

Special Problems Section 80

PADM 298

Spring 2024 3 Unit(s) 01/24/2024 to 05/13/2024 Modified 01/23/2024

Contact Information

We will meet as a class via Zoom on Wednesday, January 31 at 6:00 p.m. After that, I will be meeting with each student one-on-one via Zoom for 30 minutes every 2 weeks on Wednesday evenings until their project is complete. While most problems can be addressed during our weekly meetings, I do have additional office hours on Tuesday and Thursday morning, as listed below. And I am available for emergency consultations as needed.

[Here is the Zoom link for our Wednesday evening meetings. \(https://sjsu.zoom.us/j/82871447396?pwd=MGRVbml4b0cyR3ovUVR6YVlZUzB3UT09\)](https://sjsu.zoom.us/j/82871447396?pwd=MGRVbml4b0cyR3ovUVR6YVlZUzB3UT09) The passcode is 344932

Professor: Dr. James Brent

Email: james.brent@sjsu.edu

Office: Clark Hall 457

Office Hours

Office Hours

Tuesday, Thursday, 8:00 AM to 9:00 AM, 457 Clark Hall & Via Zoom

I will hold office hours in person and via Zoom simultaneously. [Here's the Zoom link \(https://sjsu.zoom.us/j/81913200766?pwd=UWtJb1Zmb1NtZUxwOXlkS2tiRFREUT09\)](https://sjsu.zoom.us/j/81913200766?pwd=UWtJb1Zmb1NtZUxwOXlkS2tiRFREUT09) The passcode is 819256

NOTE: I also hold office hours on Tuesdays from 10:30 to 11:30

Course Description and Requisites

Advanced individual research and projects.

Prerequisite: PADM 210, 212, 213, 214 and 218; instructor consent; consent of the chair.

CR/NC/RP Graduate

Program Information

Public Administration Program Learning Outcomes

1. Lead and manage in public governance
 - a. Apply the project management approach to public management models
 - b. Manage Projects
 - c. Understand the relationships between public policy, whether proposed or enacted, and leadership and management in implementation
2. Participate in and contribute to the public policy process
 - a. Apply techniques for program evaluation and policy analysis
 - b. Describe and execute the policymaking process, including defining the problem, setting the agenda, formulating policy, implementing policy and evaluating policy
 - c. Prepare a budget reflecting policy priorities
3. Analyze, synthesize, think critically, solve problems and make decisions
 - a. Employ analytical tools for collecting, analyzing, presenting and interpreting data, including appropriate statistical concepts and techniques
 - b. Identify and employ alternative sources of funding, including grants, taxes and fees
 - c. Understand and apply the legal context of public affairs, administration and policy
4. Articulate and apply a public service perspective
 - a. Behave ethically and with integrity: tell the truth, keep confidences, admit mistakes
 - b. Understand and apply criteria appropriate to public affairs, administration and policy
 - c. Maintain privacy and security of documents and understand Big Data challenges
5. Communicate and interact productively with a diverse and changing workforce and citizenry
 - a. Communicate effectively in writing: prepare clear, concise and well-organized written materials tailored to the audience's level of expertise and needs
 - b. Communicate effectively in speech: present oral information accurately, clearly, concisely persuasively tailored level of expertise and needs
 - c. Work productively in teams

Course Goals

Upon successful completion of this course, students will be able to:

- CLO 1 Demonstrate the ability to conceptualize problems from complex, real world situations so the problems are meaningful to clients, and are research worthy.
- CLO 2 Demonstrate ability to collect, analyze, and synthesize information from multiple sources.

- CLO3 Demonstrate ability to communicate effectively in writing.

All of these course goals are assessed exclusively via the final draft of your research project, which is your only deliverable.

Course Materials

There are no required readings as such. Student and instructor will select appropriate supportive materials based on the topic selected and the research method employed.

Course Requirements and Assignments

Your only assignment is to bring the project you proposed in your PADM 297 prospectus to a satisfactory completion. This may require three drafts. **Specific formatting instructions are contained below. Every draft must be submitted using the proper format.**

Research Project: Final PADM 298 Project

Format:

The title page should contain the title and author on separate lines, centered, followed by the phrase, "A Thesis Quality Research Project Submitted in Partial Fulfillment of the Requirements for the Masters of Public Administration," followed by the adviser's name, and "The Graduate School, San Jose State University". The prospectus must be word processed, double spaced using Times New Roman 12 point type. Pages should be numbered beginning with the page after the title page. A sample page is available. Final perfect projects may be viewed at SJSU ScholarWorks at https://scholarworks.sjsu.edu/pols_grad/ These may be used as a guide to final paper formatting.

