

**College of Charleston**

**Spring 2017**

**POLI 210.01: Introduction to Public Administration**

**CRN # 21806**

3 credit hours

Maybank, Room 316

Monday, Wednesday and Friday: 12 p.m. – 12:50 p.m.

**Professor:** LaTasha Chaffin, Ph.D.

**Office Hours:** – Mondays & Wednesdays 8:45 – 9:45 a.m. & 11 – 11:30 a.m. (*114 Wentworth, Room 204*) or by appointment

**Email:** [chaffinly@cofc.edu](mailto:chaffinly@cofc.edu) (preferred method of contact outside of classroom time/office hours)

**Office Phone/Voicemail:** 843-953-1036

**Course Introduction:** Public Administration is the study of administration of the public sector. While scholars have had difficulty agreeing upon a widely accepted definition of public administration, the evolution of the discipline from public administration to new public management to new public governance is generally agreed upon. In this course we will examine the rise of the administrative state, including the historical foundations of public administration and the structure and functions of the government at the national, state and local levels. We will study organizational theory and analyze the political landscape that must be navigated for public managers to solve organizational problems including the management of human resources. In a study of public administration it is also imperative to become knowledgeable about the public policy process including how policies are implemented and evaluated by bureaucratic agencies. When considering the implementation of policy, the question of accountability arises, especially in a democratic society. Who are bureaucrats ultimately accountable to? To the Congress, the Executive branch, the Constitution and/or the governed? In an environment of a shrinking national government, devolution to the state and local governments and increasing privatization of services, issues of efficiency, effectiveness and accountability are even more paramount. You will be responsible for not only comprehending but thinking critically about the topics discussed.

Donald F. Kettl gives his assessment of the discipline of public administration by stating:

“Public administration touches deep, profound issues: how citizens’ aspirations become translated into policy; how government tries to provide effective, efficient, and fair services and how the government’s work is ultimately accountable to citizens. The intimate connection between democracy and bureaucracy are the core of the politics of the administrative process, the rise of the administrative state, and the workings of democracy in the twenty-first century (Kettl, 2012, 33).”

### **Course/Learning Goals:**

- To understand and discuss the historical foundations of public administration and its evolution as a discipline.
- To comprehend and explain the structure and functions of the national, state and local governments and of the institutions of government, including the bureaucracy.
- To articulate how political systems, groups and individual actors interact in order to influence and create public policy.
- To ascertain the political, economic and social complexities involved in the bureaucratic implementation and evaluation of public policy.
- Through class discussions, writing assignments, case studies and examinations to demonstrate the ability to think critically about complex political ideas and concepts, including the complexities of assuring accountability in public service delivery and the politics of administrative reform.
- To understand and be able to evaluate and articulate how policy decisions impact your daily lives through class discussions, examinations and written coursework.
- To be able to apply theories of public organizational management in a practical context.

### **Required Texts & Additional Resources:**

Shafritz, Jay M., Russell, E.W. and Borick, Christopher, P. and Hyde, Albert C. (2013). *Introducing Public Administration* (9<sup>th</sup> Edition). Taylor and Francis. ISBN – 9781138666344. Available at the College of Charleston Bookstore at:

<http://cofc.bncollege.com/webapp/wcs/stores/servlet/TBWizardView?catalogId=10001&langId=-1&storeId=65075>

(Only paper back or hard back available. Textbook is required). You may also purchase the text from Taylor and Francis directly at: <https://www.routledge.com/Introducing-Public-Administration/Shafritz-Russell-Borick-Hyde/p/book/9781138666344>

\*\*Additional required readings will occasionally be made electronically available through the OAKS system, accessible via MyCharleston.

### **Course Procedures:**

**Communication** –The primary method of communication from the instructor to the class outside of classroom time and office hours will be to your College of Charleston email. There will also be announcements, readings, lecture slides and assignments posted in OAKS. It is your responsibility to ensure that your accounts are active, and that you are checking them regularly in order to access and receive course updates, assignments and materials.

