Course Syllabus
PADP 8630: Public Policy Implementation, CRN 46688
Fall Semester 2020

Online Sessions
Tuesday evenings, 7:00 – 9:45pm

The University of Georgia
School of Public and International Affairs
Department of Public Administration and Policy
204 Baldwin Hall
Athens, GA 30602-1615

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Course Description and Objectives
Policy implementation is public administration in action – it occurs after government decides to do something and before the lasting impact of that decision in the real world. Implementation is thus a major step in the policy process and it greatly influences policy outcomes.

Policy implementation requires management acumen and technical skills. Public administrators are charged with managing public organizations and personnel; working under the purview of elected officials and other oversight bodies; coordinating with third parties (other public, nonprofit, and private sector organizations involved in service delivery, including government contractors); developing mutually supportive relationships with the media, interest groups, and other external stakeholders; and delivering timely and effective public services to citizens and other users.

This course is devoted to the subject of policy implementation and covers relevant literature, concepts, theoretical frameworks, and major issues highlighted by its study. Emphasis is placed on the scholarly development of the field and its relevance to public administration practice. The course will thus appeal to those interested in theory, research, and practice.

The course will be run as an upper-level seminar with several closely related aims:
1. exploring the relationship between policy implementation, on one hand, and public administration and management on the other;
2. understanding policy implementation's role in the policy process, which evokes debate over the politics-administration dichotomy that has shaped our professional field;

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[1] Office hours are by appointment and online for now. Please feel free to contact me by telephone or email whenever necessary. Email usually works best. Always send emails from your standard UGA email account – not through the eLC course website.

3. cultivating a broad understanding of policy implementation based upon the need for concerted, goal-oriented action across different levels of government and including public, nonprofit, and private sector partners;
4. introducing participants to the literature and major issues involved in the subject (these include conceptual, theoretical, methodological, and practical issues);
5. surveying and analyzing some theoretical frameworks used to study the subject;
6. identifying and assessing the unique contributions derived from the study of policy implementation;
7. exploring ways to strengthen theory-practice linkages (and visa-versa);
8. encouraging an assessment of the state of the field; and
9. allowing participants to delve more deeply into a specialized aspect of the topic that will stimulate their personal interests and further their career aims.

For MPA students, the following core competencies will be imparted in the course:
Competency 1: To lead and manage in public governance
Competency 2: To participate in the public policy process
Competency 3: To analyze, synthesize, think critically, solve problems and make decisions
Competency 4: To articulate and apply a public service perspective
Competency 5: Communicating with a diverse workforce and citizenry

Students are encouraged to apply the theories and concepts learned in this course to their own individual fields of interest, and to draw from their own experiences and offer relevant insights to the class. Doing so will enliven seminar sessions and enrich the learning environment for all.

Seminar Sessions
The course will be online with live class sessions on Zoom. These sessions will be recorded and archived on the UGA eLearning Commons (eLC) course website. Work groups consisting of 4 or 5 members each will be formed early in the semester and these groups will periodically lead discussions on course readings. Group assignments will be announced early in the semester. All students will need a desktop computer or portable electronic device such as a laptop or smart tablet and a reliable internet connection to join the Zoom sessions and participate in course activities. All course deliverables will be submitted online. The eLC course website and Zoom are accessible at: https://uga.view.usg.edu/d2l/login.

The course will be taught in a seminar-type format for advanced masters and doctoral students who are familiar with the knowledge bases of Public Administration, Public Management, and Public Policy, and who understand the basic concepts introduced in these fields. The classroom is an open forum in which all relevant contributions are welcomed and valued. During class sessions, the instructor will present material, pose questions for discussion, and occasionally serve as a 'devil's advocate' to help clarify issues, focus on points of dispute, and aid in the process of critical inquiry. All participants are expected to complete all readings on time and be prepared to comment on and assist in the analysis of the literature and other issues under discussion. Students are expected to lead discussions and participate in small group exercises as assigned. Online attendance and the extent and quality of participation will influence final grades as explained below.

