

Public Administration Survey

PS 5303: Spring 2026



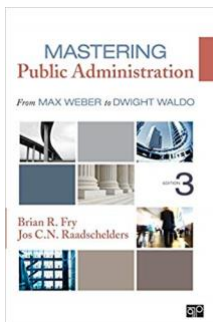
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Course description: This course focuses on the conduct of public business by public agencies and nonprofit organizations at national, state, and local levels. In this course, students will explore the works and teachings of many of the prominent public administration scholars and theorists, apply those to case studies and their current/future work environments, as well as review articles about the role and challenges associated with nonprofit organizations.

Course Learning Outcomes:

By the end of this course, students should be able to:

- Explain many theoretical approaches to the study of public administration and how each applies to their area of public service
- Describe the various challenges that public administrators face and how scholars and administrators of the past and present have and are addressing those challenges
- Identify the major foundational works in public administration and the contributions each made
- Describe the role, management, and challenges of nonprofit organizations in delivery of public services
- Explain the difference between a program evaluation and policy analysis
- Design a program evaluation of a program, agency, organization, or approach in public administration



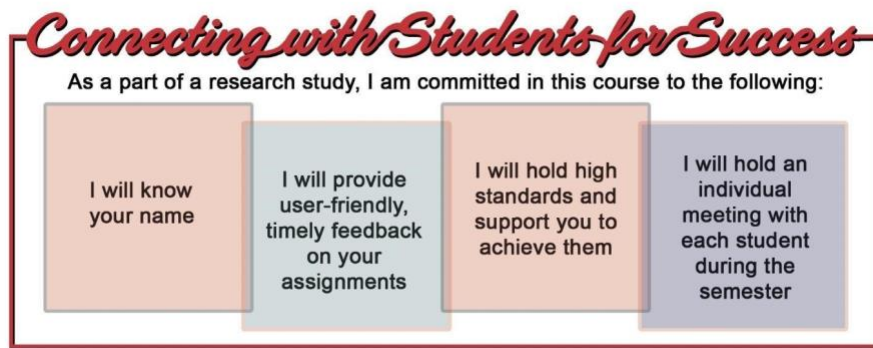
Required Text: *Mastering Public Administration: From Max Weber to Dwight Waldo* (3rd edition) by Brian R. Fry & Jos C. N. Raadschelders

NOTES FOR THOSE USING SULLY'S SHELF:

- > Check your school-issued email inbox for a message from Kortext
- > Click the activation link provided
- > Your content opens automatically in your Kortext Library
- > **You will get access to the newest edition. However, there are MINOR differences. Just follow along based on the scholar vs. the chapter.**

ISBN-13: 978-1452240046
ISBN-10: 1452240043

Optional Online & Free Resource: <https://www.managementstudyguide.com/what-is-public-administration.htm>



This course will be part of an initiative at Sul Ross State University referred to as “Connecting with Students for Success”. This study is aimed at connecting with students in a way that sets them up for better success, overall. As a part of this study, each student will be required to meet with me at least once by February 6, 2026. This will be included in your grade for the course (worth 50 points). I will schedule this meeting around your schedule. During these meetings, we will discuss how you are doing overall, any resources you may need, and the class assignments and expectations. We will also discuss your program evaluation focus to make sure you are on the right track with that assignment. In addition, we will discuss feedback literacy. More about that can be found on the final pages of the syllabus.

GRADING

Grades in this class will be determined by the number of points you earn by the end of the course. The point distribution is listed below:

Module Discussion Posts & Questions (50 x 4)	200
Case Study Assessments (3 x 80, 1 x 60)	300
Conversations with a Scholar (3 x 50)	150
PA Scholar/Theory Presentation	100
Meeting with me (before Feb. 6)	50
Program Evaluation	200
Total	1000

A	895-1000 points
B	795-894 POINTS
C	695-794 POINTS
D	595-694 POINTS
F	BELOW 595 POINTS

ASSIGNMENTS:

Discussion Boards: During several weeks, we will have discussion boards, each worth 50 points. Please make sure to read over the rubric and examples posted on Blackboard. Graduate-level discussion posts should be viewed much like mini research papers. Assertions should be substantiated by scholarly references, and grammar and spelling errors should be non-existent. In other words, these are not social media posts that you can write from your phone. It is recommended that you type all posts in word processing software before posting them to check for grammar & spelling mistakes. Make sure you also include both in-text and full citations for references used (APA format). NOTE: All discussion board posts are “post first” discussion boards, meaning you will not be able to view the posts of others until you have made your first post.