Segments of the Final Project:

1. **Background/ Research Question.** In the first paragraph you should state clearly the research question that the project will address. In the next pages you need to give whatever general information is required for your reader to fully understand the context of your research question. This may involve the basic facts of the situation, and the historical, cultural, social, and political context. This was part of your prospectus. However, in the final paper the information will be **stated in the past tense**, as the research will have been completed. The length of the background will depend on the topic. **You should have completed this section in PADM 297.**

2. **Literature Review:** The PADM 298 project should contain a comprehensive review of the relevant literature and published reports on the subject of your research question. The purpose of the review is to sharpen your thinking on your topic, and may point you in directions you had not previously considered. The literature review will vary in length. If, for example, you are analyzing a particular public policy question, your entire paper may consist of a review and analysis of public documents. For those engaging in survey research or organizational analysis, the literature review may be as short as six to ten pages.

The literature review covered in the prospectus will be the core of your paper's literature research. You may discover additional sources and so it should probably expand, but the bulk of your sources should already be in the prospectus.

The format of the literature review is an essay describing the available literature related to your topic. You should present the literature in logical order and grouped by relevance to topics in your outline. In the essay you will cite the author's last name and date of the article in APA in-text citation style. **You should have completed this section in PADM 297.**

3. **Methodology.** This will have been created for your prospectus. It should not change without permission of your adviser. Describe the specific methods that you have used to obtain the data for your project. You may use data analysis, survey research, or any other professional or academic method. The Sylvia and Sylvia book used in PADM 297 provides a number of examples of evaluation methodologies. Bardach and other PADM 213 textbooks are also good guides. The methodology must be appropriate to the subject and your purpose in researching it, and complete, as it guides your research work. Note that while this **should have been completed in PADM 297**, it should now be revised in the past tense because the research will have been completed. Additional Segments of the Completed Paper

4. **Findings:** This section constitutes the focus of your paper and the bulk of your work this semester. You report on what you found. Interviews, data tables or descriptions of public policy inquiries may be appropriate. This section could vary between 10 and 50 pages, depending on the topic and methodology.

5. **Analysis and Conclusion:** In this section you interpret your findings and make recommendations (when appropriate) and/or draw conclusions that are grounded in the Findings section. This section may range from 5 to 20 pages or more, depending on the topic.

The program does not have a fixed standard for length. Generally, successfully completed projects are between 40 and 60 pages in length. If you expect to write a longer paper, the acceptable length should be discussed with and approved by the adviser. Raw data may be presented as an appendix, but is not counted in the paper's page length.

6. **Resources:** This section is the complete list of every source that you cited in your paper. It should include every source that you used to develop every element of your paper. Both paraphrases and direct quotes must be cited using the in-text citation format in APA style. Every in-text citation must have a complete citation in this section of the paper. ***Failure to cite all of your sources is plagiarism and will result in a grade of F for this course.***

Submitting Your Drafts

While your final copy must be submitted in .pdf format (see below), all previous drafts should be submitted as a Google Doc. You may either 1) share it with me directly via Google Drive or 2) email it to me

Submitting Your Final Copy

Once the final draft is approved by the faculty adviser, students must submit a spiral bound copy to the program director for the department's permanent file. This has a clear plastic cover sheet, a hard plastic back and a spiral binding. It must also be submitted to the professor as a .pdf for the department's permanent electronic file. Both of these steps must be completed in order to have the Validation memo signed and submitted for your graduation. The hard copy must be delivered to the POLS office, 471 Clark Hall, whenever the POLS office is open. Call ahead (408-924-5550) to ensure that someone will be there if you plan to go in person. Hard copies may be delivered by mail or in person. In summary,

1. Review all edits and correct errors
2. Ensure that all tables are presented on one page each
3. Ensure that all headings are on the same page with the first few lines of the text they identify
4. Print the report- one copy. You may use double sided, but ensure that all new sections start on their own page, and on the right/odd page
5. Bind with a clear plastic front, hard plastic back and spiral binding. Deliver the hard copy to the POLS office, 471 Clark Hall. Send me an email telling me you've dropped it off.
6. Send a .pdf of the perfect final version of the report to me at james.brent@sjsu.edu for the program's permanent file for NASPAA assessment.

