

Course Information:

PA 7325 Survey of Public Affairs
Fall 2007

Monday 7-9:45 PM
Class Location: WSTC 1.302

Professor Contact Information:

Dr. Donald R. Arbuckle
Office: Westec 1.208
Email: donald.arbuckle@utdallas.edu
Tele: 972-883-5340

Office Hours: I will be glad to meet with you as your schedule permits

Course Pre-requisites: Members of Ph.D. in Public Affairs Fall 07 Cohort

Course Description: PA 7325 serves as the introductory course to the Ph.D. program in Public Affairs. It is a survey of major issues in public affairs arranged by the major categories of study contained in the Ph.D. curriculum. As your cohort proceeds through the program, you will study in more depth each of the major categories, so this course is designed to give you an introduction to each of the topics. This is a seminar, which means that you will play a major role in researching and presenting information and opinions both as an individual and as a group member. All of you have solid educational backgrounds and professional standing in your careers and are expected to contribute to the success of the class.

During the semester, faculty members will speak to the class on their research interests. This accomplishes two objectives: 1) you will have a chance to meet faculty members and learn about their research; and 2) they will share specific knowledge in the field of public affairs. Faculty members' schedules do not permit a perfect match with the topic of each session, but we believe it is important for you to meet the faculty in this introductory course.

Student Learning Objectives: This course will provide you with an overview and basic understanding of the broad field of public affairs. As part of that objective, we will examine the complex interrelationships between public, private and non-profit institutions, all within a focus on the art and science of governance. We will read and discuss both classics and recent publications in the field of public affairs.

Specifically, by the end of the semester, you should:

- Understand broadly the field of public affairs with an emphasis on the four sub-fields emphasized in the Ph.D. program in Public Affairs.

- Understand the challenges of organization, leadership, and management in public and non-profit organizations.
- Recognize the constraints that public managers and policy-makers face in dealing with the complex social issues that face American society.
- Be able to write clear, concise analysis of public administration issues.

Expectations of You as a Student in the Class: To maximize the opportunities for a productive class, each student is expected to do the following:

- Attend all classes and be on time. If you cannot attend class or are going to be late, please let me know by e-mail or phone in advance.
- Complete all assignments on time.
- Make an active contribution to the class discussions.
- Submit work of doctoral-level quality. Pay attention to your writing. Reread. Reread. Reread.

Course Requirements:

Discussion Group Member: You will be a member of a four or five person group. The group to which you are assigned is listed at the end of the syllabus. There are two functions of the groups- weekly reading presentations and book reviews.

- ***Weekly Reading Presentations-*** Weekly assignments for the groups are listed on the syllabus by group number. Each group will be responsible for leading a class discussion of the reading for that class session; each group will do this twice. The group responsible for the session's reading will prepare a handout or power-point that (1) provides the class with a summary of the reading, and (2) includes questions or issues raised by the reading to help the class in its discussion. The group will be graded on both the quality of the handout and the group presentation/discussion. The role of the group is to lead a class discussion, not simply to present reading to a passive audience. All class members are responsible for reading all of the assignments on the syllabus and for contributing actively to the class discussion.
- ***Book Reviews as Group Projects:*** Each group is assigned two books to review during the semester. The assignments are listed at the end of the syllabus below. Please note the date on the syllabus when your group's presentation is due. Your group's assignment is to read each book carefully and develop a power-point presentation for the class, including handouts of the presentation. Since there are four or five members on the team, you should meet to discuss a fair division of the work. In your presentation, please include a summary of the main points in the book, an analysis of the author's argument, and issues or questions raised by the book. Your presentation should last from between 45 and 55 minutes. For

power-point presentations, please use the protocol for power-point in the handout I will give you. The presentations should appear as one work and not the compilation of four or five different ones.

Individual Work Products: There are two assignments that you will do on your own. One is a series of three short papers (not more than three pages) of peer-reviewed journal articles. The second assignment is for the research paper.

- **Journal articles:** You will select from peer-reviewed journals three articles that have been published within the past decade on the subject of the readings. You will be expected to write a thorough review of not more than three pages on the journal articles you select, including your analysis of the author's arguments and research, as well as the article's relevance to the subject under study. Note the deadlines listed below for each of the three journal reviews. On occasion as time permits, you will be called upon to present your reports to the class. All the journals that you use must be peer-reviewed and at least one review must come from *Public Administration Review*. Submit a copy of the article with your paper.