**Behavior** – Please be respectful and courteous of all students and the professor. This means being on time to class, using sound judgment by not engaging in conversations with other students during the lecture, and not exhibiting distracting behaviors such as eating, sleeping, surfing the internet and/or reading materials that are not related to the course or the class discussion.

**Cell Phones & other Electronic Devices** – You are expected to have your cell phones/electronic devices turned off or on silent during class discussions. It is a distraction to the instructor and your classmates if your cell phone and/or electronic device sounds during a lecture. Texting or playing games on your cell phone/electronic device are prohibited during class.

**Laptops** – Laptops & other electronic devices used to take notes are allowed. However, surfing the internet, including social networking sites such as Facebook or Twitter, sending emails, text messages or playing computer games are distracting to the class and unacceptable. If inappropriate uses of your laptop and/or other electronic devices are detected during lecture, your privileges to utilize a laptop/electronic devices in class will be revoked.

**Etiquette** – Please be respectful and courteous of all students and the professor. College of Charleston Honor Code Violations include prohibiting any verbal abuse which could include the use of “derogatory terms, foul or demeaning language, which may be accompanied by a hostile tone or intense volume of delivery.” Threats, intimidation, harassment, bullying coercion, hazing and sexual misconduct are also prohibited. This is not an exhaustive list. Please link to the student handbook for more detailed information regarding violations:

<http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php>

<http://studentaffairs.cofc.edu/honor-system/studenthandbook/2016-2017-student-handbook.pdf>

**Academic Honesty** - You are responsible for making yourself aware of and understanding the College of Charleston Student Handbook policies that detail Honor Code Violations such as Academic Dishonesty found at: <http://studentaffairs.cofc.edu/honor-system/studenthandbook/2016-2017-student-handbook.pdf>

Lying, cheating, attempted cheating, and plagiarism are violations of our Honor Code that, when identified, are investigated. Each incident will be examined to determine the degree of deception involved.

Incidents where the instructor determines the student’s actions are related more to a misunderstanding will be handled by the instructor. A written intervention designed to help prevent the student from repeating the error will be given to the student. The intervention, submitted by form and signed both by the instructor and the student, will be forwarded to the Dean of Students and placed in the student’s file.

Cases of suspected academic dishonesty will be reported directly by the instructor and/or others having knowledge of the incident to the Dean of Students. A student found responsible by the Honor Board for academic dishonesty will receive a XXF in the course, indicating failure of the course due to academic dishonesty. This grade will appear on the student’s transcript for two years after which the student may petition for the XX to be expunged. The F is permanent. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

Students should be aware that unauthorized collaboration--working together without permission-- is a form of cheating. Unless the instructor specifies that students can work together on an assignment, quiz and/or test, no collaboration during the completion of the assignment is permitted. Other forms of cheating include possessing or using an unauthorized study aid (which could include accessing information via a cell phone or computer), copying from others’ exams, fabricating data, and giving unauthorized assistance.

Research conducted and/or papers written for other classes cannot be used in whole or in part for any assignment in this class without obtaining prior permission from the instructor.

Students can find the complete Honor Code and all related processes in the Student Handbook at <http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php>

You should consult with **the instructor** if you are uncertain about an issue regarding academic honesty prior to the submission of an assignment or an exam.

Violations of academic honesty include (but are not limited to) the following offenses:

- 1) Claiming as your own work a paper written by another student.
- 2) Turning in a paper that contains paraphrases of someone else's ideas but does not give proper credit to that person for those ideas.
- 3) Turning in a paper that is largely a restatement in your own words of a paper written by someone else, even if you give credit to that person for those ideas. The thesis and organizing principles of a paper must be your own.
- 4) Turning in a paper that uses the exact words of another author without using quotation marks, even if proper credit is given in a citation, or that changes the words only slightly and claims them to be paraphrases.
- 5) Turning in the same paper, even in a different version, for two different courses without the permission of both professors involved.
- 6) Using any external source (e.g. other students, a consultant or service) for assistance on an assignment or exam, unless given permission to do so by the professor.

