Instructor Information: Dr. Isla A. Schuchs Carr, Assistant Professor of Public Administration

Office Location: 304 Bay Hall; Office Phone Number: (361) 825-2215

Office Hours: Monday 9:30-11:30 am, Tuesday 6-7 pm, and Thursday 9:30-11:30 am, or by appointment.

E-mail Address: isla.schuchscarr@tamucc.edu (preferred method of contact)

Course Information: This course meets in BH 127 on Thursday evenings from 7-9:30 PM, with between 75-99% of the course content taught face-to-face and between 1-25% of the course content taught online.

Course Description: An analysis of the formation, management, and administration of fiscal policies at all levels of government in the United States. Basic financial management planning, preparation, presentation, and resource allocation analysis.

Course Materials: The following textbooks are required. Any additional readings and/or educational videos will be posted in Blackboard or can be accessed through the library online catalog.

(1) POLITICS OF PUBLIC BUDGETING | Edition: 8TH 17; Author: RUBIN; ISBN: 9781506354804 (readings referenced as Rubin)

(2) BUDGET TOOLS | Edition: 2ND 15; Author: CHEN; ISBN: 9781483307701 (readings referenced as Budget Tools)

Website: Your class will be using the Blackboard platform. If you have trouble with your log-in to Backboard, please contact Island Online Support:

Hours of Operation: -- 8:00 A.M. to 10:00 P.M. Every day (U.S. Central)
By Phone: 361-825-2825 (Local); 1-866-353-2491 (Long Distance)
By E-mail: isandonline@tamucc.edu

Note: This syllabus is subject to change. Students will be notified of any changes via e-mail and the most recent edition of this course syllabus will be posted of the course Blackboard site.
**Student Learning Outcomes:**
This course is designed to assist you in mastering specific competencies identified by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). The NASPAA competencies addressed in this course are to **analyze**, **synthesize**, **think critically**, **solve problems**, and **make decisions**; and to **articulate and apply a public service perspective**.

By the end of the course, students will be able to:
1. prepare for and participate in meetings, make public presentations and work as part of a team. Most executive budget and legislative shops are organized around teams and the format of the course provides socialization into this format (assessed by Group Budget Proposal project and presentation).
2. use the major processes (structure), terminology, techniques and tools (craft) used in budgeting, thereby further providing a foundation for professional success and entry into the public administration profession (assessed with various Assignments based on Budget Tools).
3. understand the role that political and economic constraints play in determining the success of a public budget (assessed with Budget Analysis Paper).

**Course Requirements:** Students may earn a total of 500 possible points throughout the course by completing the following assessments.

<table>
<thead>
<tr>
<th>Assessment Type</th>
<th>Due Date</th>
<th>Possible Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Activities/Participation</td>
<td>On-going, See Course Schedule</td>
<td>100</td>
</tr>
<tr>
<td>Discussion Questions</td>
<td>On-going, See Course Schedule</td>
<td>50</td>
</tr>
<tr>
<td>Assignments</td>
<td>Ongoing, See Course Schedule</td>
<td>200</td>
</tr>
<tr>
<td>Budget Analysis Paper</td>
<td>March 10th</td>
<td>75</td>
</tr>
<tr>
<td>Group Budget Proposal Presentation</td>
<td>May 9th</td>
<td>25</td>
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<tr>
<td>Group Budget Proposal</td>
<td>May 9th</td>
<td>50</td>
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<tr>
<td>Total</td>
<td></td>
<td>500</td>
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**Grading Scale:**
- A 90-100% 449-500 points
- B 80-89% 398-448 points
- C 70-79% 348-397 points
- D 60-69% 298-347 points
- F 59% and below 297 and below

All assignments must be turned in using the appropriate Backboard assignment portal. Acceptance of late hand-ins or postings is at the sole discretion of the instructor. Points will be deducted for late hand-ins.

