Instructor Information:
   Instructor: Dr. Justin Piccorelli
   Phone: 307.766.2260
   E-mail: jpiccore@uwyo.edu
   Office: Arts & Sciences Building, Room 145
   Office Hours: Tuesday & Wednesday 2-3:30pm

Course Information:
Video: Thursday on 1/26, 2/16, 3/9, and 3/30 from 4-6:50pm in CR 109
Weekends: February 3rd and 4th and April 28th & 29th, Friday from 4-10pm, and Saturday from 8am-5pm, in Room CR 105.

Course Description:
“Integrates theories and concepts introduced in core and option-core courses, and emphasizes students' application of them to various administrative settings. Prerequisite: completion of all other core and option core requirements in the M.P.A. Program” (Course Catalog, 2017).

Text(s) and Readings:

Additional Readings and Course Materials will be provided

Disability Statement:
“It is University of Wyoming policy to accommodate students, faculty, staff, and visitors with disabilities. If you have a physical, learning, sensory, or psychological disability and require accommodations, please let me know as soon as possible. You will need to register with University Disability Support Services (UDSS) in the Student Educational Opportunity offices, Room 330 Knight Hall, and provide UDSS with documentation of your disability” (University of Wyoming, 2015).

Objectives/Outcomes/Standards:
- Provide the opportunity to demonstrate your ability to apply concepts and theories from the MPA curriculum to a set of practical cases and complex situations in public administration
- Help you complete the requirements for the Plan B process

Course Evaluation:
   Student performance will be evaluated at a minimum on the following criteria:
   - Skill in identifying the relevant information of a presented situation; devising strategies for addressing the situation; and assessing the likely consequences of proposed strategies and decisions
   - Critical thought put into case studies
- Communication skills on class assignments
- Effective work while in group settings
- Active participation in class assignments, presentations and other activities

Students must be present for all classes, including weekends. Failure to do so could result in a failing grade in the course and impact a student’s graduation. Consideration will be given for serious weather.

**Class Assignments:**

The major assignment for this course is to read and prepare written answers (5 – 7 pages each) for the case studies in the PA Casebook. There will be other assignments, mostly in class.

This course is a pass/fail grading format and so the same generally applies to the assignments. However, if there are problems with the quality of your work you will be notified.

**Course Outcomes:**

This course has 3 main components

1) Review the MPA program ‘core’ material and other material where needed,
2) Practice and discuss cases as assigned, and
3) Help students prepare for final Plan B cases and defense.

The oral defenses call for you to prepare three case studies (two individually and 1 as part of a 2 person team). Students may choose their own team member. Committees will also be assigned toward the end of the class. Students do not get to choose their committee members.

1. Instructor Assigned Team Case;
2. Instructor Assigned Individual Case; and,
3. Student-selected Individual Case.

You will write these final Plan B analyses and submit them to the chair of your graduate exam committee who will review them and, most likely, suggest changes and edits. After edits and changes are made, you will provide the committee chair with four (4) paper copies of each write ups, as well as copies of the case studies that are the subject of the write ups. These are your official “cases” for the oral exam, and will be distributed to the other members of your committee. You should also keep a back up of your write-ups.

Specific guidelines for final Capstone cases will be provided at a later date in the semester. These guidelines provide the basic requirements for the cases. However, individual committee chairs might have additional requirements. Students are required to check with their committee chair prior to turning in completed draft final cases.

**NOTE:** It is your responsibility to: (1) get drafts of your write ups to your chair by the assigned deadline; (2) complete edits/revision as recommended by your chair; and (3) get the final hard copy versions of your write ups to your chair by the assigned deadline. You will not be permitted to complete your oral defense until your chair has approved your cases. And you will not be awarded a degree until you have successfully completed both the Capstone class and the oral defense.

**Attendance/Participation Policy:**
University sponsored absences are cleared through the Office of Student Life. If you have a legitimate reason for missing class (i.e. mental or physical issue that is empirically verified by a doctor’s note) then appropriate arrangements can be made to make up the work. This requires you to notify me of your absence and condition as soon as possible, and it also requires you to take the necessary other steps to become caught up, like obtaining notes from a classmate, and bringing a set of specific questions to office hours that are related to the material.