Your first post for each discussion board should be a response to the prompts provided and ONE discussion question related to the readings for the module. Instead of asking questions that will prompt regurgitation of course readings, ask questions that encourage fellow students to think critically and to research further for their responses. See “Discussion Questions” section of this syllabus for more guidance.

After your initial post, you will need to **respond to two questions** from your classmates (although you are allowed/encouraged to respond to more). Please select questions that allow you to add more depth to the discussion. Use the rubric to guide your responses.

Each discussion board module lasts one week. **Your first post is due by 11:59 p.m. on Wednesdays.** You will lose points if your questions are not posted in time. Response posts must be posted by 11:59 p.m. on the following Sunday. NOTE: The due date posted in Blackboard is the due date for the response post because Blackboard only allows one due date to be associated with each assignment, but you need post your initial post by Wednesday to avoid losing points.

Conversations with a Scholar: Three times this semester, you will select a scholar and engage in a conversation with this scholar with the use of generative AI tool and provide a written response to a series of questions. Obviously, for this assignment, I am giving you permission to use generative AI. Please follow the instructions provided on Blackboard. Each of the three conversations will be worth 50 points and are due by Sunday at 11:59 pm in the week they are listed.

Case Study Assessments: You will have four case study assessments. These will be timed assessments on Blackboard, where you are provided a case study scenario and asked to apply approaches from three scholars. You may take them at any time during the week, but they will be due by Sunday at 11:59 p.m. You will have one hour to complete the response once you enter the assessment. You are allowed to use handwritten notes on these assessments, but you are not allowed any other digital devices.

PA Scholar/Theory Presentation: During Week 13, you will submit a 5-7 minute presentation about a PA scholar that you select from a list (first come, first served). This presentation should be designed for a general audience and include information on this person’s contributions to the public administration. Your goal with the presentation is to help others understand the significance and the teachings. Please see the instructions on Blackboard and the rubric for more information. Due by 11:59 pm on Sunday, April 12, 2026.

Program Evaluation: Your final paper in the course will require you to design a basic program evaluation of a program, agency, organization, or approach in public administration. More instructions and a rubric are provided on Blackboard. These are due by 11:59 p.m. on May 2, 2026. You are expected to work on the paper throughout the semester. NOTE: All of your work for this major paper needs to take place in a Google Doc with the Process Feedback extension. Please see Blackboard for the instructions.

Class Meetings: This class is an online, asynchronous class. Therefore, there are not any required meeting times. The one required meeting early in the semester will be scheduled around your schedule. In addition, I will be providing a least a few opportunities to interact with me and others in the class so we can discuss the course materials and assignments throughout the semester. I will also promote opportunities to attend webinars related to public administration. In addition, I will be active in the discussion boards.

Calendar (subject to change) Weeks are listed as Monday-Sunday

W	Week of	Topic	Reading	Assignments and Important Dates*
1	Jan. 12	Introduction to the course	Syllabus & Book Introduction (MPA)	Introduction post due by Sunday at 11:59 p.m.
2	Jan. 19	Introduction to Program Evaluations	Blackboard materials	Review Blackboard Materials & Meetings with Instructor
3	Jan. 26	Weber	Chapter 1	Discussion Board
4	Feb. 2	Taylor	Chapter 2	Conversation with a Scholar
5	Feb. 9	Gulick	Chapter 3	Case Study Assessment
6	Feb. 16	Follett	Chapter 4	Discussion Board
7	Feb. 23	Mayo	Chapter 5	Conversation with a Scholar
8	March 2	Barnard	Chapter 6	Case Study Assessment
9	March 9	Spring Break-No Classes!		Enjoy your break!
10	March 16	Simon	Chapter 7	Discussion Board
11	March 23	Lindblom	Chapter 8	Conversation with a Scholar
12	March 30	Waldo	Chapters 9 & 10	Case Study Assessment
13	April 6	Work on presentations		PA Scholar/Theory Presentations: Due on April 12 at 11:59 pm
14	April 13	Non-profit organizations	Reading list in Blackboard	Discussion Board
15	April 20	Non-profit organizations	Reading list in Blackboard	Case Study Assessment
16 & 17	April 27 & Finals week		Readings to support your final paper/program evaluation	Final Paper/ Program Evaluation due by 11:59 p.m. on May 2, 2026

