

PA 800

Capstone Course in Public Administration

Spring 2010

Professor Katherine C. Naff

Office: DTC 515E

Class meetings: Mondays, 6:00-8:45

Phone: 415-817-4459

Class location: DTC 673

Fax: 415-817-4464

**Office Hours: M, W 4:30-6:00 and by
appointment**

Class website:

http://bss.sfsu.edu/naff/PA_800/Syllabus.htm

e-mail: kcnaff@sfsu.edu

Course Objectives

The purpose of this capstone course is to give you the opportunity to synthesize, integrate and apply the knowledge you acquired as you completed your MPA degree.

One way it does this is by having you read and discuss cases that require you to apply the theories you have learned to "real world" situations. This gives you the opportunity to decide what you would do as a manager if confronted with the situation at hand given the external environment, players involved, etc. In the first several weeks of the class, you will read, apply your knowledge to, and discuss a set of six diverse cases. Meanwhile, you will also read three books that examine three dimensions of the public administration environment today. These exercises will help develop your writing and analytical skills. These class discussions, and the short memos you prepare for them also are designed to prepare you to write your Strategic Assessment Memo.

You will then have about 6 weeks on your own to write the Strategic Assessment Memo. The purpose of this memo is to give you the opportunity to, analyze one of six cases and discuss it in depth. You are expected to synthesize and integrate any relevant literature you read as part of your MPA coursework, as well as any additional library research you do.

The other way in which this class serves as a "culminating experience" is through its requirement that you complete your ePortfolio. This ePortfolio documents the knowledge, skills and abilities you have learned in the program. You are required to gather together samples of the work that you have done and add to them statements that summarize your accomplishments. Examples can be found on the PA ePortfolio website (http://bss.sfsu.edu/~mpa/current_student/eportfolio.htm).

By the end of the semester, you should be able to:

- Critically analyze a variety of public administration cases and present practical recommendations for moving forward orally and in writing
- Synthesize, integrate and apply public administration literature and concepts to cases that have taken place in the public sector
- Understand current and emerging trends in the field
- Complete an e-portfolio that demonstrates the knowledge and skills you have acquired during the program.

Class requirements

Attendance and participation are required for all class meetings.

Required Materials

- Selection of best MPA paper and assignments on a flash drive
- SFSU e-mail address with password you know

Required Books

The following are available from the University book store, and may be picked up at the downtown campus. They can also be ordered online.

- Bertelli, Anthony M. and Laurence E. Lynn, Jr. 2006. *Madison's Managers: Public Administration and the Constitution*. Baltimore: Johns Hopkins University Press
- Goldsmith, Stephen and William D. Eggers. 2004. *Governing by Network: The New Shape of the Public Service*. Washington, DC: Brookings Institution Press.
- O'Leary, Rosemary. 2006. *The Ethics of Dissent: Managing Guerrilla Government*. Washington, DC: CQ Press.

Optional, recommended book

- Hacker, Diana. *A Writer's Reference*, Bedford/St. Martin's Press

Required Cases

The following can be purchased from the Kennedy School of Government at www.ksg.harvard.edu/search.asp. You can search by number, title or author to find them on the website.

Number	Title	Author
1803.0	Upwardly Global: Building a Model for Assisting Immigrant Professionals	Howard Husock
1870.0	Keeping a Campaign Promise: George W. Bush and Medicare Prescription Drug Coverage	Esther Scott
1824.0 and 1824.1	Wireless Philadelphia and Sequel	Esther Scott
1855.0	Extreme Hiring Makeover: Part A	Kristen Lundberg
1892.0	Thin on the Ground: Deploying Scarce Resources	Pamela Varley

Assignments

Unless otherwise arranged with me in advance, all written assignments must use the APA in-text method of citation. Failure to use an approved method of citation will significantly lower the grade for the paper.

Short Case Studies (30% of final grade)

(due weekly Feb. 3 through Mar 17).

No late papers accepted.

For each class meeting, you should read the required reading and case (see class schedule pages) and be prepared to discuss the following about the assigned case, and the impact they have on the problem and potential solutions:

- the timeline of the case
- the environment (e.g., political, economic) in which the case takes place
- the major issues

- the players/stakeholders & decisionmakers
- the decisions to be made, along with possible courses of action and the potential consequences of those actions
- the resolution of the case
- what the author(s) you read for the week would add to the discussion about the issues involved

In addition, you are to turn in a written memo (2 page maximum, double-spaced.) Citations are to be done using the APA-in-text citation method, with a reference list at the end (on a 3rd page is fine).

