

Implementation and Program Evaluation in Environmental Policy
California State University, Northridge
Master of Public Administration 622A
Summer 2009

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Ventura Cohort
Thursday Evenings
7/2-8/20 2009 6:00-9:45 pm

Course Description

Public Policy is fundamentally a discipline interested in identifying public problems and implementing successful solutions. Several courses focus on the identification of common problems and review potential policy solutions (e.g., MPA 640, MPA 650). This course focuses exclusively on policy solutions and strategies for successful implementation of these solutions.

Clearly, public policy represents a contested terrain. Policy outcomes represent benefits to some and pain to others. Hence, policy implementation is typically a political, and often passionate, discourse. Successful policy implementation, therefore, requires rational strategies. Public sector management, as a discipline, has increasingly come to understand the importance of developing effective implementation strategies.

This course will include the use of strategy games in order to expose the hidden interests of policy agendas, and to develop the policy strategy skills of the seminar participants. Game theoretical analysis has traditionally been applied in the field of international relations. Increasingly, such analysis has become useful in domestic policy strategies, at all levels of government.

Finally, the course will examine program evaluation (post-implementation analysis). How public agencies assess their success says as much about their quality as the programs they operate.

Programmatic SLOs – This course is designed to allow students to:

Gain the ability to critically analyze, create or improve, and implement, effective public policy in public sector programs and services.

Acquire the foundation knowledge needed to understand the distinctive character and responsibilities of public sector administration in a democratic society.

Acquire the breadth and depth of knowledge about the challenges and model practices of contemporary public sector administration needed to be effective in that context.

Acquire an understanding of the special challenges and opportunities of public sector administration in a diverse urban context.

Course Specific SLOs:

Students will acquire a foundation in public policy and policy implementation. Students will also acquire an understanding of program evaluation.

Required Reading

Implementing Public Policy
(Hill and Hupe: Sage, 2002)

Program Evaluation: An Introduction
(Royse, et al., Wadsworth, 2006)

Course Requirements

The course will be conducted as a seminar -- that is, the course will survive on the contributions of seminar participants. Each participant is expected to come to class ready to critically analyze the reading and prepared to add to the ongoing class discussion. The extent to which you bring your personal experiences and insights into the discussion will define the richness of the discussion.

Course requirements include active class participation, an oral report, an online discussion board, and a written paper. All class meetings are mandatory. If you must miss a class, please meet with instructor for alternative assignment. **Readings**, of course, are critical. It is expected that students will complete all reading assignments **prior** to class for which they are assigned. The **online discussion board** (Blackboard) is designed to help students integrate the weekly reading into the ongoing class discussion. The online discussion board is mandatory, and should be completed prior to the class session in which the readings will be discussed.

Students are expected to participate actively in class by being prepared to comment on the weekly readings, and by integrating the readings into their professional experiences. Since verbal communication is the keystone to public administration, students are required to complete a 15-18 page research paper using appropriate format and documentation. We will speak exhaustively about this in class. Finally, students will present their papers orally for the entire class.

Papers should focus on policy implementation, and must utilize course materials as well as appropriate additional resources. The paper should focus on a specific case study – either an exemplary case, or a fiasco (an exemplary failure). Analyze the case using the analytic tools from our text (Hill & Hupe) and our class discussion. The papers should be written in a scholarly format, typed double-spaced, according to academic protocol.

Grading Criteria:

General Class Participation:	10%
Online Case Study Segment:	20%
Online Discussion Board (Blackboard):	20%
Oral Presentation:	10%
Paper:	40%

Please Note: Weeks III & IV (7/16-23) will be entirely online. This will allow us to cover an implementation case study in depth. The online segment is based on the case study, ***Policing Los Angeles Under a Consent Decree: The Dynamics of Change at the LAPD*** (available on Blackboard), and allows us to fully flesh out the themes from our class in a manner that is in-depth, interactive, and interesting.

The class will be broken into 5 workgroups, each assigned a specific set of questions related to the case study. Each group will then comment on other groups' responses according to specific criteria which we will have developed in class in our prior sections, and which align with the ongoing course content. And, we will revisit the case study in our remaining in-class sessions.

These approaches are really best used in an online segment since you will be working collectively over several days to complete specific projects in an incremental and highly facilitated way. It is not an independent assignment, as you will need to submit benchmark material every few days. We'll discuss this at length in our first two sessions so you will be fully prepared. The online segments are designed to be completed within the time period we would otherwise be in class (not including regular course readings).

We will not meet in person over these two weeks, but you will need internet access.

Course Outline: (note -- reading is due the day noted.)

7/2: Introduction: The Role of Implementation Theory in Public Policy (Hill & Hupe 1-2)

- What is the Role of Public Policy?
- Defining Implementation
- Problems in Policy Implementation
- Policy Design: Aligning Policy Goals with Policy Tools

7/9: Critical Issues in Policy Implementation (Hill & Hupe 3-5)

- Implementation Analysis
- Top Down vs. Bottom Up Implementation Analysis
- Synthesizers

7/16: Online Segment: Implementation Practicum (Hill & Hupe 6-9)

- Online Segment -- Materials will be distributed in week 2 (7/9)
- Implementation Research
- Governance and Managing Implementation

7/23: Online Segment: Implementation Case Study – Available on Blackboard

Policing Los Angeles Under a Consent Decree: The Dynamics of Change at the LAPD

(also available at: <http://www.lacp.org/2009-Articles-Main/2009-PDFfiles/051909-HarvardStudy-LAPD.pdf>)

- specific instructions will be distributed in class (7/9) and online

7/30: Program Evaluation (Royse et al., 1-7)

- Evaluating Policy Success
- Needs Assessment
- Quantitative vs. Qualitative Evaluation
- Formative and Process Evaluation

8/6: Program Evaluation (Royse et al., 8-14)

- Research Design
- Cost-Analysis Designs
- Measurement
- Data Collection and Analysis

8/13: Program Evaluation Practicum

- Methodology: Define Goals, Evaluative Measurements, Collect Data, Analysis
- Working Groups;
- Apply evaluative analysis to Policy Area;

8/20: Integrating Implementation Analysis and Program Evaluation

Evaluation Reports Due & Final Presentations;