Other important dates:

- 1/14, First day of SRSU classes
- 1/19, MLK, Jr. Holiday, no SRSU classes
- 1/20, Last day for registration and schedule changes
- 1/30, Last day to drop a 16-week class without a record
- 2/2, Last day to register to vote in primary election
- 3/3, Primary Elections
- 3/9-3/13, Spring Break (No Classes)
- 3/30, Registration for Summer & Fall 2026 opens
- 4/2, Last day to register to vote in May elections
- 4/3, Last day to withdraw with a “W” (16-week classes)
- 4/29, Last SRSU class day before finals
- 4/30, Dead day
- May 1, 4-6, Final Exams
- 5/2, Uniform Election Day
- 5/7, Residence Halls Close at 12 p.m. noon (non-graduating students)
- 5/8, Spring Commencement, 5:30 p.m., Gallego Center

WHAT YOU CAN EXPECT FROM ME:

- I will provide weekly communication with the class through announcements (email and posted on Blackboard), email notifications, and virtual office hours.
- I will provide email responses within 24 hours of receipt during the hours of 9 a.m.-4 p.m., Monday-Friday.
- I will provide grades and feedback for assignments within one week of the submission due date.
- I will provide clear and concise instructions on how to complete the online course requirements.
- I will provide a range of opportunities to engage in the course content in a meaningful way.
- I will engage in the discussion boards to provide direction or clarification to the discussion.
- I will do my best to stay abreast of the current research in the field to help you get the best possible experience in the course.

WHAT I EXPECT FROM YOU:

- You will familiarize yourself with the course syllabus, policies, assessments, evaluation, grading criteria, and course design.
- You will acquire the tools necessary to be successful in this class. This includes the book, reliable Internet access, and a device other than your phone for completing assignments.
- You will complete all assigned readings and coursework by assigned due dates.
- You will engage in the course, with your peers, and with me, using open and appropriate communication
- You will be diligent about using communication in a way that shows respect to me and your classmates
- You will submit graduate-level work that has been checked carefully for errors in spelling, grammar, and punctuation.
- You will respond to communication from me and your classmates in a timely manner (within 24 hours).

- You will not plagiarize the work of others or yourself, and you will also not collaborate with others or use generative AI on class assignments (unless clearly authorized to do so)
- You will reach out to me immediately if you are having trouble in the class or with access to course materials (although please call the Help Desk--888.837.6055 for general access issues)

GROUND RULES FOR DISCUSSION BOARDS

SOURCE: Center for Teaching and Learning. (2020). Sample discussion board ground rules. Retrieved from <https://ctl.wiley.com/sample-discussion-board-ground-rules/>

- **Ask questions.**
If you find something confusing or want to know more, do not hesitate to ask questions. Make sure to post your questions in the appropriate thread.
- **Participate.**
Do not hide in the background; it is not fair to lurk and let others do all the work. Contribute to discussions to get as much as possible from the course and to maintain your participation grade.
- **Do not dominate a discussion.**
Share your knowledge, but not to the point of excluding others. If you have something to offer, please share it, but allow everyone to contribute equally to a discussion.
- **Be intellectually rigorous.**
Do not excuse sloppy or illogical thinking. Challenge yourself and one another.
- **Be tactful.**
Be critical of ideas but remember there are other people involved. Be tactful and kind. You can hurt the feelings of a person reading your post.
- **Forgive other students' mistakes.**
Do not correct others, even if you follow the rules of netiquette and use good manners. Just because you do not agree with a student's post does not mean that he or she is wrong. Instead, offer a different perspective to encourage further discussion.
- **Read the whole thread before posting.**
Read all the posts in a thread before responding so you don't repeat what others have already said. Try to contribute clarifying information or a new idea to a discussion.
- **Be concise.**
Do not waste people's time by posting basic, repetitive information. Make your point clearly and quickly.
- **Reread and check your posts.**
Practice professionalism. Be mindful of how you look online; others will likely judge the tone and quality of your writing. Reread your posts and edit for clarity and mechanics.
- **Cite your sources.**
If you use a source, cite it properly. Give credit where credit is due. Include links where appropriate.
- **Maintain confidentiality.**
Respect your classmates' privacy. Do not repeat the personal information that others share.
- **Report technical problems.** If the platform is not working properly, please let me know as soon as possible

DISCUSSION QUESTIONS

--A good discussion question meets the following criteria:

- Is clear and easy to understand

- Has appropriate grammar, spelling, and punctuation
- Allows your classmates the opportunity to apply or critically think about a concept from the readings or to discuss an issue that is relevant to the topics for the week
- Encourages deeper exploration of course topics
- Helps bring in new knowledge to the learning environment

--A good discussion question DOES NOT

- Ask for specific answers that can be easily found in the book or online (you're not testing your classmates)
- Promote a certain opinion (e.g. Why should we do away with the electoral college?)
- Duplicate questions from other sources
- Present inaccuracies (e.g. Why does the President get to serve six terms?)