Focus on the items below for the specific case memo identified:

- Case Memo 1. Focus on identifying issues and discussing them. Cite 2 public administration authors who support your arguments or suggest your ideas.
- Case Memo 2. Identify issues, the decisions made and their repercussions. Cite 4 public administration authors who support your arguments or suggest your ideas
- Case Memo 3. Identify issues and recommendations for improvement along with the skills & leadership required to make those changes. Cite 5 public administration authors who support your arguments or suggest your ideas.
- Case Memo 4. Identify 5 issues, 3 recommendations and which specific public administration concepts support your analysis and recommendations (i.e., where did you get the ideas?). Cite 7 public administration authors who support your arguments and ideas.
- Case Memo 5. Identify issues and relate them to the “big issues” in public administration, like politics v administration, how to organize tasks, accountability vs. authority, diversity, ethics, efficiency v. democracy. Cite 10 public administration authors and thinkers who support your arguments

Assessment Case Study Memo. (10% of final grade)

Due on Mar. 22 is a two page memo assessing the same case you assessed in PA 700. The purpose is to measure the knowledge you have gained during the MPA program against that original baseline. You may find the cases, as well as the Woodrow Wilson article you should refer to in your memo, on the class website (http://bss.sfsu.edu/naff/PA_800/Syllabus.htm).

Strategic Assessment Memo (50% of final grade)

This take home essay should be 15-20 pages (no longer than 20 pages). It will be based on one of the six cases listed below. Its purpose is to give you the opportunity to showcase the knowledge and skills you have acquired while completing your MPA coursework (see list of issues to include below). Your writing should demonstrate your analytical ability, as well as your proficiency in organizing and writing a logical, cogent and concise paper. Your discussion of the

case should refer to appropriate public administration concepts and literature to demonstrate your knowledge of these concepts.

Two hard copies and electronic version due by 6:00, May 3 (*no exceptions*). Please include a cover page showing your student number and the title only (*not* your name). Please do not put the hard copies in folders. If you would like for me to read a preliminary draft of your memo, it must be e-mailed to me no later than April 19.

The memo should also:

- Include citations to literature read over the course of the program, as well as any additional library research you do.
- Be based on a minimum of 25 sources, comprised of journal articles, books, government documents and other appropriate sources should be cited in the paper.
- Be written in memorandum format to a specific individual or position (e.g., mayor, governor, department head) who would be in a position to carry out your recommendations.
- Move from a discussion of the issues to providing *specific recommendations*.

The memo will be graded by two faculty members who will review it for:

- Effectiveness of argument about the problems/issues involved
- Effectiveness of the recommendations (including how specific and realistic they are)
- Content, including breadth of issues addressed
- Professionalism (including writing, grammar, etc.)
- Sufficiency, relevancy and professionalism of sources used
- Use of correct method of citation

Your memo should address the following, either in the discussion of the issues presented by the case, in your recommendations, or (preferably) both:

Issue	Potential course to draw from
What do you need to learn to be able to manage the situation? Where would you get that information? What analyses and research would you have to conduct?	PA 705
What potential ethical issues do you foresee—and how would you resolve them?	PA 700 or elective
What issues do or might present themselves with respect to motivating agency employees and what should be done?	PA 725

Issue	Potential course to draw from
What organizational and/or managerial issues are evident, and how should they be resolved?	PA 720
What fiscal or other economic issues (e.g., need for market intervention; equity vs. efficiency) present themselves? What would be required to resolve the issue?	PA 710
What human resources issues would you need to resolve, and how would you do it?	PA 725
What policy issues will have to be resolved and how would you resolve them?	PA 715
What budget issues are evident and how would you resolve them?	PA 730
What <i>specific</i> recommendations would you make to the recipient of the memo. What are your reasons? How would he or she carry them out? BE VERY SPECIFIC.	All

In addition, you should think about the knowledge and skills you acquired in your elective courses, and address those as well. The following are some examples; this list is not meant to be exhaustive.

- What potential diversity issues do you foresee-- and how would you address on them?
- What management strategies could be used?
- What policy analytic techniques could be employed?
- What program evaluation techniques could or should be employed?
- What legal and/or Constitutional issues are evident and how should they be resolved?
- What issues are raised in this case that are particular to nonprofit organizations and how should they be handled?
- What leadership styles would you need to utilize?
- You are also encouraged to do a literature search to find additional materials relevant to the case.

Your memo should begin with a brief summary of the important points of the case. This should only include points that the reader must understand to recognize the reasons for your recommendations.

It should then go on to present your recommendations. There should be clear linkages between your discussion of the issues and your recommendations.

Cases for Strategic Assessment Memo

For the Strategic Assessment Memorandum, please select one of these cases to discuss and thoroughly analyze. They are available at the Kennedy School web site.

