Public Administration
POL/MGT 223  4578.4786
On-Line
June 1 to July 24 (~50 Days)
Summer 2016

Professor R. Flanagan
Building 2N, Room 224
Richard.Flanagan@csi.cuny.edu
718-982-2834

Course Description
In this class we will be taking a look at what government does and how government works in the United States with a particular emphasis on the relationship between the bureaucracy and democracy. Government, and the civil servants who work for it, have been under much criticism since the beginning of the Great Recession (2008). I think much of this criticism is unjustified, but we will have a look at it and you can decide. Government can always do a better job, and we will explore different ideas about reinventing government. We will look at all levels of government in the U.S. and look at what is sometimes referred to as the “shadow providers,” the network of not-for-profits and for-profit firms that carry out government work on contracts.

Here is the official catalogue description:
A course examining concepts in the execution of public policy. Relationships of administrative process to the executive, legislative bodies, the public, special interest groups, the clientele, and the courts. Considers personnel administration and administrative law and regulation.

Course Goals
By the end of the course, diligent students who work hard should be able to:
—Understand how government works with attention to the various tensions that are carried among its many purposes;
—Understand the interaction between government, democracy, the private sector and the not-for-profit sector
—Write about and explain how a specific government agency works (or doesn’t work).

Requirements and “Attendance Policy”
This course is online. I expect you to log on at least twice a week to keep tabs on what I am blogging about, and what your colleagues are writing – I refer to this as your “reliability” measure. There are a series of assignments that you will be required to complete. They are:
—Six on-line quizzes
—Three 400-word discussion board response questions
—Three 100 word responses to the long answers of others
—Two 400 word posts about an agency you are writing about
—4-5 page paper case study about a local, state or federal agency (See my worksheet about this)
—3-4 page final paper
There are a lot of pieces above, but I will remind you about due dates as we move through the eight weeks.

<table>
<thead>
<tr>
<th>Quizzes</th>
<th>25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper</td>
<td>25%</td>
</tr>
<tr>
<td>Discussion Board and “Reliability”</td>
<td>25%</td>
</tr>
<tr>
<td>Final</td>
<td>25%</td>
</tr>
</tbody>
</table>

Academic Integrity
From the College catalogue:
Integrity is fundamental to the academic enterprise. It is violated by such acts as borrowing or purchasing assignments (including but not limited to term papers, essays, and reports) and other written assignments, using concealed notes or crib sheets during examinations, copying the work of others and submitting it as one’s own, and misappropriating the knowledge of others. The sources from which one derives one’s ideas, statements, terms, and data, including Internet sources, must be fully and specifically acknowledged in the appropriate form; failure to do so, intentionally or unintentionally, constitutes plagiarism.

Please refer to the “Policy on Academic Integrity” for information regarding your rights and responsibilities <
Cases of cheating and plagiarism will be managed by the instructor consistent with university policy. I reserve the right to exercise penalties ranging from lowering grades, failure on the assignment and failure for the course depending on the circumstances of the case. I also reserve the right to report cases of plagiarism to the Office of Academic Affairs.

**Issues related to Technology**
This is an on-line class, so a level of technical ability is assumed. You will need access to a computer, email and Blackboard. You will need a word processor program such as Word or Google Docs, and your computer will have to handle flash to run the narration of my ISpring PowerPoint lectures. I can help you if you have trouble, but you must step up and take ownership of your technology needs for the course.

**Communication**
On the discussion board there is a spot for questions that may be of general interest to all students. Please post there, so that the answer can be shared with the entire class. **For private communications, please use the message function within the Blackboard site.** There is a button for it on the left side of the course page, and it is also within the tools function of the Blackboard site. You can also email me at Richard.Flanagan@csi.cuny.edu or call my office at 718-982-2834 as backup, but I prefer you use the internal message function. Finally, I will experiment a bit with some of chat and video functions within Blackboard – I will have more information about that later.

**Due Dates**
Since elements of the course require student response, deadlines are very important. Therefore, any late assignments will be lowered a full letter grade.

**Book**
Class Schedule

Topic 1: Government: What It Is, What It Does
Topic 1: June 4 to June 14

Timeline: For this initial outing, everybody in the pool! Write a 400 word answer to Blackboard Assignment #1 by June 12 at midnight. Write a 100 response to one of the 400 word posts of your colleagues by June 14.

Everyone takes the Quiz no later than June 14

Read

1. Johnson, Chapters 1 and 2
3. Lipton, Drew, Shane and Rohde, "Breakdowns Marked Path From Hurricane to Anarchy, New York Times, September 11, 2005, <nyt.com> [BB]

Blackboard Assignment #1: What do the cases of the VA Hospital system, Hurricane Katrina, the Clean Air Acts and Super Storm Sandy say about the promise and possibilities of improving government administration? Are we able to fix some of the problems that sometimes arise in public administration? What are some of the obstacles to reform, and what are some of the ways these obstacles are overcome? This is not simple, and there are no right answers, only factual and thoughtful answers. Please use at least two of the cases, and use concepts from the textbook to frame some of your thinking on this. Government bureaucracies, like people, are complex.

Topic 2: The Debate about Government
Topic 2: June 15 to 21

Timeline: Here we start taking turns. Students whose last names start with letters in the A through J range (A through J students) write a 400 word answer to Black Board Assignment #2 by June 19 at midnight. Students whose last names start with letters in the K – Z range (N through Z students) write a 100 response to one of the 400 word posts by June 21.