OTHER COURSE POLICIES & RESOURCES

ACADEMIC INTEGRITY: Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. Students should submit work that is their own and avoid engaging in behaviors that violate academic integrity, such as turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden. Students should also avoid using open AI sources *unless permission is expressly given* for an assignment or course. Violations of academic integrity can result in failing assignments, failing a class, and/or more serious university consequences. These behaviors also erode the value of college degrees and higher education overall.

As an SRSU student, it is your responsibility to read and understand the university's expectations about academic integrity. All violations will be taken seriously and handled through the appropriate university process. The policy can be found at: <https://www.sulross.edu/about/administration/university-policies/>

*****PLEASE NOTE: You must do all work on your final paper in a Google Doc using the Process Feedback extension. Please see the instructions for adding this extension on Blackboard. The Respondus Lockdown Browser & Monitor tools will also be used for the case study assessments as well. I do NOT like having to use these tools. However, they are an unfortunate necessity in the age of generative AI.**

If you have any questions about this, please ask!

LATE WORK: I have been very intentional about how I have designed this course and distributed the content to optimize your learning and comprehension. Trying to cram weeks of work into a few days or waiting until the end of the semester to do everything isn't conducive to learning. For this reason, you must have an extenuating circumstance and approval from me to submit late work. If you submit late work without an approved extension from me, I reserve the right not to grade it. Communication is key.

INCOMPLETE POLICY: We do have the ability to assign students an incomplete at the end of a course. However, two conditions are required for an incomplete to be granted: 1) an extenuating circumstance, and 2) most of the work for the course has been completed (more than 50%). The max extension for an incomplete is 6 months, and incompletes are calculated as an "F" in your GPA until you have successfully completed the final assignments.

COURSE BLACKBOARD RESOURCES: There are several resources on the course Blackboard page. You are expected to review and familiarize yourself with the items in Blackboard in the first week of class. NOTE: Please post general, course-related questions to the discussion board forum I have set up for this. Typically, if one student in the class has the question, others do as well. Please allow 24 hours for a response, and then feel free to email me or call me directly with your question.

ALPINE LIBRARY INFORMATION

The Bryan Wildenthal Memorial Library in Alpine offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, library.sulross.edu/. Off-campus access requires logging in with your LobolD and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or by phone (432-837-8123).

No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting library.sulross.edu/find-and-borrow/texshare/ or ask a librarian by emailing srsulibrary@sulross.edu.

ADA STATEMENT

SRSU Accessibility Services. Sul Ross State University (SRSU) is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Ronnie Harris, LPC, Counselor, at 432-837-8203 or ronnie.harris@sulross.edu. RGC students can also contact Alejandra Valdez, at 830-758-5006 or email alejandra.valdez@sulross.edu. Our office is located on the first floor of Ferguson Hall, room 112, and our mailing address is P.O. Box C122, Sul Ross State University, Alpine. Texas, 79832.

STUDENT RESPONSIBILITIES STATEMENT

All full-time and part-time students are responsible for familiarizing themselves with the Student Handbook and the Undergraduate & Graduate Catalog and for abiding by the University rules and regulations. Additionally, students are responsible for checking their Sul Ross email as an official form of communication from the university. Every student is expected to obey all federal, state and local laws and is expected to familiarize themselves with the requirements of such laws.

COUNSELING SERVICES

Sul Ross has partnered with TimelyCare where all SR students will have access to nine free counseling sessions. You can learn more about this 24/7/365 support by visiting Timelycare/SRSU. The SR Counseling and Accessibility Services office will continue to offer in-person counseling in Ferguson Hall room 112 (Alpine campus), and telehealth Zoom sessions for remote students and RGC students.

SRSU DISTANCE EDUCATION STATEMENT

Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires a secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook.

Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint are located in the student handbook.

