

# PADM 7210/7900: PADM Internship & Capstone

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## Course Descriptions

**PADM 7210:** A one semester internship in a public or non-profit agency to be taken during the student's final semester of course work. The internship is designed to provide practical experience in the field of public administration. A written report is required.

**PADM 7900:** To be taken during the student's final semester of course work. Students are expected to demonstrate mastery of the material presented in their program of study through cases analyses. This course serves as the exit requirement in the MPA program.

## Books

Donald C. Menzel and Jay D. White, eds. (2015) *The State of Public Administration Issues, Challenges, and Opportunities*. Routledge: New York.

*Additional readings are posted in BlazeView.*

## Professional Organizations

[American Society for Public Administration](#)

[NASPAA](#)

## Learning Objectives

The Public Administration Internship & Capstone requirement has three objectives:

1. Review and synthesize critical issues, concepts, and challenges within the field of public administration
2. Apply theoretical constructs, research methodology, and critical skills acquired and developed during the program to real-world problems, original scenarios, and a final case study.
3. Complete their in-progress portfolio and then submit this portfolio as one of the final requirements to fulfill MPA program obligations.

## NASPAA Universal Competencies

1. To lead and manage in public governance (demonstrate an understanding of challenges and constraints relevant to governance and external factors).
2. To participate in and contribute to the policy process (demonstrate an ability to participate in the policy process, communicate policy alternatives, and work effectively with government, non-profit institutions, corporations, and community stakeholders).
3. To analyze, synthesize, think critically, solve problems, and make decisions (a. demonstrate an ability to define, frame, think critically about, and analyze important problems; b. demonstrate an ability to utilize analytical tools to analyze, present, and interpret data, including appropriate design, statistical, and evaluative techniques for both organization decision making and policy decision).
4. To articulate and apply public values perspective (demonstrates an ability to identify public service values and to then systematically apply these values to identify appropriate course of action).
5. To communicate and interact productively with a diverse and changing workforce and citizenry (demonstrates an ability to communicate effectively and professionally to diverse audiences).

## Assessments

**Threaded Discussions** Initial discussion posts should be 350-500 words and use course readings. These posts should be submitted by 8:00pm Thursday. Replies to initial posts must be completed by 11:59pm on Sunday. You must respond to at least two posts.

**Assignments** Most of the assignments will consist of case studies where you can apply your knowledge of public administration. You are to write no more than two pages, in memo format, for each case study. Guidelines on memo writing have been posted to BlazeView.

**Post-Program Case Study** As a final exercise, you are to review the Urban Growth (or similar) Case. Prepare a memo as instructed. Note that this report study will also be evaluated by outside readers who will use it to evaluate the effectiveness of our program.

## Grading

- Weekly Assignments: 30% (6 assignments; 5% each)
- Threaded Discussions: 30% (6 discussions; 5% each)
- Portfolio: 25%
- Post-Case: 15%

All students will complete the exit survey. Failure to do so will result in a “U” for the course.

## Course Policies:

- **Contact:** Students should use my email address on the first page of the syllabus to contact me.
- **Changes to the Syllabus:** I reserve the right to make changes to this syllabus at any time. Students will be notified when changes are made.

## VSU Required Syllabus Statements

- Students with disabilities who are experiencing barriers in this course may contact the Access Office for assistance in determining and implementing reasonable accommodations. The access Office is located in Farbar Hall. The phone numbers are 229-245-2498 (V), 229-375-5871. For more information, please visit VSU’s Access Office or email: [access@valdosta.edu](mailto:access@valdosta.edu).
- Valdosta State University (VSU) is committed to creating a diverse and inclusive work and learning environment free from discrimination and harassment. VSU is dedicated to creating an environment where all campus community members feel valued, respected, and included. Valdosta State University prohibits discrimination on the basis of race, color, ethnicity, national origin, sex (including sexual harassment and sexual violence), sexual orientation, gender identity, religion, age, disability, genetic information, or veteran status, in the University’s programs and activities as required by applicable laws and regulations such as Title IX.

## **Class Schedule**

### **August 16: Introduction**

Readings:

- Menzel & White Chapter 1
- Box *Alternatives to Representative Primacy and Administrative Efficiency*
- Denhardt *Towards a Critical Theory of Public Organization*

Assessment:

- Discussion 1: *Can citizens be trusted at self-governance or is there a need for a political/economic elite?*

### **August 23: The Profession (Part 1)**

Readings:

- Menzel & White Chapters 2 and 4
- Cigler *Public Administration and the Paradox of Professionalization*

Assessment:

- Assignment 1: Review the Alta Valley Adult Business Case Study and prepare a two page memo recommending a strategy the city should pursue.

