

**Cleveland State University**  
**Maxine Goodman Levin College of Urban Affairs (MGLCUA)**  
**PAD 515/600 – Introduction to Public Administration,**  
**4 credit hours, Fall 2009**

**Meeting Time:** Thursday, 6:00-9:50pm, Room UR 243  
**Instructor:** Doreen Swetkis, Ph.D.  
**Office:** Urban Building, Room 107  
**Phone:** 216.802.3386  
**FAX:** 216.687.9342  
**Email:** d.swetkis@csuohio.edu  
**Office Hours:** Thursday, 3:00-6:00pm & by appt.  
**Textbooks Required:** Milakovich, M.M. and G.J. Gordon 2009. *Public Administration in America, 10E*. Belmont, CA: Wadsworth / Cengage Learning.  
Stillman, R.J. (2009). *Public Administration: Concepts and Cases, 9E*. Belmont, CA: Wadsworth / Cengage Learning.

**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 at the national, state and local levels. 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. Methods include lectures, class room discussions, written assignments, oral presentations, examinations and guest speakers. Examinations are essay and short answers.

**Additional Readings**

- Dwight Waldo: *The Study of Public Administration*, New York, Random House, 1955
- James Madison: *The Federalist No. 51*, 1788. [www.constitution.org/fed/federa51.htm](http://www.constitution.org/fed/federa51.htm)
- 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](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 and attendance is expected in all sessions of this course;
- Participate actively in discussions and ask clarifying questions;
- Read all textbook chapters and other assigned readings *before* we are to discuss 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](http://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](http://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 require valid written documentation (for example, written doctor’s excuse).
- The Instructor reserves the right to make changes to this course.

### 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+:77-79 C:70-76 D:60-69 F:<60

### Classroom Attendance/Discussion

Students are expected to attend and participate in each class session, and remain for the duration of the class. Student comments must be relevant to the topic and should be a demonstration of having read the required material prior to class. The instructor and/or guest speakers may present a question to begin the discussion, or the discussion may be student-driven as long as it pertains directly to the topic for that class session.

## **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, GFOA, 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 and Stillman Chapter 14 before writing the paper. You must include terms and concepts from those Chapters in your paper.

## **Case Study Presentation from Stillman**

Two students will collaborate and present a case together. The presentation should review the relevant Stillman Chapter and the Case assigned. Provide an analysis which also recognizes the questions in the Introduction section preceding each Case. Both persons will get the same grade. The presentation should be PowerPoint or equivalent with a hard copy given to the Instructor at the beginning to follow along and grade.

## **Exams**

The midterm and final exams will be in class, open note and book.

## Course Schedule: Readings, Assignments & Due Dates

### Week 1

8/27: Course orientation. A review of public administration at each level of government—U.S. Constitution, Ohio Constitution/ORC, City of Cleveland Charter/Code.

### Week 2

9/3: 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

9/10: 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

9/17: M & G Chapter 4: Organizational Theory  
*Cuyahoga County Government Forum, 6:30-8:30*  
**Paper #1 due tonight**

### Week 5

9/24: 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  
*Guest Speaker: Hon. Patrick A. Sweeney, Executive-in-Residence, Maxine Goodman Levin College of Urban Affairs, Cleveland State University*

### Week 6

10/1: M & G Chapter 5: Decision Making in Administration  
Stillman Chapter 8: The Concept of Incremental Choice  
Case 8: How a City Slowly Drowned

### Week 7

10/8: 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., Director of Public Safety for the City of North Olmsted.*

### Week 8

10/15: **Midterm exam—open note and book**

### Week 9

10/22: 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 10

10/29: 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: Senator Grace L. Drake, Director of the Ohio Center for the Advancement of Women in Public Service at the Levin College*  
**Paper #2 due tonight**

Week 11

11/5: 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

Week 12

11/12: M & G Chapter 11: Regulations & Administrative Law  
Stillman Chapter 15: The Concept of Administrative Responsibility  
Case 15: Torture and Public Policy  
*Guest Speaker: William Gruber, Chief Counsel for the City of Shaker Heights*

Week 13

11/19: M & G Chapter 10: Performance Management in the Public Sector  
Stillman Chapter 13: The Concept of the Tides of Reform  
Case 13: Expectations  
**Paper #3 due tonight.** Be prepared to discuss your paper in class

Week 14

11/26: Eat lots of turkey, tofurkey, or whatever are your traditional foods of choice.

Week 15

12/3: 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  
Final exam review

Thursday, December 12, 2009: 6:00pm

**Final Exam, open book and notes**

### Grace Drake

Senator Grace Drake served in the Ohio Senate from 1984 to 2001, representing the eastern/southern portion of Cuyahoga County and all of Medina and Wayne counties. During her time in the Ohio legislature, she served on various committees and commissions including the Ohio Women's Policy and Research Commission. She currently serves as the director of the Ohio Center for the Advancement of Women in Public Service. Her areas of expertise are state and local governance and political campaigns.

### 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.

### Patrick A. Sweeney

Patrick A. Sweeney's career in public service spans six decades, and he is currently an Executive-in-Residence at the MGLCUA at Cleveland State University. Mr. Sweeney spent thirty-two years in both the Ohio House and Senate has been highlighted by roles as Majority Whip, Asst. Majority Leader and Minority Leader. He was the Chairman of The Legislative Budget Committee and Chairman of The House Finance and Appropriations Committee. He served on The Governor's Council of Economic Advisors, The Ohio Controlling Board, The Development Finance Board, The Legislative Service Commission and The Ohio Arts Council. Patrick is a veteran of The United States Air Force. He holds a Master of Public Administration from The Kennedy School at Harvard University and an honorary Doctor of Law from Cleveland State University.

### 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*.