BLACKBOARD TECHNICAL SUPPORT: SRSU 24/7 Blackboard Technical Support Online Support Desk Contact Info: Toll Free: 888.837.6055. Email: blackboardsupport@sulross.edu

IMPORTANT NOTES ON GRADUATE COURSEWORK AND COMPREHENSIVE EXAMS

Grades: In graduate school, a “C” is required to pass the class. In addition, you must maintain at least a 3.0 GPA to remain in good standing. The program faculty evaluate the progress of students in the program at the end of each semester. Just maintaining a “B” average in the program is not enough to be deemed eligible to continue in the program or to complete the comprehensive exam.

Comprehensive Exam: A comprehensive exam is required in the final semester of coursework for MA-PS and MPA students. More information can be found on our program’s website. Please make sure to save copies of all of your papers, assignments, and books. These will assist you in the comprehensive exam.

Program Learning Outcomes

Public Administration	Political Science
<p style="text-align: center;">The graduating student will:</p> <ul style="list-style-type: none"> • Demonstrate the ability to critique significant theoretical approaches of public administration. • Demonstrate the ability to evaluate domestic and international administrative processes. • Demonstrate the ability to apply appropriate statistical tools for quantitative analysis. 	<p style="text-align: center;">The graduating student will:</p> <ul style="list-style-type: none"> • Demonstrate the ability to analyze significant theoretical approaches of political science • Demonstrate the ability to evaluate domestic and international political processes • Demonstrate the ability to apply appropriate statistical tools for quantitative analysis

Marketable Skills

Public Administration	Political Science
<ul style="list-style-type: none"> • Students can organize and execute presentations relevant to public administration • Students understand and can execute a program evaluation • Students can conduct statistical analyses that are useful to the work of public administrators. • Students can read and interpret an organization budget 	<ul style="list-style-type: none"> • Students can organize and execute verbal and written presentations of complex social issues • Students can tackle social and political problems by acquiring relevant data and using insight and technical skills to analyze data and develop logical solutions • Students understand the roles and responsibilities of institutional authority within local, state, national, and international communities. • Students understand and can execute a policy analysis

Tips for Developing Your Feedback Literacy

In this Connecting with Students for Success course, I am seeking to promote your “student feedback literacy”. That is “an understanding of what feedback is and how it can be managed effectively, how to make productive use of feedback and an appreciation of the roles of teachers and students in the process.” (Henderson et al., 2019).

Using feedback effectively can enhance all dimensions of life. Each day, we all have feedback events that help us stay safe, learn, and grow:

- you walk out the door and realize you should have worn a coat
- you read a Yelp review of two restaurants, and select one
- you see a red light in traffic, and you stop.

In this course, I plan to collaborate with you to provide feedback that is valuable to you now and in the future. Feedback is a value added to your educational journey. I am committed to giving you feedback that enhances your capabilities and skills. I will be doing my best to use these 10 tools and practices for feedback, with the goal of giving better feedback that you can use now and throughout your life.

Table 1. What Feedback Practices Do Instructors Use

Feedback Tools & Practices	
1. Focus on behavior & not the person	6. Allow feedback to be a two-way street
2. Be specific & evidence based	7. Use questions in the feedback process
3. Give forward-looking feedback to impact the future	8. Embrace negative feedback to help reach our goals
4. Give timely feedback	9. Listen deeply
5. Consider the best medium for feedback delivery	10. Remember feedback is an exchange occurring in relationships

Adapted from Riordan, B.G. (2021). Feedback Fundamentals and Evidence-Based Best Practices: Give It, Ask for It, Use It.

My goal is to help you develop the capability to make decisions about the quality of your own work. Our new feedback paradigm encourages sense- making and interactions between faculty and students to promote student’s feedback self-efficacy and success

Reflecting on Feedback: Key Elements

Throughout this course, you are encouraged to learn about best practices for giving, receiving, and using feedback. Use this checklist to reflect on your experiences and growth (Adapted from Winstone & Carless, 2020).

- ☐ I used feedback from previous assignments to improve my current work.
- ☐ I had opportunities to co-create or clarify feedback with my professor.
- ☐ The rubric helped me understand the criteria and standards for this assignment.
- ☐ Feedback helped me evaluate my own performance.
- ☐ I interacted with my professor about feedback and learned from those conversations.
- ☐ Feedback was honest, empathetic, and supported my growth.
- ☐ Feedback experiences encouraged innovation and celebrated creative approaches.
- ☐ I used feedback to enhance my learning and improve my performance.