**Class Activities/Participation [100 pts—20%]** You are expected to come to class having completed the assigned readings and to participate in class discussions. Students are expected to actively engage in class during the entire class period, every class period. As there is an online element to this course, discussion board posts may be used to engage students in weeks we do not meet in person. Students should demonstrate in class that they have read by making comments, asking questions and engaging in activities.
Discussion Questions [50 pts—10%] Each week that there are readings assigned, students are expected to submit at least two discussion questions over the required reading. You will need to post these questions on the Discussion Forum in Blackboard before midnight on the Sunday before the class meets in order to give me (and your classmates) time to consider and formulate a response to your questions before the class discussion.

Assignments [200 pts—40% total] There are assignments that go along with the modules in the Budget Tools textbook. Each case has a series of questions and/or tasks to accompany it that provides an application of the skills covered in the chapter. Due dates are listed on the Course Schedule below and more information will be given in class and posted with the assignments on Blackboard.

Budget Analysis Paper [75 pts—15%] Students will find a public budget (many are online accessible) to analyze for a short (4-6 page) paper in this course. Budgets may be from any public agency or institution at the federal, state, or local level (certain international agencies may be allowed with prior approval from the instructor). Students should discuss strategies, structure, and the environment that impact the budget they selected, with special consideration given to the topics in the assigned texts—specifically Rubin Chapter 5 and Budget Tools Part 2. Additional guidelines regarding papers are listed below.

Group Budget Proposal Project [50 pts—10%] Students will work together in assigned groups to develop, submit, and present a budget proposal for their assigned department. Each group will submit one copy of the proposal via Blackboard. Budget proposals will include a 5-year expenditure history, capital expenditures, as well as justifications for changes. Within the 24 hours after the group presentations, students will e-mail their instructor with any reasons they feel any of their group members do not deserve full credit for the group project or presentation (before 9 PM on the following day).

Group Budget Proposal Presentation [25 pts—5%] Students will summarize their group’s Budget Proposal for their assigned department and present it using PowerPoint or a similar presentation method. Group presentations should be between 15-20 minutes and each group must be prepared to answer questions from the instructor and their classmates following their presentation. Classroom handouts are encouraged. Each group will be graded on their ability to summarize key elements and aspects of their assignment department’s budget, as well as for the professional tone of their presentation.

Additional Paper Guidelines

10 pts deduction per day for late papers.

Format: Your paper should be double-spaced, 12-pt Times New Roman or 11-pt Calibri font with 1-inch margins all around. Failure to do so will result in an email asking you to reformat it, and hand it in again. It will be marked late and lose one letter-grade.

References or sources of information for papers must consist of scholarly (peer reviewed) articles or journals, government reports, or the readings for the class. On occasion assignments will necessitate agency websites, newspaper or magazine articles, but these types of sources should not constitute most of your sources. The use of Wikipedia or other Internet encyclopedia for any paper is not acceptable for graduate level work and will not be accepted.
For more information on APA style citations, access this useful guide:
https://owl.english.purdue.edu/owl/section/2/10/

**Attribution:** You must give proper attribution to another author’s work you are citing. This means that in parentheses you should place the author’s last name and the page from which you are citing at the end of the sentence. When you use a direct quote, paraphrase or refer to a specific page or section of the textbook you must include a page number in the citation. I expect quotations marks for direct quotes. Use quotes sparingly; rely mostly on your own words. Long quotations, more than two lines, should be indented 1 inch on the left and right as well as single-spaced. Excessive use of quotes will result in a reduction in points as they are not your own words and thus do not count toward your page requirements. I recommend no more than three quotes per paper. Please use the APA guidelines for your works cited page. Please note the examples below for in text citations.

**Quote:** “Several recent studies have confirmed the idea that women are more likely to vote for women candidates than are men” (Dolan, 2004 p.14).

**Non-Quote:** Prior research has provided evidence to support the long-held notion that women are more likely than men to vote for women candidates (Dolan, 2004).

**Grammar, Punctuation, Construction and other mistakes:** I expect you to proofread your paper and I encourage you to write more than one draft.

