

Cleveland State University
Maxine Goodman Levin College of Urban Affairs
Department of Urban Studies

PAD 691/692: Capstone in Public Administration
Saturdays: 9:30 – 4:30
Meeting dates: May 22, 29, June 5, July 17, August 7

Summer 2004
YSU Campus

Instructor	Barbara S. Grano
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Cancelled Class	If YSU is closed, class is cancelled

Special Accommodations: If you believe you require accommodations under the Americans with Disabilities Act (ADA), please contact Mike Zuccaro at (216) 687-2015. His office is located at UC 434.

Course Objectives: Upon completion of this course, you should be able to:

- Demonstrate the integration of your learning in the MPA curriculum with professional practices encountered in public and nonprofit organizations
- Know and understand your personal behavior style within a work group

Course Description: PAD 691/692 is a generalist public administration capstone course that provides a final common experience for MPA students. Thus, the focus of this course is on the integration of the MPA curriculum and the adaptation of your learning to real public administration analysis.

Classes will be conducted utilizing a synthesis of graduate seminar discussions of assigned readings, experiential exercises, and writing assignments that will demonstrate your mastery of the concepts and practices of public administration. Students are expected to attend all classes, read text assignments and identify topics that need clarification, participate actively in discussions, raise questions to ensure thorough understanding and the ability to use the information in contexts outside the classroom.

Specifically, the capstone is organized around the MPA Program mission.

The Master of Public Administration (MPA) Program's mission is to advance intellectual and administrative leadership in public administration by preparing students to assume the challenges of public service. Course work gives students a foundation in general public administration and specialized skills grounded in one of the program's areas of expertise. It also helps students to discover, construct,

interpret, and disseminate knowledge and understanding about the practice of public affairs. The MPA Program also serves the Northeast Ohio region, including the professional community, by extending intellectual resources and applying knowledge. The MPA Program has built this mission on a commitment to nationally recognized excellence in public administration education and research, to the development of leadership in government, to public service for solutions to urban problems, and to an enhanced understanding of public policy and management in a global society. Through its activities, the Master of Public Administration Program supports the educational, research and public service missions of the Maxine Goodman Levin College of Urban Affairs and Cleveland State University.

Required Texts for PAD 691/692*

BOOKS:

Beryl A. Radin, *Beyond Machiavelli: Policy Analysis Comes of Age.* (Georgetown U. Press, May 2000)

Donald F. Kettl, *The Global Public Management Revolution: A Report on the Transformation of Governance* (April 2000, Brookings).

Thomas L. Friedman, *Lexus and the Olive Tree* (Anchor Books, 1999).

Optional: Charles Goodsell, *The Case for Bureaucracy: A Public Administration Polemic.* Revised Third Edition. (January 1994).

BOOKLETS:

Isabel Briggs Meyers, *Introduction to Type.* Consulting Psychologists. (1998)

ASPA, *Performance Measurement: Concepts and Techniques*, 3rd edition. (2002)

ETHICS CODES:

American Society for Public Administration, Code of Ethics:
www.aspanet.org/ethics/coe.html

International City/County Management Association, Code of Ethics:
www.icma.org

ARTICLES (on electronic reserve):

John P. Kotter, "What Leaders Really Do," Harvard Business Review, May-June 1990 (pp. 3-11).

David A. Thomas and Robin J. Ely, "Making Differences Matter: A New Paradigm for Managing Diversity," Harvard Business Review, September-October 1996 (pp. 79-90).

Stephen K. Bailey, "Ethics and the Public Service." Public Administration Review. 24, 4 (December 1964): 234-243.

H. George Frederickson, "Public Administration and Social Equity." Public Administration Review. 50, 2 (March-April 1990): 228-237.

Norman Krumholz, "A Retrospective View of Equity Planning, Cleveland 1969-1979." American Planning Association Journal, (Spring, 1982): 163-180.

Michael W. Spicer, "Public Administration, the History of Ideas, and the Reinventing Government Movement." Article forthcoming in Public Administration Review.