**Disability Services** – The College of Charleston will make reasonable accommodations for a student with a documented disability. If you are in need of accommodations for this course due to a disability, please contact the Center for Disability Services at SNAP@cofc.edu or (843) 953-1431. Then, come and talk to me ideally within the first two weeks of class so we can put your accommodations in place within the classroom. This professor is very willing to make any adjustments necessary to address all student needs.

**Center for Student Learning** - I encourage you to utilize the Center for Student Learning's (CSL) academic support services for assistance in study strategies, speaking & writing skills, and course content. They offer tutoring, Supplemental Instruction, study skills appointments, and workshops. Students of all abilities have become more successful using these programs throughout their academic career and the services are available to you at no additional cost. The CSL is located on the first floor of Addlestone Library and they can assist you with writing term papers, essays, letters, memos or book reviews from developing ideas and organizing materials to editing final drafts (in addition to other services). For more information regarding these services please visit the CSL website at <http://csl.cofc.edu> or call (843)953-5635.

### **Counseling**

Confidential counseling and substance abuse services are available at the Robert Scott Small Building (located off the Cougar Mall), Suite 300. You may call 843-953-5640 for an appointment.

**Course Withdrawal** – *Please note that dropping a class involves more than just not attending. Not attending a class and/or not submitting work may result in a failing grade.* Please contact the registrar's office to verify course withdrawal procedures. The last day to drop for full semester courses with a grade of "W" is *Thursday March 23, 2017*. The contact number for the Office of the Registrar is 843-953-5668 or the email address is [registrar@cofc.edu](mailto:registrar@cofc.edu) *Please consult the registrar's office before dropping a course.*

### **Course Requirements:**

**Attendance and Participation** – *It is your responsibility* to attend lectures and obtain the information and materials disseminated during lecture periods. You are also expected to read all of the assigned readings prior to class and be prepared to discuss these readings during the class period.

An attendance sheet will be distributed during each class period. It is your responsibility to ensure that you sign the attendance sheet each class period. Under no circumstances, can another student sign the attendance sheet for you. It will be your responsibility to tell me that day of your present attendance, should you arrive late.

*Please be aware that poor attendance is a primary reason for students' receiving poor grades and that you cannot participate in class unless you attend class. **Therefore excessive absenteeism and lateness will affect your attendance & participation grade. Additionally, in class writing assignments or case studies cannot be made up.*** Some participation in class discussion is expected. You do not have to say something every time we meet, but please speak up with a considered opinion or thoughtful question occasionally. Participation will be tracked.

**Important Note:** Non-urgent/non-emergent situations (i.e. wedding, family vacation, employment or internship interviews or service, volunteer activities, medical and/or counseling appointments, etc.) should be addressed by the student during times that do not interfere with the student's course schedule, just as one would if s/he was seeking time off from an employer.

**You are permitted up to two (2) unexcused absences and two (2) late arrivals with no penalty. For any unexcused absences past two or late arrivals past two, there will be a two percentage point deduction from your attendance grade for each absence and a one point percentage point deduction for each late.** \*\* However, if you are absent or late, you are still responsible for ensuring that you have read all readings and that you have obtained all information disseminated in class. The instructor is not responsible for updating you when you are willfully absent or late. Please obtain this information from your classmates.\*\*

**In the event that a student misses a class with a legitimate, *documentable* reason, that student may bring documentation to the Absence Memo Office located at 67 George Street** (between Stern Center and Glebe Street) where the student may fill out a form with a schedule of missed class (es), dates missed, etc. A representative from the Absence Memo Office will notify the appropriate faculty by e-mail. The only way **absences and lates will be considered by the instructor as excused (outside of the allowed unexcused two absences/two lates), is if the reason for absence/late is documented (e.g. medical note or obituary) and accepted by the absence memo department.**