Assignments and Grades

Grades will be based on the student's performance on written assignments, a final deliverable, and attendance and participation in the seminar. These components are explained below and will be discussed in more detail during the first class session. Grades are based on the standard UGA grading scale for this course and range from A to F. Individual components are weighted as follows:

Component	Masters Students	Doctoral Students
Midterm Examination	30%	-
Final Deliverable[2]	30%	-
Group Assignments	30%	-
Literature Review Paper	-	30%
Publishable Research Paper	-	60%
Attendance and Participation	10%	10%
	100%	100%

Masters students will complete a midterm examination (approximately 10 pages) on a set of questions related to policy implementation. The questions will be assigned in advance and the essays will be due approximately one week later. This 'take-home' assignment will count approximately 30 percent of the final grade. Students should strive for papers that are high quality, cosmetically pleasing, and easy for readers to follow. The papers should be type-written in a conventional 10 to 12-point font and double-spaced with one-inch margins on all sides and the pages should be numbered. For grading purposes, the main emphasis is on content but quality of presentation is also considered. Masters students will have several options for the final deliverable. They can take a comprehensive, open book final examination that meets the same standards as the midterm examination, or negotiate with the instructor to develop an optional case study or term-length research paper. This final deliverable is worth approximately 30 percent of the final grade and is due at semester's end.

Doctoral students will prepare two papers during the semester. The first paper will be a short literature review (approximately 8-10 pages) on supplemental readings covering a major subtopic in the course. The student will examine, interpret, compare, and draw conclusions about these readings; then give an oral presentation to the class. Topics and readings will be decided early in the semester and presentations will be scheduled at an optimal time. Together, the paper and oral presentation is worth approximately 30 percent of the final grade. The second paper will be a more extensive research effort of approximately 20+ double-spaced, typewritten pages. The explicit aim is to generate a publishable manuscript. This paper might consist of a careful exploration of a theoretical or methodological issue in the field; it might be a reflective paper that assesses the state of the field and identifies promising research directions; it might apply the literature and research techniques of the field to a substantive policy or programmatic initiative with an implementation component; it can be qualitative or quantitative in nature; and there are many other options. Ph.D. students should send me a brief, one-paragraph written prospectus identifying their topic by the midterm examination due date. The paper will be due on the final deliverable date and it is worth approximately 60 percent of the final grade.

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[2] A final examination or optional case study or optional term-length research paper as negotiated with the instructor.

For both masters and doctoral students, late penalties will apply.

Group Assignments

Group work is an essential part of modern-day public administration and it is a major part of this course. Groups will be formed early in the semester and they will remain intact. The groups will be tasked with performing special assignments and leading seminar discussions on assigned readings. This aspect of the seminar is meant to increase engagement and hone important skills. Completing group assignments on time is a collective – not an individual – responsibility. That said, groups are the sum of their parts and members should work closely together, find ways to be effective, and rely on each other for support.

Attendance and Participation

Attendance and participation are required in the course and count approximately 10 percent of the final grade. Students should attend class and be punctual; they should avoid late arrivals and early departures which can be disruptive to the class. Students who miss several classes, or who frequently arrive late or leave early, should expect to receive a lowered grade in the course. When scoring participation, I consider how frequent, valuable, and constructive a student's contributions are to seminar discussions, group work, and other activities. This component also includes leading classroom discussions when assigned, completing several short homework-type assignments during the semester, and responding to ad hoc requests.

Reasonable Accommodations

Students with disabilities that could affect their ability to participate and perform well in the course should see me early in the semester. I am receptive to these situations and will make any reasonable accommodations. If you plan to request accommodations, please register with the Disability Resource Center. They can be reached by visiting Clark Howell Hall, calling 706-542-8719 (voice) or 706-542-8778 (TTY), or by visiting https://drc.uga.edu.

Mental Health and Wellness Resources

- If you or someone you know needs assistance, you are encouraged to contact Student Care and Outreach in the Division of Student Affairs at 706-542-7774 or visit https://sco.uga.edu/. They will help you navigate any difficult circumstances you may be facing by connecting you with the appropriate resources or services.
- UGA has several resources for a student seeking mental health services (https://www.uhs.uga.edu/bewelluga/bewelluga) or crisis support (https://www.uhs.uga.edu/info/emergencies).
- If you need help managing stress anxiety, relationships, etc., please visit BeWellUGA (https://www.uhs.uga.edu/bewelluga/bewelluga) for a list of FREE workshops, classes, mentoring, and health coaching led by licensed clinicians and health educators in the University Health Center.
- Additional resources can be accessed through the UGA App.