***Please Note:**

Reading assignments listed on the syllabus are to be completed before the class session for which they are assigned. Each student must come to class prepared to participate in discussions. The instructor will not cover reading assignments by giving lectures that merely repeat the material. Nonetheless, the material will be the basis for discussion and you will be evaluated on it as well. You will be asked questions about the assigned readings or asked to lead discussions.

This syllabus is also posted online at <http://urban.csuohio.edu/summer04/>.

Evaluation for PAD 604

Each student will receive a grade in accordance with University policies for graduate course grading

A	95-100	B-	76-79
A-	90-94	C	70-75
B+	86-89	D	60-69
B	80-85	F	Below 60 (failure)

The final grade will be based upon an ongoing evaluation throughout the term and determined by the following criteria:

Attendance and substantive participation	20 points
Written exercise on leadership	20 points
Written problem statement and outline	10 points
Capstone paper oral presentation and defense	10 points
Completed capstone paper	40 points

Class Participation - The *quality* of thought and *intellectual curiosity* shown counts more than the quantity/volume of verbal participation.

Written Problem Statement & Outline – Create a problem statement and a working outline for your Capstone paper. A problem statement, along with a two-page draft or outline of the capstone paper are due **May 29, 2004**. This outline should include faculty and practitioner consultants.

Written Exercise on Leadership – Submit a 4-6 page essay: What do leaders really do? How is public leadership different from public management? What are the effects of globalization on your work as a public administrator and for your community? **This paper is due June 5, 2004.**

Capstone Paper Oral Presentation & Defense – -

- Provide a written summary of your presentation for panelists
- Use presentation technology to support your oral defense
- Present fifteen minute summary of your capstone papers to a panel of peers, faculty and practitioners
- Answer questions from the audience
- Receive written feedback from the panel for incorporation into the final written paper

You will be graded on the following criteria:

- You have learned something.
- You have placed your work in the context of the MPA Program's core courses.
- You have considered the theoretical roots of the particular professional application.
- You have shown a capacity to gather information and demonstrated analytical skills.
- You have avoided simple advocacy.
- You can express your ideas effectively in written and oral forms.
- You have met the learning goals of the MPA Program.

This project is due on July 17, 2004

Capstone Paper –

After the panel presentation, you will have an opportunity to finalize your written paper. An executive summary of your final paper may appear on the Levin College's website.

The capstone paper is both an academic and a professional paper. This paper must show competence in written expression. Your work product must contain clear and concise writing. Please avoid jargon and acronyms. Your papers must use correct spelling, grammar, and punctuation. The instructor reserves the right to refuse any paper that is not neat, legible, grammatically correct, and prepared in the specified format.

Suggestions for the Public Administration Capstone Paper

You must prepare a written capstone paper. This paper must show that you have applied theories and concepts from the MPA curriculum. A variety of formats are possible. The following is a list of selected titles and authors of completed MPA capstone projects.

"City of Cleveland Merger Idea with EMS" by Marie J. Papillon-Mines

"Home Rule in Ohio Cities and Villages" by Deborah A. King

"Review of Federal Sixth Circuit Litigation Outcomes for K-12 Learning Disability Cases Since 1996" by Casey William Lesiak

"The 9/11 Attacks: How the Attacks Refocused Domestic Security" by Jason M. Todd.

"Cuyahoga Department of Senior & Adult Services: Adult Protective Services Policy Analysis & Implementation of Local Mandates" by Jennifer Constantino

"The Ohio Bureau of Workers Compensation: An Agency Under Change" by Yvonne Williamson

"Recruitment & Retention Strategies for the Nursing Shortage" by Jacqueline M. Thomas

"Cleveland Hopkins Airport: A Vision for the Future" by Chris Corrigan

You may choose from one of the following ideas for your capstone paper:

1. An Agency/Office Profile and Analysis

Your assignment is to write approximately a 20-30-page paper that is a profile and analysis of your agency or office. Your profile should reflect materials that you have read in this and other MPA courses. You should examine your agency's capacity to change, to plan, and evaluate its activities, and to resolve interpersonal and inter organizational conflicts. You should look at specific issues of leadership and management within your office and across your agency or across jurisdictions. This paper requires analysis, not advocacy, sensitivity, and honesty. It also requires that you point out your organization's constitutional or legal form, its mission and enabling legislation or bylaws, its vision and values, along with its strengths, weaknesses, opportunities and challenges. Overall, examine your agency or office in terms of its advancement of the public administration goals.