A link to the Absence Memo office website/guidelines is:

<http://studentaffairs.cofc.edu/about/services/absence.php>

**Attendance and Participation is assessed at 10% of your final course grade.**

**Polls** – To promote weekly reading and comprehension of material, **as part of your participation grade** there will be **Polls assigned to be completed in class via Poll Everywhere.**

**\*\*The internet link for our class in Poll Everywhere is:**

<https://www.polleverywhere.com/register?p=2a2b-h4fc&u=EPXBm1bx>

**\*\*Please access this link in order to create a Poll Everywhere account and register it with this POLI 210-21806 class\*\***

**Note:** *You must create/register your account via the link provided and login each time you answer a poll, in order for the instructor to provide you credit for polls taken. If you fail to do this & respond anonymously, you will not receive credit.*

**After you establish your account (via the link I provided above),** then you can login to Poll Everywhere to respond to polls at: <https://www.polleverywhere.com/login> or [pollev.com/chaffincofc](http://pollev.com/chaffincofc)

Poll Everywhere also has an app that can be downloaded for free at:

Android: <https://play.google.com/store/apps/details?id=com.polleverywhere.mobile>

Apple/Mac: <https://itunes.apple.com/us/app/poll-everywhere/id893375312?mt=8>

**Quizzes** - To promote weekly reading and comprehension of material, there will be quizzes administered **in the OAKS environment** (found under Grades – Quizzes). **Quizzes are assessed at 10%** of your final course grade.

**Examinations** – **There will be two exams. The first exam is worth 15% and the second exam is worth 20%. Combined, both exams are assessed at a total of 35% of the final grade.** The format may consist of a combination of multiple choice, true/false, short answer, case scenarios and/or essay questions. It is advisable that you attend class, keep up with your weekly readings and review any post-chapter questions so that you are prepared for the examinations. The final exam will be non-cumulative.

Please notify me in advance if there are extenuating circumstances that prevent you from taking an exam during the scheduled exam period (“extenuating” circumstances are examined on a case by case basis, and may or may not be approved). Examinations cannot be taken early unless it is pre-approved by me. Make up exams cannot be taken unless there is an emergency. *Written documentation may be required for both scenarios.* **Failure to notify me prior to the exam hour about an unexpected absence (or as soon as prudently possible after there is an emergency – e.g. 24 – 48 hours) could result in a late penalty or a zero for that grade.** Any exams that I may approve for you to take early or make up after the examination period may not be the same as the exam given during the scheduled exam period; the exam may be an all-essay question exam.

**Case Studies & Writing Assignments** – We will complete writing assignments & case studies in assigned groups during class (out of class individual or group writing assignments and case studies may also be assigned). Instructions will be provided at the time of assignment. The writing assignments and case studies may come from your Shafritz, Russell & Borick text or I may provide you with case studies in class. **Case study and writing assignments will be assessed a 10% of your final grade.** In class case studies and writing assignments **cannot** be made up. However, I will provide the entire class with credit (not extra credit) for one missed case study *or* writing assignment.

**National/State Policy Paper or Local Government Review Paper & Interim Assignments** – You will complete a paper of six (6) to eight (8) pages double-spaced, on one of two topics (detailed in a separate handout).

- You will have a *library assignment* that will be **posted in OAKS the date of in-class library session (scheduled for Friday February 10<sup>th</sup> in Addlestone Library, room 122).** It is due **Monday February 13th.** You must submit a brief *paper proposal* by **Friday February 17th** and have your topic approved before proceeding with your paper. An *annotated bibliography* will be due on **Friday March 31st** and the *final paper* will be due on **Friday April 14th.**

**The interim assignments are assessed at 15% of your final grade and the paper assignment is assessed at 20% of your final grade. Both the paper and interim assignments make up 35% of your final grade.**

**\*All interim and final paper assignments must be submitted via OAKS dropbox\***

**A brief description of the paper assignment is provided below (more information will be provided in a detailed handout):**

Local Government PA: You can choose a local government entity, municipality or governmental agency to complete a review of their organizational services and administration. You will also conduct an interview of a public administrator regarding their role and responsibilities. Examples of public entities could be: City of Charleston, Charleston County, Charleston Water System, City of North Charleston or Town of Mt. Pleasant.

