### Cleveland State University
Maxine Goodman Levin College of Urban Affairs (MGLCUA)
PAD 515/600 – Introduction to Public Administration,
4 credit hours, Spring 2010

<table>
<thead>
<tr>
<th><strong>Meeting Times:</strong></th>
<th>Eight Saturdays, 9:00-1:00pm, Room UR 247: see Course Schedule (pp. 6-7) for exact dates.</th>
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<tbody>
<tr>
<td><strong>Instructor:</strong></td>
<td>Doreen Swetkis, Ph.D.</td>
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<td><strong>Office Hours:</strong></td>
<td>Friday 10am-12pm and by appointment</td>
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**Course Description**
This course is an introduction to public administration in the United States as a profession and field of study. It is designed to give students a working knowledge of the history, theories and practice of public administration in our federalist system. Students are introduced to the major topics in public administration and its intellectual development, which provide a foundation for further study in the field.

**Course Objectives**
The course has four objectives: (1) to examine the development of public administration as a field of study; (2) to study readings in public management, organization theory, and bureaucracy; (3) to examine the practice of public administration through case studies and small group exercises in class; and (4) to understand current and future challenges facing the field.

**Course Method**
This course is primarily a lecture and writing course. Significant reading is required. Many lectures and both exams will use the CSU Blackboard online learning platform. The class will meet face-to-face eight (8) times for discussion and review of online materials, lectures, group exercises, oral presentations, and guest speakers.

**Additional Readings**
- George H. Frederickson, *The State of Social Equity in American Public Administration*, Paper delivered at 4th Social Equity Leadership Conference,
Cleveland, OH, February, 2005:
http://www.napawash.org/aa_social_equity/fredricksonfeb05.pdf
- United States Constitution, Ohio Constitution and Revised Code, Cleveland Charter and Code (to be distributed in class).

Course Requirements
- Active participation on the Blackboard portion of this course.
- Active participation and attendance is expected in all face-to-face sessions of this course;
- Come to face-to-face sessions prepared for class: complete all assigned readings and review all online lectures before we are to review them in class;
- Prepare and submit all written assignments on time. A late assignment will be deducted one half letter grade per day it is late.

Policies
- Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at (216)687-2015. The Office is located in MC 147. Accommodations need to be requested in advance and will not be granted retroactively.
- Refer to the CSU Bulletin for add/drop, withdrawal procedures, S/U, incomplete grading, etc.
- For class cancellations due to weather, call CSU information (687-2000) before class, or access the Cleveland State University home page at www.csuohio.edu.
- Academic misconduct: plagiarism or cheating will result in an “F” for the assignment and possibly an “F” for the course. Please consult the CSU Policy on Academic Misconduct in the Student Handbook which is available through the University’s website: www.csuohio.edu.
- Cell phones may be put on “vibrate” during class lectures and discussions, but must be turned off and put away during guest lectures and exams. One percentage point per violation of this requirement will be deducted from your final course grade.
- Time extensions on assignments are at the discretion of the instructor and may require valid written documentation (for example, written doctor’s excuse).
- The Instructor reserves the right to make changes to the course and/or syllabus.

Grades are weighted as follows:
Classroom Attendance/Discussion 15%
Written Assignments (3) 40%
Case Study Presentation 10%
Midterm Exam 15%
Final Exam 20%

Grading Scale
A:94-100 A-:90-93 B+:87-89 B:83-86 B-:80-82 C:70-79 F:<70

Classroom Attendance/Discussion
Students are expected to attend and participate in all face-to-face class sessions (and remain for the duration of the class), and to access the material on the Blackboard course site. The in-class review of online materials will be student-driven through questions or
comments regarding course material. Student comments must be relevant to the topic and should be a demonstration of having read the required material prior to class. Students are expected to full participate in group exercises. Courteous attention is expected to be given to guest speakers.

**Written Assignments**

Paper # 1—15%
Write a five or more page paper contrasting philosophies of Public Administration as presented by Woodrow Wilson, Dwight Waldo and George Frederickson. Begin your paper with: “This is a paper that contrasts the philosophies of public administration held by Wilson, Waldo and Frederickson. To contrast means to …”

Paper # 2—10%
Search the Web and write a paragraph that identifies and gives the mission and membership composition of each of these public administration organizations: ASPA, NAPA, ICMA, SWPA, NFBPA, NLC, NCL, NACo, COMPA, NAHPA. The first piece of information provided for each should be the full name of the organization.