Everyone must take the quiz by June 21.

Read

1. Johnson, Chapters 3 and 6

Watch

Topic 3: The Government and Its Shadow

Topic 3: June 22 to July 1

Timeline: Students whose last names start with letters in the K through Z range (K through Z students) write a 400 word answer to Black Board Assignment #3 by June 28 at midnight. Students whose last names start with letters in the A through J range (A through J students) write a 100 response to one of the 400 word posts by July 1.

Everyone takes the quiz by July 1.

Read

1. Johnson, Chapters 4, 5 and 11

Watch

Topic 4: Public Money and Public Workers

Timeline: Students whose last names start with letters in the **A through J range** (A through J students) write a 400 word answer to the Black Board assignment by July 9 at midnight. Students whose last names start with letters in the **K through Z range** (K through Z students) write a 100 response to one of the 400 word posts by midnight July 11.

Everyone takes the Quiz by July 11 at midnight.

1. Johnson, Cha. 9 and 10

**Read and Watch**

Watch: “Where Do Our Federal Tax Dollars Go.” You can find it all here under policy basics: <http://www.cbpp.org/policyBasics/>

**Watch**


**Blackboard Assignment #4**
TBA: I will post it to the Discussion Board a week before the Topic starts.

---

Topic 5: Leadership, Ethics and Corruption

**Topic 5: July 12 to July 19**

Timeline: Students whose last names start with letters in the **K through Z range** (N through Z students) write a 400 word answer to the Black Board Assignment by July 17 at midnight. Students whose last names start with letters in the **A through J range** (A through J students) write a 100 response to one of the 400 word posts by midnight July 19.

Everyone takes Quiz 5 by July 19.

**Read**

1. Johnson Chapters 7 and 14
2. Review and read the *Los Angeles Time’s* timeline of the City of Bell, Los Angeles County, California scandal at <http://timelines.latimes.com/bell/>.
Whistleblower," The Guardian, January 31, 2104 [BB]

Watch
1. Watch the lecture here by Lawrence Lessig about the problem of campaign contributions and "honest graft": http://blip.tv/lessig/republic-lost-my-favorite-version-5697728

Blackboard Assignment #5
TBA: I will post it to the Discussion Board a week before the Topic starts.

Reading and Writing Period
July 20 – 23
In the final days of the summer session, please complete your agency paper and write the final. The paper and final are due by midnight July 24.

Additional Blackboard Assignments
Note: Answering these questions will help you set up your 4-5 page paper.

Blackboard Agency Assignment #1: What agency have you selected? What is its mission, and what are its important characteristics (size, budget, etc)? 250 words. Due June 23 at midnight

BlackBoard Agency Assignment #2: Identify two problems, controversies or tensions at your agency. Use a concept from the textbook or class lecture to ground your discussion. 250 words. Due July 15 at midnight.

Student due dates for Assignments (This is a summary of the formats information above)

<table>
<thead>
<tr>
<th>Date</th>
<th>Who</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 12</td>
<td>Everybody</td>
<td>BB Assignment #1 400 word post</td>
</tr>
<tr>
<td>June 14</td>
<td>Everybody</td>
<td>BB Assignment #1 100 word response</td>
</tr>
<tr>
<td>Topic 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 19</td>
<td>A-J Last Name</td>
<td>BB Assignment #2 400 word post</td>
</tr>
<tr>
<td>June 21</td>
<td>K-Z Last Name</td>
<td>BB Assignment #2 100 word response</td>
</tr>
<tr>
<td>June 21</td>
<td>Everybody</td>
<td>Quiz #2</td>
</tr>
<tr>
<td>Agency Assignment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 23</td>
<td>Everybody</td>
<td>Your Agency assignment #1: 250 words</td>
</tr>
<tr>
<td>Topic 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Last Name</td>
<td>Assignment Details</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>June 28</td>
<td>K-Z</td>
<td>BB Assignment #3 400 word post</td>
</tr>
<tr>
<td>July 1</td>
<td>A-J</td>
<td>BB Assignment #3 100 word response</td>
</tr>
<tr>
<td>July 1</td>
<td>Everybody</td>
<td>Quiz #3</td>
</tr>
<tr>
<td>July 9</td>
<td>A-J</td>
<td>BB Assignment #4 400 word post</td>
</tr>
<tr>
<td>July 11</td>
<td>K-Z</td>
<td>BB Assignment #4 100 word post</td>
</tr>
<tr>
<td>July 11</td>
<td>Everybody</td>
<td>Quiz #4</td>
</tr>
<tr>
<td>July 15</td>
<td>Everybody</td>
<td>Your agency assignment #2: 250 words</td>
</tr>
<tr>
<td>Topic 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 17</td>
<td>K-Z</td>
<td>BB Assignment #5 300 words</td>
</tr>
<tr>
<td>July 19</td>
<td>A-J</td>
<td>BB Assignment #5 100 words</td>
</tr>
<tr>
<td>July 19</td>
<td>Everybody</td>
<td>Quiz 5</td>
</tr>
<tr>
<td>July 24</td>
<td>Everybody</td>
<td>Final and Agency Paper</td>
</tr>
</tbody>
</table>