**National or State Government PA:** Choose a public administration topic of your choice (subject to approval) to research on either the federal or state level. Examples of topics could include: the privatization of government services, information security in the public service, diversity in the civil service or government or budgeting/spending in a policy area (e.g. cost of governmental spending on the Patient Protection and Affordable Care Act implementation) at the national or state level. No interview is required.

Students must use APA style citations. Please refer to <http://www.calstatela.edu/library/styleman.htm> for assistance with this citation style.

Grades will be based on analytical rigor, empirical evidence, and writing skill and will be assessed using the following general guidelines:

**A** Excellent; Clear, thorough, and well-supported  
**A-** Very good, with few shortcomings; or Clear, but incomplete  
**B+** Generally clear, but some gaps; or Good, though somewhat unclear  
**B** Gaps in logic and evidence; or Disordered; or Undeveloped  
**B-** Multiple gaps and unclear parts; or Containing contradictions  
**C+** Unclear throughout; or Wrong question

**C** Vague and unsupported  
**C-** Very unclear and confusing; or No argument  
**D+** Unclear and misunderstood; or Incorrect/missing citations throughout  
**D** Very poor  
**D-** Extremely poor  
**F** Insufficient effort; or Dishonesty

**Extra Credit: Attendance at Political Events/Lectures with a Written Summary** - You will be presented with several opportunities to attend events or lectures sponsored by the Political Science department on campus. Many of these opportunities expand your knowledge or politics and governmental public administration.

If you attend, you are required to complete a one page (single-spaced) or two page (doubled spaced) typed written summary that clearly describes the event/lecture, uses detailed examples to clearly link the lecture/event to class readings/discussion that is well-written, organized and has limited to no grammatical errors. **The instructor will notify the class of events/lectures that qualify and you must submit your summary within one week of the event/lecture to the OAKS dropbox.**

- The lecture/event opportunities (subject to instructor approval) will be announced in class
- Papers will be uploaded to the lecture/event dropbox on OAKS and will be scored with the following rubric:

	<i>3 –excellent</i>	<i>2- good</i>	<i>1- barely adequate</i>	<i>0-inadequate</i>
<i>Outline event/lecture</i>	<i>Clearly and briefly describes event</i>	<i>Describes event</i>	<i>Little sense of event/lecture</i>	<i>Unclear on nature of event/lecture</i>
<i>Link to class</i>	<i>Uses details and examples to clearly link lecture/event to class reading/discussion</i>	<i>Links lecture/event to class discussion/readings with no example</i>	<i>Brief allusion to class.</i>	<i>No discussion of class readings/discussion</i>
<i>Clarity/writing</i>	<i>Clearly written, well organized, no errors.</i>	<i>One or two errors, clearly written, organized</i>	<i>Multiple errors, lack of clarity.</i>	<i>Multiple errors, disorganized, unclear</i>

**\*\*Students will receive up to 5% towards their participation grade for each event/lecture (up to two) For example, if a student receives 100% for their participation grade, they can receive up to 105% for this category for attending one event/lecture and completing a written summary & up to 110% for this category for attending two events/lectures and completing two summaries. Participation and attendance is worth 10% of a students' total grade.**

***Other Extra Credit Opportunities*** - **\*\*There may be other extra credit opportunities that are presented to the class. If offered, instructions will be provided at that time\*\***

***Late Assignments*** – Any assignments submitted late (without prior approval), will receive a 10% penalty off of the course grade earned, per day, including weekends (e.g. due date on a Friday, the student submits the paper on Monday. If the student earned an 80% without the late penalty & the assignment is 3 days late: 30% will be taken off of the 80% earned; with the final grade for the student being a 50% F). Assignments that are submitted later than five (5) days after the due date (without the Instructor's permission) will not be accepted. Assignments submitted after the course has ended (without the Instructor's permission) will not be accepted.

