

**SCHOOL OF PUBLIC AFFAIRS  
UNIVERSITY OF COLORADO AT COLORADO SPRINGS**

**PAD 5001  
Introduction to Public Administration and Public Service**

**Fall 2009**



Professor: Donald Klingner  
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Class Schedule: Wednesdays, 7:15 - 9:50 p.m.  
Office Hours: Wednesday 1-4, or by e-mail and mobile phone  
Office Location: Dwire Hall 356F

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**Objectives:**

This introductory course is intended to provide an overview of concepts and practices related to public administration. By the end of the class, you will be able to:

1. Understand the theories and meaning of a career in the professional public service.
2. Understand the field of public administration, including issues, problems, strengths and prospects of American governance.

3. Understand the basic instruments of governance, including non-governmental mechanisms and organizations.
4. Be able to function at a graduate level of academic performance with respect to research, writing, presentations, and working in teams.

## **Expectations:**

- *Format.* You are responsible for attendance, punctuality, completing assigned readings as scheduled and contributing to class discussions.
- *Attendance.* Responsible adults lead busy lives. If you need to miss a class, please let me know in advance so I'm aware of your situation and your intentions. You are responsible for completing assignments on time and for making advance arrangements to resolve conflicts between class obligations and other responsibilities.
- *Tardy assignments.* Late assignments disrupt the learning process for you and the class. Any not turned in on time will be penalized unless you have made advance arrangements with me.
- *Written Papers:* Submit them electronically (by email as MS Word doc or .docx files).

*An offer you shouldn't refuse:* I will review one good quality draft of your research paper if you send it to me at least 5 days before the due date. I will give you my comments by email. The final copy is the only one I will grade.

- *Academic Conduct:* The written work you submit must reflect your own ideas and be written in your own words. Academic dishonesty includes, but is not limited to:
  1. *Plagiarism:* quoting or paraphrasing others without attribution in text citations and a reference list. This includes books, journal articles, conference presentations, published or unpublished papers and web-based materials.
  2. *Fraud:* submitting work that was not prepared by you, or which you have previously submitted for another class.

The consequence of academic dishonesty is a grade of F on the assignment in question, plus appropriate academic sanctions per SPA and University regulations.

- *Campus Closing Procedures.* Class will be held per the syllabus unless the university is closed. The decision to cancel evening classes will normally be made prior to 3:00 p.m. You may call the Campus Snow/Info Line at (719) 255-3346 to confirm whether class will meet.
- *Reasonable Accommodation:* If you have special instructional needs because of a disability, please let me know in advance. Students with disabilities are to turn in their disability verification letters within the first two weeks of class. For further information contact Disability Services, Main Hall 105, (719) 255-3354.
- *Students in the Military.* If you are a military student with the potential of being called to military service and /or training during the course of the semester, you are encouraged to

contact your UCCS course instructor no later than the first week of class to discuss the class attendance policy. Please see the Military Students website for more information:  
<http://www.uccs.edu/~military/>.

## **Requirements:**

Grades for the semester are based on the following criteria:

- Midterm Exam (20%)
- Final Exam (30%)
- Policy Paper (30%)
- PowerPoint Presentation (10%)
- Class Participation (10%)

By the third class session please provide a one-page bio sketch that includes your address, e-mail and phone numbers. The instructor's is attached as a guide.

## **Exams:**

Midterm and final exams will be given on the dates noted in the syllabus. Exams will be closed book. The format will be short essay questions. The emphasis on both the mid-term and final exams will be to encourage students to integrate course work covered up to that point as well as to develop their own ideas and perspectives on that material. The final exam will only cover material studied since the midterm. We will have review sessions before both exams. Exams cannot be made up unless you notify the instructor prior to the time of the exam that you cannot take the exam and have a reasonable excuse.

## **Policy Paper:**

Each student will prepare a 15-page term paper that analyzes a current public policy issue facing the State of Colorado, or local governments within Colorado.

By the second week of class, please select your first, second, and third choice of topics from the following list. Give me the list on a piece of paper along with your resume. I'll let you know your assigned topic by the third week of class so you can begin work on the paper. If you don't like these, feel free to suggest one of your own.

The Homeless  
Gang Violence  
Rural Health Care  
Bilingualism/English Only  
Water Rights/Storage/Policy  
Community Recreation  
Solid Waste Management

Low/Medium Income Housing  
Drug Enforcement/Rehabilitation  
Health Care Cost and Availability  
Mass Transit  
Prison Overcrowding  
Public Welfare Reform  
State Services for Illegal Immigrants

Nuclear Waste/Environmental Cleanup  
Drunk Driving/College Drinking  
Female/Minority Discrimination  
Handgun Control  
High School Drop Out Rates  
Higher Education Policy Making  
Highway Repair/Construction/ Rapid Transit

Promotion of Tourism/Global Business  
Domestic Violence  
Terrorism/Emergency Management  
Downtown Redevelopment  
Zoning/Land Use/Development  
Campaign Finance and Political Corruption  
Information Technology/Privacy

Your policy paper should be organized into the following subsections:

- 1) An overview and description of the current problem under review.
- 2) A discussion of how the problem became a public policy issue, and why.
- 3) Present resources (fiscal, institutional and political) for dealing with this issue, as well as the strengths/weaknesses of these resources.
- 4) Outline of the current methods of dealing with this issue, including systems of service delivery, implementation and enforcement.
- 5) Recommended alternative options for reform—given the current political, organizational and fiscal constraints.
- 6) Your specific recommendations and rationale for their adoption.
- 7) A reference list of all sources (including interviews, library research, and Internet sites).