Paper # 3—15%
Write a four to six page paper that conducts a “policy analysis” of a renown public policy or a “program evaluation” of an particular program which you read about or which exists at your place of employment. You must read M & G Chapter 9 before writing the paper. You must include terms and concepts from the chapter in your paper. Here is a general outline of issues to be addressed in your Paper #3:

**Policy Analysis**

- Background of the policy (1-2 pages):
  - Context/Environment that led to its development
  - Was there a crisis?
  - What values are at play? (e.g., Economic? Democratic? Equity?)
- Description of the policy (2-3 pages):
  - What is the problem the policy is attempting to address?
- What type of policy is it (four types discussed in class)?
  - How do you know?
- How is this policy expected to address the defined problem?
  - Are possible alternatives to the problem discussed?
- What are desired policy outcomes? (1/2-1 page):
  - What is predicted to take place?
  - Impact on targeted group(s), on society.
- Functions of the agency or agencies carrying out policy
- Concluding Comments (1 page)
  - In your opinion, is the policy a “good” policy?
  - Why or why not?
  - What would you do differently? / Would you choose an alternative?

**Program Evaluation**

- Introduction
• Description of the program (3-4 pages):
  • What is the problem the program attempted/is attempting to address?
  • What values are at play? (e.g., Economic? Democratic? Equity?)
  • How is this program expected to address the defined problem?
  • What is the stated goal of the program?
• What were/are desired outcomes?
• What was predicted to take place?
  • Impact on targeted group(s), on society.
• Functions of the agency or agencies carrying out policy.
• Program evaluation (2-3 pages):
  • Was an official evaluation built into the program?
  • If yes, provide details: What kind of evaluation? Intra-agency or external 3rd party? Formal or informal?
  • What are the performance indicators and are they adequate measures of program effectiveness?
  • What if anything would you do differently?
  • If no built-in evaluation, how would you evaluate the program?
• What are your measures, what type of evaluation would you recommend?
• Concluding comments (1 page)
  • In your opinion, is the policy a “good” policy?
• Why or why not?
• What would you do differently? / Would you choose an alternative?

Case Study Presentation from Stillman
A student will volunteer (or be assigned) a case study to present from the Stillman text. Provide an analysis that includes answering the questions in the Introduction section preceding each Case. The presentation should contain an audio-visual component with a hard copy given to the Instructor at the beginning to follow along and grade.

Exams
The midterm and final exams will be administered through Blackboard and are open note and book. Exam questions will be a combination of multiple choice, true false, and short answer. The exams are found in the Assessment section of Blackboard. The exams have a time limit, and will be open for 24 hours on the day of the respective exam. Details regarding the exams and exam reviews will be provided in class.
Online learning is time consuming. Many students believe that online learning is more work than traditional classroom learning. It may not take more total time since you don’t have to drive to class, find a place to park, and sit in class, but it should seem that you are spending more time than what you are used to in terms of “homework.” Reading and writing always take longer than talking and listening.

It helps to be clear about your technical skills. Make sure your computer, keyboarding, email, and attachment skills will support your learning online.

Choose your professors wisely. Just like a traditional class, some professors are better than others at teaching online.

Your ability to interact online may be constrained by your writing and typing abilities.

Online courses require self-discipline. Even when there are definite deadlines, you must make yourself go do the work.

Online learning gets easier after you get used to it.

Most online classes use a threaded discussion forum or bulletin board for class discussions. Students have differing reactions to this form of communication:

- Some people don’t like the lack of face to face interactions. “I’m a big people person and quite social.” “The way we can see people’s facial expressions and hear their voices makes a major difference.” “Online classes are great, but not for me.”
- Some people like the online discussion because they allow students to think before they write rather than traditional classroom discussions which “tend to be blurs of raw, not necessarily thought out ideas.”
- People who are “shy” or don’t speak up in class seem to like this format. “I felt I was more inclined to participate and express myself in the online format, as opposed to the classroom situation where I feel self-conscious about raising my hand.”
- Because shy people “speak up”, some students like the fact that they hear from all of their classmates, not just the most vocal.
Course Schedule: Readings, Assignments & Due Dates

Week 1
1/16: In-class lecture & session, 9:00am-1:00pm, room UR 247
   Course orientation; introductory lecture; U.S. Constitution, Ohio Constitution/ORC,
   City of Cleveland Charter/Code.