Due Dates for Journal Article Reviews:

- 1st- September 17
- 2nd- October 15
- 3rd- November 12

- **Research Paper:** A major requirement of the course is a high-quality research paper. The paper will be approximately 15 to 18 pages on a topic covered in the course. You will write a 400 word proposal on your topic and submit it to me by October 8th. In the proposal, explain the topic and how you plan to research it. Think of your topic as a response to the statement, "The public policy problem that I am going to research is ? Most topics are initially far too broad (e.g., global warming, the Iraq war, health care in the U.S., No Child Left Behind). Be sure to narrow your topic to a manageable size. The paper should be carefully written following closely the requirements for style discussed in class. (See note on Writing below.) Once your topic has been approved, you may begin your research.

Much of the final two classes will be devoted to a presentation that each of you will make to the class describing your research. You will have approximately 10 minutes to make your presentation, for which you may use power-point or other A/V aids. However, you should not read your presentation to the rest of the class under any circumstances.

The paper will be due to me no later than the end of class, Monday, November 26. If you desire feedback on your paper during the semester, please arrange to meet with me to discuss.

Writing: Clear, correct writing is an important part of this course. Precise, cogent written expression is a requirement for all graduate academic work, and your grade will be affected by the quality of your written expression. Good, and better, writing is a goal for all students, and professors, to pursue. In the PA Program, your writing is expected to be analytic, organized, well-argued, and correct in grammar and punctuation. This may be a difficult adjustment for many of you, but I am here to help improve your writing as well as guide you into the field of public affairs.

Format: All written assignments should be submitted with a cover page, formatted as indicated in Appendix A at the end of this syllabus.

The required style guide of the UTD PA Program is Kate L. Turabian, A Manual for Writers of Research Papers, Theses, and Dissertations. 7th edition. 2007. [Note: be sure to purchase and use the new 7th edition.]

Important: For a good overview of basic punctuation and grammar, see Turabian, Section III, “Style.” The format used by the PA Program for citing sources is called the Reference List Style. This is explained in Turabian, chapters 18 and 19.

Grading: There are no exams in this seminar, so the results of your individual work products and your participation in group discussions/presentations will comprise your grade. Because much of your course work will be done as part of a group, during the semester I will seek your fellow group members’ evaluations of your contributions. If group members identify you as a “free rider,” your grade will be affected. Also, you will not be eligible for full credit for assignments that you turn in late without prior approval from me. If you miss more than two classes, your final grade may be affected.

Grading:	Group discussion of reading:	20%
	Group book reviews:	20%
	Journal Articles:	15%
	Final research paper, including presentation:	40%
	Classroom participation:	5%

[Note: for group assignments, half your grade will be for the group; the other half for your individual role in the presentation. For the research paper 30% of your grade will be for the written paper; 10% for your presentation.]

Required Textbooks and Materials: There are two required books, a course packet, and a style manual.

1. Shafritz, Hyde, and Parkes, *Classics of Public Administration*, 5th edition
2. Goodsell, *The Case for Bureaucracy*, 4th edition
3. Course Packet (available at Off-Campus Books)

4. Style Guide: Kate L. Turabian. A Manual for Writers of Research Papers, Theses, and Dissertations. 7th edition. 2007. See in particular chapters 18 and 19 for the correct reference and bibliographic style to use in your papers for the PA program; see Section III for a summary of the basic rules of grammar and punctuation.

UTD Required Content for Syllabus:

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part I, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with

university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:
The University of Texas at Dallas, SU 22
PO Box 830688
Richardson, Texas 75083-0688
(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Off-Campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address given below. Additional information is available from the office of the school dean.
(http://www.utdallas.edu/Business_Affairs/Travel_Risk_Activities.htm)

These descriptions and timelines are subject to change at the discretion of the Professor.

Course Schedule:

1. August 20 *Introduction to the Course*

2. August 27 *Classic Readings in Public Affairs*

Reading:

- Declaration of Independence [internet]
- Constitution of the United States [internet]
- Shafritz, Hyde, and Parkes
 - Wilson, Ch. 2
 - Goodnow, Ch. 3
 - White, Ch. 8

Writing assignment: 2-page paper addressing this position: The Constitution gives the President primacy over the Congress.

September 3 Labor Day - Holiday

3. September 10 *Classic Readings in Public Affairs*

Group 1

Reading:

- Shafritz, Hyde, and Parkes
 - Brownlow Commission, Ch. 11
 - Simon, Ch. 17
 - Waldo, Ch. 18
 - Lindblom, Ch. 22
- Due: 2-page paper.

4. September 17 *Politics-Administration Dichotomy, Street Level Bureaucracy, and Representative Bureaucracy*

Group 2

Reading:

- Shafritz, Hyde, and Parkes
 - Weber, Ch. 7
 - Lipsky, Ch. 40
 - Krislov, Ch. 37
- Faculty Speaker:
 - In the Course Packet:
 - Svara, "Dichotomy and Duality: ..."
 - Montjoy and Watson, "A Case for Reinterpreted Dichotomy..."