2. Research Topic

You may select a government or nonprofit organization, or a public management research topic as your final written assignment. Your paper should include a history of the topic, an analysis of approaches used by decision makers concerning this topic, its impact on the government and its stakeholders, and the current status of the topic. The instructor must approve the topic. This assignment will allow you to analyze a contemporary public issue or question. It will give you an opportunity to show your ability to formulate creative solutions to difficult issues. This paper should be 20-30 pages in length. Use the Radin book as a reference.

3. Polemic in Defense of Public Administration/Management

Your polemic should be approximately 20-30 pages in length. According to the dictionary, a polemic is "an argument, especially one that is a refutation or an attack upon a specified opinion, doctrine, or the like." For example, MPA students in Minnesota have written on "The Trial Court System in Minnesota: A Case for Bureaucracy in the Third Branch." Your polemic should not be a blind defense of bureaucracy out of loyalty to your agency, individuals, or a doctrine. Rather, it requires you to confront the myths and stereotypes surrounding public administration and bureaucracy and to explore the utility and effectiveness of bureaucracy with evidence and eloquence. Use Charles Goodsell's book, *The Case for Bureaucracy*, 3rd edition, as a reference.

4. Portfolio Project

You may select a portfolio project that requires a detailed analysis, evaluation, and assessment of a major management issue or public policy problem. You must prepare an analysis of a proposed solution and evaluation of that solution. Possible portfolio projects include institutional change practices (such as six sigma or re-engineering initiatives), community housing, or public funding of the arts. You must offer a specific proposal that addresses the public or institutional

concerns, and you should include the critical factors necessary for the evaluation. Proposals should also include an implementation plan and a proposed budget to illustrate the impact of the proposed solution. All proposals must be realistic by including an analysis of financial realities and political circumstances. The length of the paper should run 20-30 pages.

GENERAL COMMENTS

You must type your capstone paper, double spaced, using a 12-point font in either Word or WordPerfect. Your written paper should also have proper documentation (see the Levin College style manual). Your capstone paper and presentation should draw on readings from this course as well as other MPA courses.

The format of the capstone paper is as follows:

- I. A title page
- II. A Table of Contents
- III. An executive summary (1-2 pages)
- IV. The body of the paper, including a recommended course of action, and a conclusion. (20-30 pages)
- V. Footnotes (or endnotes) and a Bibliography

Academic Responsibility

You are personally responsible for completing all program requirements on time, given that this is the last course in the MPA Program. Please note the University's requirement for graduation and complete the paperwork necessary for you to graduate.

According to the University's graduation requirements, you must register for at least one graduate credit during the semester in which you will graduate. Also, if you do not finish your MPA course work this semester, you must enroll in another one-credit hour class to meet the University's graduation requirements (p. 33, Graduate Catalogue).

Finally, the MPA Program expects students to follow the highest standards of academic and professional honesty. Please consult the CSU Policy on Academic Misconduct that appears in the Student Handbook. This handbook is available through the University's website www.csuohio.edu.

Course Outline/Schedule

The instructor reserves the right to adjust the syllabus

Session 1 May 22, 2004	Introduction to Course Individual introductions Philosophical considerations/course expectations Course Introduction Topics: Behavior Styles Problem Statements Assignment: Read Myers-Briggs, Friedman
Session 2 May 29, 2004	Topics: Appreciative Inquiry Team Building Global Management Read: Donald F. Kettl, The Global Public Management Revolution: A Report on the Transformation of Governance (April 2000, Brookings). Due: Written Problem Statement & Outline
Session 3 June 5, 2004	Topics: Compression Planning Presentations Read: Beryl A. Radin, Beyond Machiavelli: Policy Analysis Comes of Age. (Georgetown U. Press, May 2000) Due: Written Exercise on Leadership
Session 4 July 17, 2004	Topics: Peer review of Capstone Project Due: Capstone Paper Oral Presentation & Defense
Session 5 August 7, 2004	Topics: SWOT Analysis Due: Capstone Project