### **August 30: The Profession (Part 2)**

Readings:

- Menzel & White Chapters 6 and 7
- Nalbandian *The Manager as Political Leader*
- Nalbandian *Political Astuteness: Bridging the Gap Between Politics and Professionalism*

Assessment:

- None

### **September 6: Public Management Issues (Part 1)**

Readings:

- Menzel & White Chapters 8 and 9
- Guy *Three Steps Forward, Two Steps Backward: The Status of Woman's Integration into Public Management*

Assessment:

- Assignment 2: Review *When a Highway Divides a City* and prepare a two page memo making a recommendation for what public participation should look like going forward.

### **September 13: Public Management Issues (Part 2)**

Readings:

- Menzel & White Chapters 10 and 11
- Whitaker, Altman-Saury, & Henderson *Mutual Accountability Between Governments and Nonprofits*

- Gilmour & Jensen *Reinventing Government Accountability: Public Functions, Privatization, and the Meaning of "State Action"*

Assessment:

- Discussion 2: What are some of the public management issues you will be facing in your career? What skills are needed to manage them? Have these skills changes in the last 10-20 years?

### **September 20: Public Management Issues (Part 3)**

Readings:

- Menzel & White Chapters 12 and 13
- Waugh & Streib *Collaboration and Leadership for Effective Emergency Management*

Assessment:

- Assignment 3: Review the crime statistics and prepare a two page memo with appropriate graphs/charts as outlined in the assignment.

### **September 27: Networking & Partnerships (Part 1)**

Readings:

- Menzel & White Chapter 15
- Kathi & Cooper *Democratizing the Administrative State: Connecting Neighborhood Councils and City Agencies*

Assessment:

- Watch [Operation Paperclip](#)
- Discussion 3: Operation Paperclip was a secret program established by the U.S. government after WWII to recruit former Nazi scientists. What are the ethical implications for such a program? Does context matter?

### **October 4: Networking & Partnerships (Part 2)**

Readings:

- Menzel & White Chapters 16 and 17
- Berry & Brower *Intergovernmental and Intersectional Management*
- Provan & Kenis *Modes of Network Governance: Structure, Management, and Effectiveness*

Assessment:

- Assignment 4: Review *Major League Soccer/Triple-A Task Force* and prepare a two page memo addressed to the mayor and city commission.

### **October 11: Portfolio**

- Complete MPA Exit Survey
- Submit MPA Portfolio

## **October 18: Governance & Reform (Part 1)**

### Readings:

- Menzel & White Chapter 18
- Rivlin *A New Vision of American Federalism*
- Berman & Martin *State-Local Relations: An Examination of Local Discretion*

### Assessment:

- Discussion 4: Do you believe state-local governments exercise more or less power in our federal system today? Why or why not?

## **October 25: Governance & Reform (Part 2)**

### Readings:

- Menzel & White Chapters 19 and 20
- Reese *Same Governance, Different Day: Does Metropolitan Reorganization Make a Difference*
- Warner & Hebdon *Local Government Restructuring: Privatization and its Alternatives*
- League of Women Voters *National Study on Privatization of Government Services, Assets, and Functions*

### Assessment:

- Assignment 5: The County Manager has requested a report on privatizing several services. Prepare a two page memo outlining your recommendation on privatization.

## **November 1: Governance & Reform (Part 3)**

### Readings: - Menzel & White Chapter 22

- American Bar Association *Final Signing Statements Recommendation Report*
- Pfiffner *Presidential Signing Statements and their Implications for Public Administration*
- Calvert, McCubbins, and Weingast *A Theory of Political Control and Agency Discretion*

### Assessment:

- Discussion 5: Do you believe presidents, under their executive power, have the right to issue signing statements that may contradict a law passed by Congress? Why or why not?

## **November 8: Governance & Reform (Part 4)**

### Readings:

- Menzel & White Chapter 23
- Gabbidon *The Role of Race/Ethnicity and Race Relations on Public Opinion Related to the Treatment of Blacks by the Police*
- Grisson, Nicholson-Crotty, and Nicholson-Crotty *Race, Region, and Representative Bureaucracy*

### Assessment:

- Discussion 6: Are minority groups treated differently by police departments in the United States? How can you support your position?

## **November 15: New Public Management (Part 1)**

### Readings:

- Menzel & White Chapters 24 and 25
- Rhodes *The New Governance: Governing Without Government*
- McGuire *Collaborative Public Management: Assessing What We Know and How We Know It*

### Assessment:

- Assignment 6: Discuss what, if anything, is new about NPM?

## **November 25: New Public Management (Part 2)**

### Readings:

- Menzel & White Chapters 26 and 27
- Werlin *Poor Nations, Rich Nations: A Theory of Governance*

### Assessment:

- Complete SOIs - Submit returned portfolio, if required

## **November 29: Course Conclusion**

### Readings:

- None

### Assessments:

- Post-Case Analysis