Due:

- Book Review 1: Group 5
- 1st Journal Article Review

5. September 24 *The Value of Government* **Group 3**
Reading:
 - Goodsell, *The Case for Bureaucracy*
 Chapters 1- 7
Due:
 - Book Review 1: Group 4
6. October 1 *Privatization and Public-Private Partnerships* **Group 4**
Reading:
 - Shafritz, Hyde, and Parkes
 Moe, Ch. 45
 - Course Packet
 Savas, Ch. 7
 Savas, Ch. 11
 Goldsmith and Eggers, Ch. 1
Due:
 - Book Review 1: Group 3
7. October 8 *Productivity and Performance in the Public Sector* **Group 5**
Reading:
 - Course Packet:
 Ammons, “Productivity Barriers...”
 Van Wart, “Public Sector Values...”
 - Shafritz, Hyde, and Parkes
 Appleby, “Government is Different”
 Gore, Ch. 52
Due:
 - Book Review 1: Group 1
 - Research Paper Proposal due
8. October 15 *Issues in Non-profit Management* **Group 1**
Reading:
 - Course Packet:
 Excerpts from Alexis deTocqueville, Part 22
 Commission on Private Philanthropy (Filer Commission Report),
 Salamon, *The State of Nonprofit America*, Ch. 1
 Ott, “Economic and Political Theories of the ...”
Due:
 - Book Review 1: Group 2
 - Second Journal Article Review

9. October 22 *Issues in Human Resources* *Group 2*
Reading:
- Course Packet:
 Koenig, “Free Speech”
- Shafritz, Hyde, and Parkes
 Follett, Ch. 9
 Hartman, et al.
 McGregor, Ch. 21
Due:
- Book Review 2: Group 5
10. October 29 *Leadership in Public and Non-profit Organizations* *Group 3*
Reading:
- Course Packet:
 Van Wart, “Dynamics of Leadership...”
 Svara, “Facilitative Leadership...”
Due:
- Book Review 2: Group 4
11. November 5 *Management and Organizational Analysis* *Group 4*
Reading:
- Shafritz, Hyde, and Parkes
 Barnard, Ch. 12
 Bennis, Ch. 26
Due:
- Book Review 2: Group 3
12. November 12 *Decision-making* *Group 5*
Reading:
- Shafritz, Hyde, and Parkes
 Merton, Ch. 13
 Selznick, Ch. 19
Due:
- Book Review 2: Group 2
- Third Journal Article Review
13. November 19 *Research Paper Presentations*
- Review of Reading
- Book Review 2: Group 1

- Research Paper Presentations

14. November 26 Course *Presentations and Course Wrap-up*

- Research Paper Presentations
- *Final Research Papers Due*

Tearful goodbyes

Group Assignments

- Group 1 Metta Alsobrook
 Christine Delatoree
 Norman Herrera
 Kay Marsteller
 Kristin Standefer
- Group 2 Brianna Alvarado
 Hilary Evbayiro
 Sunim Jung
 Tamishia Moats
 Kurt Steward
- Group 3 Maria Balderas
 Philip Felknor
 Dana Kelley
 Femi Olareqaju
 Pam Thompson
- Group 4 Mike Boeke
 Kathleen Garrett
 Jonathan Kleemann
 Phillip Pulliam
 Bradley Watts
- Group 5 Eric Click
 Kurt Hall
 Irene Marroquin
 Aldora Stallard Sparks

Assigned Books to Review:

Ostrom, <i>Intellectual Crisis in American Public Administration</i>	Group 1
John A. Rohr, <i>To Run a Constitution</i>	Group 2
Dwight Waldo, <i>The Enterprise of Public Administration</i>	Group 3
Richard K. Scotch, <i>From Good Will to Civil Rights</i>	Group 4
Donald Kettl, <i>The Transformation of Government</i>	Group 5
Charles O. Jones, <i>Separate But Equal Branches</i>	Group 1
Fritschler and Rudder, <i>Smoking and Politics (6th ed)</i>	Group 2
Goleman, Boyatzsis, and McKee, <i>Primal Leadership: Learning to Lead with Emotional Intelligence</i>	Group 3
J. Patrick Dobel, <i>Public Integrity</i>	Group 4
Adam and Balfour, <i>Unmasking Administrative Evil (Revised Ed).</i>	Group 5

Appendix A PA 7325 Fall 2007

Format for cover sheet. Info is to be centered at mid-page. Initial caps. Double spaced.
No pagination.

[Your name]

PA 7325 Fall 2007

[Date Due]

[Title of Assignment]