What if I Don't Complete My Project by May 8?

It is very common for students to not complete their project in a single semester. If the final project is not completed in one semester, students must register in PADM 1290R for the second and following semesters. The project must be completed within seven years of starting the MPA courses. [Click here for more information. \(https://www.sjsu.edu/gape/graduate-student-guide/graduation/index.php#11\).](https://www.sjsu.edu/gape/graduate-student-guide/graduation/index.php#11)

✓ Grading Information

This course is a Credit/ No Credit course. In order to receive credit, you must receive a score of 38 or better, with no score below 3, on the review of the final (usually third) draft. **While there are no formal due dates for the first two drafts, the final draft MUST be submitted by May 8 for a Spring 2023 graduation. This is an absolute deadline.**

In order to encourage you to make meaningful progress between drafts and to enable me to manage my workload, **I will accept no more than three drafts.** A fourth draft may be read by an alternate MPA faculty member, and, if necessary, referred to the Associate Dean of the Graduate School for final disposition.

Criteria

Grading Rubric

CRITERIA							
Outcome 1. Demonstrates ability to conceptualize problems from complex, real world situations so the problems are meaningful to clients, and are research worthy (maximum score: 12)							
1. Are the research questions and/or goals well defined and clearly stated?	4	3	2	1	3	1	3
2. Does the author demonstrate in-depth familiarity with relevant literature on the subject?	4	3	2	1	4	1	4
3. Is the methodology appropriate to answer the research question(s)?	4	3	2	1	3	1	3
TOTAL SCORE FOR OUTCOME 1= 12							10
Outcome 2. Demonstrates ability to collect, analyze, and synthesize information from multiple sources (maximum score: 16)							
4. Is the data collected sufficient in quality and depth to answer the research question?	4	3	2	1		1.5	0
5. Is the analysis direct, competent, and appropriate?	4	3	2	1		1.5	0
6. Are the conclusions sophisticated and based on the results of the analysis, as a logical extension of the findings?	4	3	2	1		0.5	0
7. Does the author show how his/her analysis and findings fit into the larger context of the literature and current professional practice?	4	3	2	1		0.5	0
TOTAL SCORE FOR OUTCOME 2= 16							
Outcome 3. Demonstrates ability to communicate effectively in writing (maximum score: 16)							

8. Is the material logically organized , so that a reader can easily follow the writer's train of thought?	4	3	2	1	1	0
9. Is the writing grammatically correct and free of typos?	4	3	2	1	2	0
10. Do tables and figures add useful/important information for the reader?	4	3	2	1	0.5	0
11. Are citations included where appropriate, and are in-text citations, footnotes and reference list properly formatted in APA style?	4	3	2	1	0.5	0
TOTAL SCORE FOR OUTCOME 3= 16						

8

TOTAL SCORE Assessment:						
Excellent Good Marginal Unacceptable						
44 40 36 32						
Excellent: As a supervisor, you would consider this work ready for public distribution without any modification.						
Good As a supervisor, you would consider this work essentially sound, but in need of some refinement before public distribution.						
Marginal: As a supervisor, you would conclude that the work contained some worthwhile elements, but required major revisions before public distribution.						
Unacceptable: The work needs to be entirely redone.						

Per [University Policy S16-9 \(PDF\)](http://www.sjsu.edu/senate/docs/S16-9.pdf) (<http://www.sjsu.edu/senate/docs/S16-9.pdf>), relevant university policy concerning all courses, such as student responsibilities, academic integrity, accommodations, dropping and adding, consent for recording of class, etc. and available student services (e.g. learning assistance, counseling, and other resources) are listed on the [Syllabus Information](https://www.sjsu.edu/curriculum/courses/syllabus-info.php) (<https://www.sjsu.edu/curriculum/courses/syllabus-info.php>) web page. Make sure to visit this page to review and be aware of these university policies and resources.

Course Schedule

During our initial group meeting, I will assign each student to a regular 30-minute time slot, and we will meet then individually every two weeks. There is only one absolute due date: May 8, which is when the final (usually third) draft of your project is due. The other deadlines here are only suggestive, and you are HIGHLY encouraged to submit drafts BEFORE these suggested due dates:

January 29 - First class meeting

March 4 - suggested due date for first draft

April 8 - suggested due date for second draft

May 8 - absolutely due date for third draft