materials should be properly used to affirm or deny points, to describe situations, and to analyze relationships.

In papers that deal with administration, management, and governance, documentation may also include laws, regulations, annual reports, hearing material, organization charts, newsletter, official manuals, etc. It is often desirable to use interviews, questionnaires, surveys or other sampling exercises to support your argument and findings. Computer searches are relatively easy and will give you access to a starting bibliography for your papers. Any reference librarian will be happy to show you how to get started.
27. Personal opinions, allegations, hearsay, naked assertions, (e.g., The department has always been in a mess.... or The deputy director never liked Ms. X) do not constitute acceptable evidence. The weight of evidence should come from sources such as those referred to in #26 above.

U. S. Government URLs for Research Information
By Prof. Brack Brown

Department of Public & International Affairs

There is a host of Websites that can help students get information for research papers, essays, and reports about government and politics at all levels of government: International, National, Multi-State, State, Regional, and Local. Some of the following sources overlap sources mentioned in the Department's own website (listed below). Others are new and have been recently checked to make sure they are alive and useful. Each and every one chosen for this list is worth exploration if you are a student in Public and International Affairs, if you are simply taking a course in the Department, or if you are a curious citizen.

The Website of the Department of Public and International Affairs

<http://www.gmu.edu/departments/pia/resources.html>

Contains the Department's Research Handbook and an Online Writing Guide plus many links.

The United States Government Manual

<http://www.access.gpo.gov/nara/nara001.html>

This invaluable description of government agency information can also be found in any university or county library in hardcopy form.

The Government by Sterby (All Branches of Government)

<http://users.erols.com/irasterb/gov.htm>

This is even more complete than the U.S.Govt Manual and covers all governments.

Federal Agencies, Independent Agencies, and Commissions

www.whitehouse.gov/government/independent-agencies.html

Especially good for regulatory agencies & commissions, including meetings reports.

U.S. Government and Politics Internet Sources

<http://lib.mansfield.edu/gov.html>

Information on states, county court systems, GOGs, municipal, codes, and more.

Official Government Gateway for Citizens, Business, & Government

<http://www.firstgov.gov>

Federal, state, local, and tribal agencies. Links to county and city websites.

State and Local Governments on the Web

<http://statelocalgov.net/index.cfm>

Includes gateways to federal, state, multi-state and local governments and associations. One can go to Virginia—Counties—Arlington Co.—Residents – County Govt –County Board -- Meetings

United States Congress

<http://www.access.gpo.gov/congress/index.html>

A way to get to bills, history of bills, hearings, visitor guides, maps, etc.

United States House of Representatives and the Senate

<http://www.house.gov/Welcome.html> and <http://www.senate.gov>

GEORGE MASON UNIVERSITY HONOR CODE POLICY

This Honor Code policy has been endorsed by the University and by faculty in the Department of Public and International Affairs. It indicates the minimal standard that applies to your academic work as indicated below in the following paragraphs:

1. Quizzes, tests, and examinations: No help may be given or received by students when taking quizzes, tests, or examinations, whatever the type or wherever taken, unless the instructor specifically permits deviation from this standard.

2. Course Requirements: All work submitted to fulfill course requirements is to be solely the product of the individual(s) whose name(s) appears on it. Except with permission of the instructor, no recourse is to be had to projects, papers, lab reports or any other written work previously prepared by another student, and except with permission of the instructor no paper or work of any type submitted in partial fulfillment of the requirements of another course may be used a second time to satisfy a requirement of any course in the Department of Public and International Affairs.

3. No assistance is to be obtained from commercial organizations that sell or lease research help or written papers. With respect to all relevant written work, proper footnotes and attribution are required. If you use another person's words or ideas they must either be footnoted or the source mentioned in your text.