***General Education Social Science Learning Outcome*** - Successfully completing POLI 210 earns Social Science General Education credit at the College of Charleston and the College has established a General Education learning outcome for students which specifies that upon completion of the course, **students can apply social science concepts, models or theories to explain human behavior, social interactions or social institutions.** This outcome will be assessed for the purposes of General Education through an exam essay question. The first exam is worth 15% and the second exam is worth 20% of your final grade.

**Methods of Evaluation:**

<b>Assessment</b>	<b>Weight</b>
Exams (2)	35% (1 <sup>st</sup> exam – 15%, 2 <sup>nd</sup> exam - 20%)
Quizzes	10%
Case Studies/Writing Assignments	10%
Local/State Government or National Policy Paper	20%
Interim Paper Assignments:	15%
Paper Proposal	2.5%
Library Assignment	2.5%
Annotated Bib.	10%
Attendance/Participation	<u>10%</u>
<b>Total:</b>	<b>100%</b>

**Grading Scale:**

93 – 100	A
89 – 92	A-
85 – 88	B+
81 – 84	B
77 – 80	B-
74 – 76	C+
71 - 73	C
68 – 70	C-
64 – 67	D+
60 – 63	D
56 – 59	D-
55 & Below	F

**Course Assignments:**

**Week 1: (Week of Jan. 9<sup>th</sup>) Intro to the Course (Classes begin Jan. 11<sup>th</sup>)**

Overview of Class and Administration

Defining Public Administration Chapter 1

J. Madison, Federalist Paper # 10. Found at:

<https://www.congress.gov/resources/display/content/The+Federalist+Papers>

**Week 2: (Week of Jan. 16<sup>th</sup>) \*\*No Class Monday January 16<sup>th</sup> – Martin Luther King Jr. Day\*\***

Defining Public Administration Continued Chapter 1

J. Madison, Federalist Paper # 10. Found at:

<https://www.congress.gov/resources/display/content/The+Federalist+Papers>

(After accessing the hyperlink above, scroll down to Federalist Paper No. 10 and click on the hyperlink “The Same Subject Continued: The Union as a Safeguard Against Domestic Faction and Insurrection” )

Political & Cultural Environment of Public Policy & Its Administration Chapter 2

**Week 3: (Week of Jan. 23<sup>rd</sup>)**

The Continuous Reinventing of the Machinery of Government Chapter 3

Impediments to Successful Government Linkages, “ pp 26 – 38, in *Sustainability for the Nation*.  
2013. Committee on Sustainability Linkages in the Federal Government. National Resource Council.  
(OAKS)

**Week 4: (Week of Jan. 30<sup>th</sup>)**

Intergovernmental Relations Chapter 4

**Week 5: (Week of Feb. 6th)**

Honor, Ethics & Accountability

Chapter 5

G. Adams and D. Balfour. "The Dynamics of Evil and Administrative Evil," and "Abi Ghraib, Moral Inversion and Torture Policy." in *Unmasking Administrative Evil*, 2015, pp 3 – 9 and 127 – 149. (OAKS)

Abu Ghraib or Hurricane Katrina Video

**\* Library Session Conducted by CofC Librarian Steven Profit – Friday February 10, 2017 to be held in Addlestone Library, room # 122.**

**\*\*Library Assignment due Monday February 13, 2017 via OAKS dropbox\*\***

**Week 6: (Week of Feb. 13th)**

The Evolution of Management & Organizational Theory

Chapter 6

M. Weber, "Bureaucracy," (1922) in *Classics of Public Administration*, J. Shafritz and A.C. Hyde (eds), 2012, pp 44 – 49. (OAKS)