Number	Title	Author
67.0	Subject to Appropriations: Funding for Tobacco Control in MA	David Eddy Spicer
1861.0	Defragmenting e-Government in New Zealand	Richard Norman
1837.0	Pension Reform in CA	Brian R. Iammartino
1839.0	Too Many Parents? Governance of Boston's Rose Kennedy Greenway	Kristen Lundberg
1707.0	Neighborhood Conservation Services of Barberton	Howard Husock
1895.0	Keeping an Open Mind in an Emergency	Pamela Varley

ePortfolio and Career Goals Statement (10% of final grade)

To be completed during specified class sessions (see schedule page).

The ePortfolio/career goals statement will be exhibited on your ePortfolio web site. There should be statements on each page of the ePortfolio containing your reflections (hopefully, thoughtful ones) on what you learned and what you have gained in the Public Administration program. These reflections should revolve around the course papers and assignments that you chose to highlight on each of the e-portfolio pages. It should present a summary of what you have accomplished in the completion of their M.P.A. degree and should synthesize what you can therefore contribute to an organization. It should then address your ultimate career goals and the career steps that could be taken to achieve that goal. The e-portfolio is due (and will be presented to the class) May 17.

Class Schedule

Please review discussion of short case studies on pages 3-4 above to see specific requirements for each memo each week.

Key: B&L: Bertelli & Lynn; G&E: Gorlsmith & Eggers

Date	Case/Due Dates (no exceptions)	<i>Reading/required documents</i>
Jan. 25	Introduction and overview	B&L 1; O'Leary 1
Feb. 1	Upwardly global	B&L 2; G&E 1-3
Feb. 8	Keeping a campaign promise <i>e-portfolio session 1: converting your documents and setting up your website</i>	B&L 3; O'Leary 2 <i>bring documents for portfolio on a flash drive</i>
Feb. 15	Wireless Philadelphia	B&L 4; G&E 4-6
Feb. 22	<i>Furlough day, university closed</i>	
Mar. 1	Extreme hiring makeover	B&L 5; O'Leary 3
Mar. 8	Thin on the ground	B&L 6; G&E 7; O'Leary 4
Mar. 15	Emerging trends in PA <i>Discussion of selected case for SAM e-portfolio session 2: transfer files and create e-portfolio files</i>	B&L 7; G&E 8; O'Leary 5 <i>Bring portfolio documents in PDF on flash drive</i>
Mar. 22	No class meeting	<i>assessment case memo due</i>
Mar. 22-May 3	<i>No class. Work on strategic assessment memo</i>	

Date	Case/Due Dates (no exceptions)	Reading/required documents
Apr. 19	<i>Last day to e-mail draft of strategic assessment memo for instructor's review (optional)</i>	
May 3	<u>Strategic Assessment Memo</u> <i>due--2 hard copies and e-mailed, by 6:00 PM</i>	
May 10	<i>e-portfolio work session 3: upload written statements & images</i>	<i>Meet in 617; Bring written statements and images for portfolio on flash drive</i>
May 17	Completion of exit surveys, presentation of career goals and e-portfolios wine & cheese	<i>E-portfolio due</i>

Class Policies

- ✚ Attendance is crucial in this class; absences will be noted. All students are expected to be on time for class and to stay for the entire length of class unless cleared with the professor in advance due to professional or other responsibilities elsewhere.
- ✚ All assignments must be turned in on time.
- ✚ Plagiarism is prohibited. Whenever words are taken directly from another author without quotation marks and direct attribution to the author, it constitutes plagiarism which is a serious and punishable offense at this university. Please ensure that your papers are written in your own words, that ideas and facts taken from others are clearly attributed to them, and that anything taken verbatim from another source is enclosed in quotation marks. Citations can take the form of footnotes or in-text references, but there should be a full bibliographic reference somewhere in the document. In the case of a direct quotation, the citation should include the page number where the quote was found as well. Direct quotes from another author should be used sparingly, and only when the point you are making is stated best by using someone else's words.
- ✚ Academic misconduct is not tolerated. Cheating and plagiarism are contrary to the mission of the university and are never tolerated. Students who display inappropriate conduct, including cheating and plagiarism, may be subject to disciplinary action as

provided in Title 5, California Code of Regulations. Any student may be expelled, suspended, placed on probation, or given a lesser sanction for discipline problems. The Student Discipline Officer, housed in the Dean of Students Office, is responsible for administering the Student Disciplinary Procedures for the California State University and should be contacted for further information.

- ✚ Students with disabilities who need reasonable accommodations are encouraged to contact the instructor. The Disability Programs and Resource Center (DPRC) is available to facilitate the reasonable accommodations process. The DPRC is located in the Student Service Building and can be contacted at ext. 8-2472 or dprc@sfsu.edu