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

PADM-GP 4435 – Responsible Governance
January Term 2016
T-F 6:00 PM - 9:00 PM, Silver 620

Professor Anthony Bertelli
Email: bertelli@nyu.edu
Office Hours: by appointment (Puck 3030). Please contact Christian Hansen via email at christian.hansen@nyu.edu to arrange.

Course Description

Responsibility when implementing public policies is the role of government executives in a democratic society. It is a concept closely linked with accountability or answerability. This course provides an analytic lens for understanding the rules, norms, processes and practices that incorporate values into administrative decisions from the perspective of a citizen. We use both a variety of theoretical and empirical arguments to understand how responsible action combines accountability with discretionary action.

Course Objectives

1. To understand the concept of democracy and how it can be respected (or not respected) in the practice of public administration.

2. To understand the role responsibility plays in justifying public administration in a democracy.

3. To think critically and analytically about democratic responsibility specific scenarios.

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 Papers. To focus your attention on the topics of each session, a short assignment is 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 all required readings for the session. These short essays are due in hardcopy at the beginning of each class session. You will submit 4 response essays. Please note that the first essay is due at our first session on January 19.
January 19: Provide your own definition of the concept of democracy. That is, a definition that captures what you personally think that democracy means. Identify one of the required readings that supports and another that rejects your definition. Explain your choices.

January 20: Provide a definition of the concept of responsibility. From what you read in the Cotto and Verzichelli excerpt, identify one thing (e.g., change in rules or institutions) that, in your view, promoted responsible public administration in Italy and one thing that worked against responsibility as you have defined it. Explain your choices.

January 21: Which of the styles of practicing public administration (attention to institutions of civil society, participatory management, collaborative management, or the managerialism of New Public Management) in the readings for today does the most to promote democracy and responsible public administration? Which does the least to achieve those aims? Explain your choices.

January 22: James, et al. report on an experiment. To understand blame shifting in their context, does the experiment focus on the identification or evaluation dimensions of retrospective accountability as described in my piece? Can they distinguish between regimes of blame relocation and effective independence in my Figure 1? Explain your answers to these questions.

Code of Ethics Analysis. The American Society for Public Administration recently produced a new code of ethics for the practice of public administration, which is available via our NYU Classes site. Does the code promote responsible public administration? Why or why not? Your response should find both strengths and weaknesses in both specific code provisions and the code as a whole. The grade will be based on the quality of your analysis and argument. While you need not engage all required readings in the class, your grade will improve as you use them appropriately and convincingly in your essay. The final essay should not exceed three pages, single-spaced (12 point, Times New Roman) and should be prepared for electronic submission as a PDF file via email to christian.hansen@nyu.edu by 8:00pm on January 29.

Take Home Final Examination. Your final examination will be distributed on January 22 at the end of class. The examination will have an essay format and all instructions will be provided on the examination form itself. You may use all materials from the course in preparing your typewritten, single-spaced (12 point, Times New Roman) response for electronic submission as a PDF file via email to christian.hansen@nyu.edu by 8:00pm on January 29.

Please note that your failure to follow any of the instructions above will result in a reduction of your grade for the relevant assignment. I accept late work (that is, having an email time stamp later than the time and date on which assignments are due) after the due date only by prior arrangement. You must typewrite any grade appeals, attaching supplemental information as appropriate, and present them to me in hardcopy at Room 3030 of the Puck Building.
### Grading

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>15%</td>
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<tr>
<td>Session Question Responses (Total)</td>
<td>20%</td>
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<tr>
<td>Code of Ethics Analysis</td>
<td>25%</td>
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<tr>
<td>Final Examination (Take Home)</td>
<td>40%</td>
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<td><strong>Total</strong></td>
<td><strong>100%</strong></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 or late returning from the break; 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: [The Wagner School 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). 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 during by the start of our second class session on January 20.

**Course Calendar**

Given the short length of our course and the need to focus discussions during the sessions, I have selected focused, required readings for each session. All readings will be available via NYU Classes. Please complete all readings before the beginning of class sessions on the days for which they are listed below. On occasion, I will distribute supplementary materials in class for use during the session in which they are distributed.

**January 19:  Democracy, Representation, and Responsibility**

**Required Readings:**

- Manin, The Principles of Representative Government, pp. 175-183
- Christiano, The Rule of the Many, pp. 215-224

**January 20:  Responsible Bureaucracy**

**Required Readings:**

- Bertelli, The Political Economy of Public Sector Governance, pp. 146-156
- Richardson, Democratic Autonomy, pp. 215-222
- Cotto and Verzichelli, Political Institutions in Italy, pp. 206-227

**January 21:  Alternative Mechanisms for Responsible Public Service**

**Required Readings:**

- Cohen, American Civil Society Talk
- Fung, Varieties of Participation in Complex Governance
- O’Leary and Vij, Collaborative Public Management
- Lynn, The New Public Management

**January 22:  Bringing the Citizen Back In**

**Required Readings:**

- Bertelli, Who Are the Policy Workers and What Are They Doing?
- James, et al., Citizens Blame of Politicians for Public Service Failure

Take home examination distributed on January 22.

**January 29:  Take home examination and Code of Ethics analysis due by 8:00pm**