**\*\*Library Assignment due Monday February 13, 2017\*\***

**\*\*Paper Proposal Abstract Due – Friday February 17, 2017 via OAKS dropbox\*\***

**Week 7: (Week of Feb. 20th)**

Organizational Behavior

Chapter 7

C. Stivers, "Settlement Women and Bureau Men: Constructing a Usable Past for Public Administration," *Public Administration Review* (Nov/Dec) 1995. 522 – 529. (OAKS)

**Week 8: (Week of Feb. 27th)**

Managerialism & Information Technology

Chapter 8

Center on Budget and Policy Priorities. A Review of State Government SNAP Websites (OAKS)

**Exam Review**

**\*\*\*Midterm Exam\*\*\* Friday March 3rd \*\*\***

**Week 9 (Week of March 6th): \*\*Spring Break – No Classes\*\***

### **Week 10: (Week of March 13th)**

Strategic Management & Government Regulation

Chapter 9

D.F. Kettl. "The Key to Networked Government," pp. 1 – 14 in S. Goldsmith and D.F. Kettl (eds). *Unlocking the Power of Networks: Keys to High Performance Government*, 2009. (OAKS)

The Spill Video

### **Week 11: (Week of March 20th)**

Leadership

Chapter 10

Review the Myers Briggs Personality Types. Found at: <http://www.strategies-for-managing-change.com/myers-briggs.html> and <http://www.truity.com/view/types>

### **Week 12: (Week of March 27th)**

Personnel Management & Labor Relations

Chapter 11

Matthew Yglesias, "Does Gender Discrimination Cost Women 23 Cents on the Dollar or 'only' 9? It's both!" Moneybox blog, *Slate* magazine, June 5, 2012. (OAKS)

Lily Karlin. The Huffington Post. The Gender Gap Exists Even Among Hollywood's Most Rich and Powerful. Found at: [http://www.huffingtonpost.com/2014/12/18/gender-gap-hollywood\\_n\\_6348120.html](http://www.huffingtonpost.com/2014/12/18/gender-gap-hollywood_n_6348120.html)

Lilly Ledbetter Fair Pay Act: <http://www.nwlc.org/resource/lilly-ledbetter-fair-pay-act-0>

**\*\*Guest Speaker – Jim Meeks, Charleston Water System – Wednesday, March 29, 2017\*\***

**\*\*Annotated Bibliography Due – Friday March 31, 2017 via OAKS dropbox\*\***

### **Week 13: (Week of April 3rd)**

**\*\*\*No class Friday April 7<sup>th</sup>. Online Assignment to be completed & submitted via OAKS dropbox – due by Sunday April 9<sup>th</sup> by 11:59 p.m.)**

Social Equity

Chapter 12

Merit Service Projection Board. Fair & Equitable Treatment Report (read pgs. 5 – 15 & review charts): *Building a Diverse & Representative Workforce* (OAKS)

Virtual Poverty Simulation

Informal Paper Topic Sharing

**Week 14: (Week of April 10th)**

Public Financial Management

Chapter 13

Center on Budget and Policy Priorities. Where Do Our Federal Tax Dollars Go? (OAKS)

2008 Financial Crisis Video

Informal Paper Topic Sharing

**\*Guest Speaker – Keith Bustraan, Charleston County – Wednesday, April 10, 2017\*\***

**\*\*Final Paper Due – Friday April 14, 2017 via OAKS dropbox\*\***

**Week 15: (Week of April 17<sup>th</sup>)**

Program Audit & Evaluation

Chapter 14

HAMP Program Video

Informal Paper Topic Sharing

**Week 16: (Week of April 24<sup>th</sup>)**

Informal Paper Topic Sharing

Final Exam Review

*\*\*Last Physical Day of Class (In Classroom) – Wednesday April 26th\*\**

**\*\*\*Final Exam: Wednesday May 3, 2017 from 12 – 3 p.m.\*\*\***

*\*\*The course schedule is subject to change. Changes will be communicated a minimum of one week prior to any changes\*\**