Academic Honesty

UGA Student Honor Code: "*I will be academically honest in all of my academic work and will not tolerate academic dishonesty of others*." A Culture of Honesty, the University's policy and procedures for handling cases of suspected dishonesty can be found at https://ovpi.uga.edu.

The ethical bar is set very high and a strong work ethic is expected. Students should familiarize themselves with the University Honor Code and Academic Honesty Policy, particularly as it relates to plagiarism and related concerns. All academic work must meet the standards contained in A Culture of Honesty. Students should learn about these standards before submitting any written work. All written assignments should be completed individually – not collaboratively – unless otherwise stated.

FERPA Notice

The Federal Family Educational Rights and Privacy Act (FERPA) grants students certain information privacy rights. See the registrar's explanation at https://reg.uga.edu/general-information/ferpa/. FERPA allows disclosure of directory information (name, address, telephone, email, date of birth, place of birth, major, activities, degrees, awards, prior schools), unless requested in a written letter to the registrar.)

Required Readings

Required readings for the course are as follows:

- Daniel Mazmanian and Paul Sabatier, 1989. Implementation and Public Policy: With a New Postscript. Lanham, MD: University Press of America. ISBN13 978-0819175267

- Jeffrey Pressman and Aaron Wildavsky, 1984. *Implementation*, 3d ed. Berkeley, CA: University of California Press. ISBN13 978-0520053311

- Jodie Sandfort and Stephanie Moulton, 2015. *Effective Implementation in Practice: Integrating Public Policy and Management*. San Francisco, CA: Jossey-Bass Publishers, 2015. ISBN-13: 978-1118775486 Free online access is available on the UGA library website.

- Course readings, most of which are stored in digital format on the UGA eLC course website.

All books are available at the UGA and off-campus bookstores. Limited copies may also be available for temporary use from the main library, departmental library, or directly from the instructor. Additional readings are stored on the eLC course website. Most of these readings come from journals and books that can be found in the main library (including online resources), but students may find it easier to access the digital versions stored on the eLC course website.

UGA Coronavirus Information for Students

This seminar will be conducted online but students may occasionally be on campus and in Baldwin Hall on other business. Some important Coronavirus information for those visits is provided below:

Face Coverings: Effective July 15, 2020, the University of Georgia—along with all University System of Georgia (USG) institutions—requires all faculty, staff, students and visitors to wear an appropriate face covering while inside campus facilities/buildings where six feet social distancing may not always be possible. Face covering use is in addition to and is not a substitute for social distancing. Anyone not using a face covering when required will be asked to wear one or must leave the area. Reasonable accommodations may be made for those who are unable to wear a face covering for documented health reasons. Students seeking an accommodation related to face coverings should contact Disability Services at https://drc.uga.edu/.

DawgCheck: Please perform a quick symptom check each weekday on DawgCheck—on the UGA app or website—whether you feel sick or not. It will help health providers monitor the health situation on campus: https://dawgcheck.uga.edu/

What do I do if I have symptoms? Students showing symptoms should self-isolate and schedule an appointment with the University Health Center by calling 706-542-1162 (Monday-Friday, 8 a.m.-5 p.m.). Please DO NOT walk-in. For emergencies and after-hours care, see https://www.uhs.uga.edu/info/emergencies.

What do I do if I am notified that I have been exposed? Students who learn they have been directly exposed to COVID-19 but are not showing symptoms should self-quarantine for 14 days consistent with Department of Public Health (DPH) and Centers for Disease Control and Prevention (CDC) guidelines. Please correspond with your instructor via email, with a cc: to Student Care & Outreach at sco@uga.edu, to coordinate continuing your coursework while self-quarantined. If you develop symptoms, you should contact the University Health Center to make an appointment to be tested. You should continue to monitor your symptoms daily on DawgCheck.