Week 2
1/23: On-line lecture—no in-class session
   M & G Chapter 1: Approaching the Study of Public Administration
   Stillman Chapter 1: The Search for the Scope and Purpose of Public Administration
   Case 1: The Blast in Centralia No. 5: A Mine Disaster No One Stopped

Week 3
1/30: On-line lecture—no in-class session
   M & G Chapter 2: Public Administration, Democracy and Bureaucratic Power
   Stillman Chapter 3: The Concept of Ecology
   Case 3: William Robertson: Exemplar of Politics & Public Management

Week 4
2/6: In-class session, 9:00am-1:00pm, room UR 247; On-line lecture
   M & G Chapter 3: Federalism and Intergovernmental Relations
   Stillman Chapter 5: The Concept of Opportunistic Federalism
   James Madison, The Federalist No. 51
   Case 5: Wichita Confronts Contamination
   Paper #2 due

Week 5
2/13: In-class lecture & session, 9:00am-1:00pm, room UR 247
   M & G Chapter 4: Organizational Theory
   Stillman, Chapter 6: The Concept of the Informal Group
   Case 6: American Ground: Unbuilding the World Trade Center
   Guest Speaker: William M. Denihan, CEO, ADAMHS Board of Cuyahoga County

Week 6
2/20: On-line lecture—no in-class session
   M & G Chapter 6: Chief Executives & the Challenges of Administrative Leadership
   Stillman Chapter 7: The Concept of Competing Bureaucratic Subsystems
   Case 7: The Decision to Go to War with Iraq

Week 7
2/27: In-class lecture & session, 9:00am-1:00pm, room UR 247
   M & G Chapter 5: Decision Making in Administration
   Stillman Chapter 8: The Concept of Incremental Choice
   Case 8: How a City Slowly Drowned

Week 8
3/6: On-line midterm exam—open note and book

Week 9
3/13: In-class lecture & session, 9:00am-1:00pm, room UR 247
M & G Chapter 7: Public Personnel Administration & Human Resource Development
Stillman Chapter 11: The Concept of the Public Service Culture
Case 11: Who Brought Bernadine Healy Down?
Guest Speaker: Lisa Thomas, Ph.D., Public Safety Director, City of North Olmsted.

SPRING BREAK

Week 10
3/27: In-class lecture & session, 9:00am-1:00pm, room UR 247
M & G Chapter 9: Public Policy & Program Implementation
Stillman Chapter 14: The Concept of Issue Networks
Case 14: Reinventing School Lunch: Transforming a Food Policy in a Nutrition Policy
Paper #1 due

Week 11
4/3: On-line lecture—no in-class session
M & G Chapter 10: Performance Management in the Public Sector
Stillman Chapter 13: The Concept of the Tides of Reform
Case 13: Expectations

Week 12
4/10: In-class lecture & session, 9:00am-1:00pm, room UR 247
M & G Chapter 8: Government Budgeting
Stillman Chapter 12: The Concept of Budgeting as Political Choice
Case 12: Death of a Spy Satellite Program
Guest Speaker: Anne Fritz, Finance Director for the City of Westlake, Ohio

Week 13
4/17: In-class lecture & session, 9:00am-1:00pm, room UR 247
M & G Chapter 11: Regulations & Administrative Law
Stillman Chapter 15: The Concept of Administrative Responsibility
Case 15: Torture and Public Policy
Paper #3 due

Week 14
4/24: On-line lecture—no in-class session
M & G Chapter 12: Conclusion
Stillman Chapter 16: The Concept of Competing Ethical Obligations
Case 16: George Tenet and the Last Great Days of the CIA

Week 15
5/1: In-class session, 9:00am-1:00pm, room UR 247
Final exam review
Guest Speaker: William Gruber, Chief Counsel for the City of Shaker Heights

Saturday, May 8, 2010
On-line final exam—open book and notes—non-cumulative--covers material since midterm exam
William M. Denihan
Mr. Denihan is the Chief Executive Officer for the Alcohol Drug Addiction and Mental Health Services of Cuyahoga County. He has held executive level positions throughout the city of Cleveland and the state of Ohio. Some of those positions include Director of the Ohio Department of Natural Resources, Director of the Ohio Department of Highway Safety, and Director of Cleveland’s Department of Public Services. Mr. Denihan received his B.A. from the Maxine Goodman Levin College of Urban Affairs at Cleveland State University.