Participation is closely related to being present, but also requires more than being a silent fixture in your chair, or writing endless comments and questions online. It requires you to make thoughtful questions and comments that are directly related to the course materials and hopefully enrich the learning process for others. These contributions should also help to keep discussion civil and avoid personal attacks on others. It is particularly difficult to participate in this manner if you do not read the material, are not well rested, or are distracted by online shopping. In other words you should not only read the material and spend some time reflecting on it, but you should also focus on listening to others (even when reading), i.e. good communication. To do well in terms of participation you should listen to lectures, complete the readings, and be prepared to discuss the material at each class.

Students are required to access their university email—it is an official means of communication and often used for announcements related to the class. Please only email me from your university email so that I can be compliant with FERPA guidelines.

Students must also be mentally present during lectures, including, but not limited to, avoiding the use of cellphones

Writing Center:
Students are encouraged to visit the university’s writing center for general support and guidance. I highly encourage you to visit the center often and throughout the semester. The writing center is an invaluable resource to the college that all students (regardless of ability) ought to utilize. Writing is an ability that is developed over a lifetime and something that you should practice daily. In light of this you should make an effort to be proactive concerning your ability to write, and when possible, less reactive. Hours and contact information for the writing center are posted here: http://www.uwyo.edu/ctl/writing-center/

Academic Honesty:
UW Regulation 6-802. (Suggested language: “The University of Wyoming is built upon a strong foundation of integrity, respect and trust. All members of the university community have a responsibility to be honest and the right to expect honesty from others. Any form of academic dishonesty is unacceptable to our community and will not be tolerated [from the University Catalog]. Teachers and students should report suspected violations of standards of academic honesty to the instructor, department head, or dean. Other University regulations can be found at: http://www.uwyo.edu/generalcounsel/new-regulatory-structure/index.html”) (UW Registrar, 2015)

Student Conduct:
For guidelines on appropriate student conduct in an out of class (as online forums are still considered related to class) you are encouraged to visit the Arts and Sciences’ webpage for a brief summary: http://www.uwyo.edu/generalcounsel/_files/docs/UW-Reg-8-30.pdf

A Note on Sources:
Anyone can make a Wikipedia entry. Intelligence and validity are not prerequisites to alter the site—only a computer, valid email address and access to the internet are required. In light of this Wikipedia is very
different from a scholarly book, peer-reviewed journal article, or even newspaper. Being a good researcher in a world with so much information requires you to be able to discern which sources are credible, and what a particular source might be appropriately used for. You should always be weary of search engine results given that the order is determined by popularity, not credibility. *Further, given that Wikipedia is actually written according to popularity it cannot be used or cited unless Wikipedia and its impact on society are the subject of your paper.*

**Course Outline:**
*Day 1 (January 26th): Introduction*

*Days 2 & 3 (February 3rd and 4th): Work and the Self, and Introduction to Case Studies*
  *Readings: McSwite- Preface, and Ch. 1 and Heifetz et al.- Intro, Ch. 1, 2, 3, 4*

*Day 4 (February 16th): The Dreaded Bureaucrat*
  *Readings: McSwite- Ch. 2 & 3*

*Day 5 (March 9th): Strategies to Stay Alive*
  *Readings: Heifetz 5, 6, 7*

*Day 6 (March 30th): Reflecting on the Nature of the Field*
  *Readings: McSwite- Ch. 4 and Appendix*

**Oral Exams: Tentatively scheduled April 17th thru 27th or April 28th and 29th**
A sign-up sheet will be provided during the 1st weekend class.

*Days 7 & 8 (April 28th and 29th): The Personal, and Documentary Film*
  *Readings: Heifetz- Ch. 8, 9, 10, 11 and Additional reading*

The instructor may (and likely will) make changes to the syllabus as the course proceeds. If necessary, these changes will be announced in class. Substantive changes made to the syllabus shall be communicated in writing to the students.