New York University

Wagner Graduate School of Public Service

PADM-GP 2120

Control and Accountability in Organizations: Executive Decisionmaking

Professor Timothy Naftali
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Fall 2015
Office Hours: by appointment,
Puck 3009, please contact by email to arrange.

Course Objectives:

a) To hone the skills necessary for policy analysis
b) To hone the skills required for executive decision-making in public institutions.
c) To broaden knowledge of cultures of decisionmaking and the role of individual executives.
d) To tighten writing skills.
e) To explore the utility of past cases for current problems.
f) To improve information management skills

Course Requirements:

1) Four short (2 page) papers: (10% each x 4) 40%
2) Class Participation/Class Presentation: 25%
3) Final (6 page) Long Memo: 35%

Course Policies:

1. Short Paper guidelines:

Over the course of the semester, the students will be required to write two options memos, an after-action briefing and an Op-Ed. The topics of these papers will reflect the cases discussed in class and the selection of the five the student will make in consultation with the instructor. Papers must be double-spaced, with one-inch margins and numbered pages. They may be emailed to the instructor but, in any case, are due before the start of the class where the issue in question will be discussed.

2. Long Memo guidelines:

The long paper will be a policy paper designed for use by one of the Presidential candidates. The student will determine the policy focus of the memo in consultation with the instructor. All of the students will present drafts of their papers to the other students at the last class to permit general discussion and a tightening of the final product. The final memos will be due December 14.

3. Moses Center for Students with Disabilities:

If you are student with a disability who is requesting accommodations, please contact New York University’s Moses Center for Students with Disabilities. You must be registered with CSD to receive
accommodations. Information about the Moses Center can be found at www.nyu.edu/csd. The Moses Center is located at 726 Broadway on the second floor.

4. Religious holidays:

NYU’s policy is to accommodate students’ observances of religious holidays. In order to receive accommodation, you must notify the instructor during the first two weeks of the semester of any planned absences related to religious observance. Further details on NYU’s policies may be found at:

http://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html

5. Academic honesty:

Intellectual integrity is the university’s most fundamental commitment. Plagiarism of any kind will be penalized to the fullest possible extent, without warning or exception.

The most common causes of plagiarism are not deliberate dishonesty, but stress and uncertainty. You are encouraged to begin assignments well in advance of the deadline, and to check with the instructor if you have any questions. Whenever you draw upon somebody else’s words or ideas to make a point, give them credit in a note. If you have questions about documentation requirements, don’t guess – just ask.
For further details on university policy, strictly adhered to in this class, see:
http://cas.nyu.edu/page/ug.academicintegrity

Course materials

All books with an asterisk have been ordered to the NYU Bookstore on Broadway and their purchase is recommended. Materials found on the course website are indicated by an +.

* = NYU Bookstore
+ = Course Website

Week One: September 2

The Power of What We Think We Know:

Required Reading:


Week Two: September 9

Hot War Decisions

Required Reading:


**Week Three: September 16**

Using the Military in a Cold War: Cuba, October 1962

Required Reading:

1) Neustadt/May, Chapter 1*

2) Robert Kennedy, *Thirteen Days: A Memoir of the Cuban Missile Crisis* (1968), 23-56; 79-110+

**Week Four: September 23**

Dealing with Terrorists; Dealing with Iran

Required Reading:

1) Selections from the Nixon and Reagan Presidential Libraries +


**Week Five: September 30**

Whistleblowing and Breaking the Law: Ellsberg and the Plumbers

Required Reading:


**Week Six: October 7**

Politics and National Security

Required reading:

1) Neustadt/May, Vietnam Chapter.*


Week Seven: October 14

Plagues and Public Health Decision-making

Required Reading:

1) Neustadt/May, Chapter 3.


Week Eight: October 21

Advisors and Major Social Policy

Required Reading:
1) Carl Bernstein, *A Woman in Charge*, pp. 244-428*


3) Selections from Hillary Rodham Clinton, *Living History*+

4) Selected documents from the Clinton Library +

Special Guest: Carl Bernstein

**Week Nine: October 28**

Stopping Auschwitz and Rwanda?

Required Reading:

1) Robert Louis Benson, “Sigint and the Holocaust,” NSA.  
   [https://www.nsa.gov/public_info/_files/cryptologic_quarterly/sigint_and_the_holocaust.pdf](https://www.nsa.gov/public_info/_files/cryptologic_quarterly/sigint_and_the_holocaust.pdf)

   “[http://www.globalsecurity.org/intell/library/imint/holocaust2.htm](http://www.globalsecurity.org/intell/library/imint/holocaust2.htm)"


4) Bill Clinton, 592-593
5) Selected articles on Rwanda
“Hate Radio in Rwanda,” pp. 93-107
“French Policy in Rwanda,” pp. 157-183+

6) Selected Documents from Clinton Library+

**Week Ten: November 4**

Assassination Decisions from Castro to Al-Awlaki

Required Reading


3) Robert Gates, pp. 128-133; 297-303; 538-546


**Week Eleven: November 11**

Torture
Required Reading


3) Selection from George W. Bush, Decision Points, New York: Broadway Books, 2011, +

4) George Tenet, At the Center of the Storm: My Years at the CIA, New York: Harper Collins, 2007, 229-257+

Week Twelve: November 18

Closing Guantanamo

Required Reading:


2) Gates, 149-153; 250-286


Special Guest: Professor Matthew Waxman, former deputy assistant secretary of defense for detainee affairs, 2004-2005.

**Week Thirteen: November 25**

No Meeting: Happy Thanksgiving!

**Week Fourteen: December 2**

Don’t Tell: Three Presidents, LGBT politics, leaking and military decisionmaking

Required Reading:

Bill Clinton, 467-468; 483-486
Gates, 297-303; 425-428; 432-445
Panetta, 247-248; 364-369
Shane Harris, The Watchers: The Rise of America’s Surveillance State, 199-209. +
Selections from Clinton Presidential Library+

**Week Fifteen: December 9**

Class Memo Presentations