NEW YORK UNIVERSITY
ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

PADM-GP 4435 – Responsible Governance
January Term 2015
Tuesdays and Thursdays 5:00 PM - 8:00 PM
Waverly Building (24 Waverly Place), Room 668

Professor Anthony Bertelli
Email: bertelli@nyu.edu
Office Hours: by appointment, Puck 3030, contact Christian Hansen, christian.hansen@nyu.edu, to arrange

Course Description
Responsibility when implementing public policies is the role of government executives in a democratic society. This course provides an analytic lens for understanding the rules, norms, processes and practices that incorporate values into executive decisions from the perspective of a citizen. We use both normative and positive theoretical arguments to understand how responsible action combines accountability with discretionary action.

Course Objectives
1. To understand the concept of responsibility in public policy and administration.
2. To understand the role responsibility plays in justifying public administration in a democracy.
3. To analyze responsibility in management scenarios faced by government executives.

Teaching Approach
You will help guide the discussion in our class meetings. I expect you to actively participate. It is compulsory that you complete all required readings in advance of the session for which they are listed. Read them thoroughly and carefully to understand the key claims being made; you will be asked to participate fully in all discussions. Your participation in class discussions accounts for 15 percent of your final grade.

Assignments
Session Question Responses. The questions we will address in each session of the class are listed in the course calendar below. You are required to prepare a single page, single-spaced (12 point, Times New Roman) essay responding to the question that engages at least two readings for the week. These short essays are due by 8:00am on the Monday and Wednesday mornings preceding the relevant session via NYU Classes. For instance, the question for discussion on January 8 has an associated response due by 8:00am on January 7. This allows me to use them to inform our discussions in corresponding class sessions. You will submit 5 response essays; no essay is due before our first session on January 6.
Code of Ethics Analysis and Argument. The American Society for Public Administration recently produced a new code of ethics for the practice of public administration. During a portion of class time on January 13 and in collaboration with a classmate, you will review this code of ethics and respond to the question: Does the code promote responsible public management? Your response should find both strengths and weaknesses in the code. You and your classmate will prepare a brief presentation of your analysis for delivery at the end of the session on January 15. The grade will be based on the quality of your analysis and argument as presented to the class. More details will be provided in our first class session.

Take Home Final Examination. Your final examination will be distributed on January 22 at the end of class. You may use all materials from the course in preparing your response for electronic submission via NYU Classes by 8:00am on January 26. The examination will have an essay format and all instructions will be provided on the examination form itself.

I accept late work (that is, having a time stamp later than the time and date on which assignments are due) after the due date only by prior arrangement. You must type and print out any grade appeals, attaching supplemental information as appropriate, and present them to the instructor in hardcopy.

Grading

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>15%</td>
</tr>
<tr>
<td>Session Question Responses (Total)</td>
<td>30%</td>
</tr>
<tr>
<td>Code of Ethics Analysis</td>
<td>15%</td>
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<tr>
<td>Final Examination (Take Home)</td>
<td>40%</td>
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<tr>
<td>Total</td>
<td>100%</td>
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Attendance

Because students in this class value high levels of class attendance and participation, I have an attendance policy. Participation grades will be lower for those with frequent absences from class. Major professional obligations or personal emergencies do not count under this policy, but you should let me know of such unavoidable absences in advance by email. Students who are frequently late to class; who violate applicable policies in the “Additional Administrative Details” section of this syllabus; or who leave early or return late from breaks should also expect to have their participation grade reduced.

NYU Classes

All announcements will be delivered through NYU Classes. Please check the course page regularly.

Academic Integrity

The students and faculty at NYU are very concerned about academic integrity. Each student should have the assurance that the rules of the game are understood by everyone and enforced equally. Students are encouraged to learn and study together. Individual assignments are just that, but mutual assistance is appropriate. The Wagner School has an academic code that is available here: [http://wagner.nyu.edu/students/policies/academic-code](http://wagner.nyu.edu/students/policies/academic-code). Every student is expected to maintain academic integrity and is expected to report violations to me.
Additional Administrative Details

- You are responsible for obtaining any materials distributed in or outside of class.
- Please silence cell phones while in class.
- I reserve the right to revise this syllabus as the term progresses.
- Laptops and smartphones may only be used in class with my permission.

Policy Regarding Disability Services and Programs

Students with disabilities are encouraged to register with the Moses Center for Students with Disabilities, 726 Broadway, 2nd Floor, (212-998-4980 or online). Reasonable accommodations can be made for students with qualified disabilities, but only for students who have registered with the Moses Center and provide documentation from that office. Please be sure the letter is delivered to me in the first week of the term.

Required Readings

All readings will be available via NYU Classes except the short book by Selznick (Leadership in Administration), which is available in inexpensive paper and electronic formats from Amazon and other retailers, as well as in the Bobst library Reserves area.

January 6-8: Democracy and Responsibility in Public Management

Required Readings:

- Herman Finer, Administrative Responsibility in Democratic Government, 1941
- O’Toole, The Implications for Democracy in a Networked Bureaucratic World, 1997
- Bertelli and Lynn, Public Management in the Shadow of the Constitution, 2006

Recommended Readings:

- Jeremy Plant, Carl J. Friedrich on Responsibility and Authority, 2011
- Gailmard and Patty, Learning While Governing, 2013, chs. 1,9
- Waldo, Development of Theory of Democratic Administration, 1952


Required Readings:

- Mark Bovens, Analysing and Assessing Accountability, 2007
- Fung, Varieties of Participation in Complex Governance, 2006
- Bingham, Nabatchi, and O’Leary, The New Governance, 2005
- Moffitt, Making Policy Public, 2014, ch. 1
- Tsai, Solidary Groups, Informal Accountability, and Local Public Goods Provision in Rural China, 2007
- ASPA Code of Ethics, 2013
Recommended Readings:

- Cohen, American Civil Society Talk, 1998
- Romzek and Dubnick, Accountability in the public sector, 1987
- Fung and Wright, Deepening Democracy, 2001
- Sanders, Against Deliberation, 1997
- Mansbridge, Against Accountability, 2010

January 20-22: Judgments and the Consideration of Competing Interests

Required Readings:

- H. George Frederickson, Toward a Theory of the Public for Public Administration, 1991
- Long, Bureaucracy and Constitutionalism, 1952
- Sleesman, et al., Cleaning Up the Big Muddy, 2012
- Selzniick, Leadership in Administration: A Sociological Interpretation, 1957, NB: Be absolutely sure to read chs. 2,5

Recommended Readings:

- Pettit, Varieties of Public Representation, 2010
- Saltzstein, Representative Bureaucracy and Bureaucratic Responsibility, 1979

Course Calendar

The calendar lists the questions that will be the topic of discussion and which are to be addressed in your session question response papers.

January 6: Are responsibility and accountability synonyms? (No response paper)

January 8: How can the responsibility of public managers be observed in their actions?


January 15: Can electoral accountability help public managers address the wants of citizens?

January 20: What can citizens observe in cases when public managers lack good judgment?

January 22: What can citizens observe in cases when public managers inappropriately balance competing interests? Take home final examination distributed at the end of class.

January 26: Take home examination due by 8:00 am via NYU Classes.