Anne A. Fritz
Anne Fritz is currently the Director of Finance for the City of Westlake. She has nineteen years of experience as a Finance Director, and has helped her city receive the GFOA’s Certificate of Achievement for Excellence in Financial Reporting each year, as well as receiving the Distinguished Budget Award and the Award for Popular Financial Reporting from GFOA. She received her BA from Heidelberg College, her MPA from the Levin College of Urban Affairs at Cleveland State University, and has successfully completed her PhD (Urban Affairs and Public Policy) coursework and comprehensive examination and is currently writing her dissertation in Public Finance. Anne is also one of the first class of GFOA’s Certified Public Finance Officer (CPFO), and has been actively involved with Ohio GFOA’s Board of Trustees and Education Committee, and the GFOA National Committee on Accounting, Auditing, and Financial Reporting, as well as a Board member of the Regional Income Tax Agency (RITA). She is also an Adjunct Instructor at Cleveland State University’s Levin College of Urban Affairs’ Master’s of Public Administration Program, where she instructs in public finance/economics and public administration. She also instructs for the American Institute of Certified Public Accountants’ (AICPA) in governmental accounting.

William M. Ondrey Gruber
Mr. Gruber has served as Chief Counsel for the City of Shaker Heights since 2003, where he is also the City’s Fair Housing Administrator, and secretary to the City’s Board of Appeals and Income Tax Board of Review. Previously he served as an attorney for the City of Cleveland for 16 years, where he was an Assistant Director of Law representing the Department of Public Utilities, and later Chief of the Environment, Health and Regulatory Compliance Section of the Law Department. For Cleveland he managed enforcement of Cleveland’s Air Pollution, Environmental Health, Food Service, Housing, Building, Zoning and Fire Prevention Codes, advised and defended City departments in environmental matters, represented the City in energy, telecommunications, utility regulation and cable television matters, and served as in-house counsel to the Departments of Parks, Recreation and Properties, Public Utilities, and Public Health, and the Division of Fire. Mr. Gruber served as Chairperson of the Government Attorney Section of the Cleveland Metropolitan Bar Association (2005-2006), and he is currently on the Section’s Advisory Council. He also served as President of the Cuyahoga County Law Director’s Association in 2008-2009. Mr. Gruber also serves on several non-profit boards. He is a member of the Cleveland Metropolitan Bar Association and Ohio State Bar Association.

Lisa Thomas
Lisa Thomas, Ph.D. is the Director of the Department of Public Safety for the City of North Olmsted supervising the Divisions of Police, Fire, Building, and Youth Services. Previously she served as Building Commissioner for the City of Cleveland and Assistant Safety Director for the City of Lakewood. In addition to public sector experience, Dr. Thomas worked in the not-for-profit sector as the Director, Cleveland Health Care for the Homeless, now called Care Alliance. She also worked in the private sector for six years in sales and marketing. Currently she serves on the Board of Governors for the Alcohol, Drug Addiction, and Mental
Health Services Board of Cuyahoga County. Dr. Thomas holds a BA in political science and history from Coe College and an MBA from Baldwin-Wallace College. Cleveland State University awarded her a Ph.D. in Urban Studies and Public Affairs in 2008. Dr. Thomas specializes in public administration theory.

Doreen Swetkis
Doreen Swetkis, Ph.D., is a full-time Visiting Instructor at the Maxine Goodman Levin College of Urban Affairs. Her dissertation topic examined the relationship between residential property tax abatement programs and change in Ohio urban neighborhoods. She has taught several courses in the Urban College including introduction to urban studies, introduction to public administration, introduction to statistics, contemporary urban issues, urban spatial systems, and proposal writing and program development. Dr. Swetkis has seven years' experience in the non-profit sector, including serving as the associate director of development & research for a local fair housing organization. Dr. Swetkis is published in the Journal of Genetic Psychology and Congressional Black Caucus Foundation Housing News Service.