How do I get a test? Students who are demonstrating symptoms of COVID-19 should call the University Health Center. UHC is offering testing by appointment for students; appointments may be booked by calling 706-542-1162. UGA will also be recruiting asymptomatic students to participate in surveillance tests. Students living in residence halls, Greek housing and off-campus apartment complexes are encouraged to participate.

What do I do if I test positive? Any student with a positive COVID-19 test is **required** to report the test in DawgCheck and should self-isolate immediately. Students should not attend classes in-person until the isolation period is completed. Once you report the positive test through DawgCheck, UGA Student Care and Outreach will follow up with you.

Baldwin Hall Reminders
Everyone has a critical role to play as we work together to protect the health and safety of every member of the Bulldog Nation.

Academic calendar and schedule. Classes begin on August 20 and in-person instruction will conclude at Thanksgiving Break. All remaining instruction, and final exams, will be delivered online following Thanksgiving. The University will remain open after Thanksgiving Break and

will continue to provide regular campus operations and student life services until the end of Fall Semester.

Face coverings. Like other buildings on campus, in Baldwin Hall, face coverings in public spaces, including classrooms, are **mandatory** for all. Wearing a face covering is in addition to and not a substitute for also maintaining six feet social distancing. Anyone not using a face covering when required will be asked to wear one or must leave the area.

Keeping a safe distance. In all public spaces in Baldwin Hall (including stairwells, halls, offices, bathrooms, classrooms, and labs), please maintain six feet between you and others. The seating capacity in your classroom has been modified to allow for social distancing. Please sit in designated, marked seats. In all public spaces, including classrooms, you should not remove signage or re-arrange furniture, even if it appears that furniture is not being used. To help maintain distance, please keep to the right, where possible. If you enter/exit through the front doors of Baldwin, please follow the signs (and traffic) directing you through a specific set of doors.

Don't congregate. If you want to spend some time chatting with someone, please take it outside or online. We are also requesting that you enter and exit Baldwin without delay, staying outside of the building as long as practicable before your class begins and then leaving once your class if finished.

Keeping it clean. Cleaning and disinfecting of public spaces are important to reduce the risk of exposure to COVID-19. Classrooms are only being cleaned once-per-day. There are sanitation wipes/buckets and stands in proximity to your classroom. *Prior to heading in to class*, you should take a wipe from the station and wipe down all high-touch surfaces associated with your seat. You should help further slow the spread of the virus by frequently washing your hands. Bathrooms will be cleaned frequently during the day. On occasions that bathrooms are closed for cleaning, you may need to use those on other floors or in other buildings. Please be conscious of the density of traffic in bathrooms and practice social distancing.

Staying in touch. Office hours and academic advising should be done by appointment. To ensure safe distancing, faculty and staff are more likely to meet with you online or by phone.

Your health. You have been provided with a digital thermometer and are required to self-monitor for signs or symptoms of COVID-19. By coming to campus, you are acknowledging that you have checked, and do not have, symptoms of COVID-19. UGA is using a notification application to remind you daily to check for symptoms prior to coming to campus and self-report in the event you display COVID-19 symptoms. If you report symptoms, the University follows a confidential process for securely notifying health officials who can begin contact tracing and provide appropriate support services. If you have an underlying medical condition or, for any reason, believe that you are at a high risk of developing a serious case of COVID-19, you may request an accommodation through the Disability Resource Center (DRC) at drc@uga.edu or 706-542-8719. More information can be found at: https://drc.uga.edu/content_page/student-accommodation-guidelines

Check your UGA email regularly so you don't miss important information, and also check the University COVID-19 website for updates and resources. This web site includes links from student affairs with helpful, up-to-date messages for students and parents.

<u>Tentative Course Schedule</u>
The following course schedule will serve as a guide but not a rigid constraint throughout the semester. Some topics will likely take less than the allotted time, while others may require more time and attention to meet course objectives. Some minor rescheduling may also occur. Any change in the syllabus or course schedule will be announced in advance by the instructor. Students should check their UGA email inbox regularly for updates and other information pertinent to the course.