In researching your selected issue, you are expected to draw upon various up-to-date books, news stories, articles and government publications as well as interview people inside and outside government involved with this local issue. Your report should reflect the current situation, what needs to be done in the future about it, and how your solution can realistically be implemented!

Remember, this is not a research paper that focuses the issue conceptually, nor a historical analysis that discusses how the issue has developed and why it is important. Instead, it should be action-oriented, with specific recommendations to appropriate state and local elected officials and public administrators for dealing quickly, realistically and creatively with the policy issue.

If you have had problems with writing research papers before, or if you want to improve your writing, please contact the campus Writing Center: <http://web.uccs.edu/wrtgcntr>.

### **Class Participation:**

The class participation grade will be based on contributions in general class discussions (volume of participation counts less than quality and originality). Also, you are expected to bring and discuss newspaper articles on current public policy issues.

### **Required Readings and Case Studies:**

Donald Kettl and James Fesler (2008). The Politics of the Administrative Process. Washington, DC: CQ Press, 4<sup>th</sup> edition.

Reading assignments and case studies are listed in the syllabus. Read them before the class session for which they are assigned so that you come to class well prepared to participate.

### **PowerPoint Presentation:**

You will present a brief summary of your policy report to the class on one of the dates noted in the syllabus. You will distribute a one-page handout (executive summary) that covers the following topics: problem, why it is a policy issue, current resources, current solutions, recommended options, and implementation strategies.

If you have not used PowerPoint before, or if you want to improve your presentation, please contact the Oral Communications Center on campus: <http://web.uccs.edu/commlab>.

### **Course Schedule:**

<b>Date</b>	<b>Topic and Required Reading</b>
August 26	<i>Introduction:</i> Course objectives and requirements <i>Library Tour</i>
<i>Part I: The Nature of Government</i>	
September 2	What Government Does and How It Does It  <u>Read:</u> Kettl and Fesler, Chapter 1: Politics and Administration Chapter 2: Administrative Responsibility  <u>Case Studies:</u> #1: Water boarding, the CIA, and Government Contractors #2: Enforcement of Speeding Laws and Police Discretion
<i>Part II: Organization Theory and the Role of Government Structure</i>	
September 9	Government Structure and Administrative Reform  <u>Read:</u> Chapter 3: What Government does and how it does it Chapter 4: Foundations of Organization Theory  <u>Case Studies:</u> #3: Getting the Flu Shot #4: Is the FBI from Mars and the CIA from Venus?
September 16	The Executive Branch, and Organizational Problems

Read: Chapter 5: Strategies and Tactics for Administrative Reform  
Chapter 6: The Executive Branch

Case Studies: #5: Punching through on the Bailout  
#6: Regulating the Airline Industry

*All bio sketches and contact information are due.  
All choices for policy papers are due.*

September 23 Organizational Problems, and the Civil Service

Read: Chapter 7: Organizational Problems  
Chapter 8: The Civil Service

Case Studies: #7: Sunset, the Golden Retriever  
#8: Who is More Efficient, the Civil Service or Private Contractors?

*Assign Policy Paper Topics  
Discuss Policy Papers*

September 30 *Review for Midterm Exam*

October 7 ***Midterm Exam***

*Part III: People in Government Organizations*

October 14 Managing Human Capital, and Decision-Making

Read: Chapter 9: Managing Human Capital  
Chapter 10: Decision-Making

Case Studies: #9: A New Take on Old Principles  
#10: Steering the Economy

*Part IV: Making and Implementing Government Decisions*

October 21 Budgeting and Implementation: Making Programs Work

Read: Chapter 11: Budgeting  
Chapter 12: Implementation

Case Studies: #11: Funding SEPTA  
#12: To Tase or not to Tase

October 28 *No Class (CLAD Conference, Salvador de Bahía)*

November 4 *No Class (IPA Conference, Riyadh)*

*Part V: Administration in a Democracy*

November 11 Legislative and Judicial Oversight

Read: Chapter 13: Regulation and the Courts  
Chapter 14: Executive Power and Political Accountability

Case Study: #13: Who Should Set Environmental Policy: California or  
the Federal Government?  
#14: How Should Government Communicate with  
Citizens?

November 18 *Discuss Policy Papers*  
*Discuss Policy Paper Presentations*  
*Review for Final Examination*

November 25 *No Class: Thanksgiving Break*

December 2 Policy Paper Presentations

December 9 Policy Paper Presentations  
*All policy papers are due*  
*Course Evaluation*

December 16 *Final Examination*

## **Instructor's Bio and Contact Information:**

Dr. Donald Klingner is an internationally recognized expert on public personnel management (HRM), public management, Latin American public HRM and public management, and international public management capacity building and technology transfer. He is Past President (2009-2010) of the American Society for Public Administration (ASPA) and an elected Fellow of the National Academy of Public Administration (NAPA). He is co-author of *Public Personnel Management* (6<sup>th</sup> edition 2009), also published in Spanish and Chinese. He has been a Fulbright Senior Scholar (Central America 1994), a visiting professor at UNAM, Mexico (1999-2003), and a consultant to the United Nations, the World Bank and the Interamerican Development Bank on public management capacity building. He co-edits *Comparative Technology Transfer and Society*, published by The Johns Hopkins University Press. Before joining in the School of Public Affairs at the University of Colorado, he was a faculty member at IUPUI (1974-1980) and Florida International University (1980-2001). He worked for the US government's central personnel agency (USCSC, 1968-1973) prior to earning a PhD in Public Administration from the University of Southern California (1974).

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