**Formal Writing:** Contractions should be avoided in formal writing unless it is part of a quote.

**Passive Voice:** Avoid using passive voice; the subject should be performing the action.

- **Example of Passive:** Candidate image is often considered by voters.
- **Revised non-passive:** Voters often consider candidate image.

Writing is a process, and improvement takes time and practice. If you are receiving feedback on assignments that your work does not meet graduate-level expectations, you should make an appointment with the TAMUCC Writing Center and begin working with them to improve your writing skills. Please note that the Writing Center will not edit your work for you, they will work with you to identify your own errors. More than likely you will need multiple sessions with the Writing Center to see improvement.

**Course Policies:**

1. In order for us, as a class, to maturely discuss controversial issues you must respect the opinions and values held by others. Disagreement is allowed. Disrespect will not be tolerated.

2. Do not cheat or plagiarize. I will strongly enforce the University's academic misconduct policies (for more information see section on academic misconduct).

3. I will regularly post information (grades, assignment information, announcements, etc) on the course website. Please check this on a regular basis.
4. Technological advances have made many of our lives easier, however, it can also be an unwelcome distraction. Put your cell phones on silent or vibrate and put away all electronic devices unless you are using them for timekeeping, notetaking, or we are using them in class for another educational purpose.

5. I expect you to not act as a disruption or distraction to others in the room. Please refrain from talking that is not part of class discussions, or other disruptive behavior. If you cannot behave in a respectful manner and/or are acting as a disruption, you will be asked to leave, and you will be counted absent.

Nettiquette: When you contact me via e-mail make sure to include your first, last name, and course name or number. With three separate courses, and some of you in multiple courses I teach, knowing this information will make it easier (and quicker) for me to respond to your e-mail. Every e-mail should have an appropriate subject title and should be from your Islander email account. I will not respond to emails sent from personal email accounts. If you do not get a reply after two business days (not counting weekends) then make sure you followed these basic netiquette rules before contacting me again. I will ignore unprofessional e-mails.

Attendance: Attendance will be taken at each physical class meeting within the first 5 minutes of class. If you come in late there is no guarantee you will be marked present for that class date. If you are late, meet with me after class and I will mark you late instead of absent. If you leave early, without permission, I will also either mark you absent or late depending on how long you attended. If you know you must leave class early or will arrive late for some pre-determined reason, please let me know before class begins. It is very important that you are present and that you keep up with your reading and assignments. I will not drop any students from my roster for non-attendance.

Late Assignments: I only accept late assignments with a valid university excuse, additional documentation such as a doctor’s excuse, or for a reduced assignment grade. Late submissions will be subject to a ten-percentage points deduction per day late. If an assignment is due in class, any submissions turned in after class has started are considered one day late.

Texas A&M University Corpus Christi Policies:

Disabilities Accommodations

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

Academic Advising

The College of Liberal Arts requires that students meet with an Academic Advisor as soon as they are ready to declare a major. Degree plans are prepared in the CLA Academic Advising Center. The University uses an online Degree Audit system. Any amendment must be approved by the Department Chair and the Office of the Dean. All courses and requirements specified in the final degree plan audit
must be completed before a degree will be granted. The CLA Academic Advising Office is located in Driftwood #203. For more information please call 361-825-3466.

**Dropping a Class**

I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. **Please consult with your academic advisor, the Financial Aid Office, and me, before you decide to drop this course.** Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. April 5th is the last day to drop a class with an automatic grade of “W” this term. View the academic calendar for a full detailed schedule of events for the semester, if necessary.

**Grade Appeals**

As stated in University Procedure 13.02.99.C2.03, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C2.03, Student Grade Appeals. These documents are accessible online at: http://academicaffairs.tamucc.edu/rules_procedures/assets/13.02.99.C0.03_student_grade_appeals.pdf. For assistance and/or guidance in the grade appeal process, students may contact the Associate Dean’s office in the college in which the course is taught. For complete details on the process of submitting a formal grade appeal in CLA, please visit the College of Liberal Arts website, http://cla.tamucc.edu/about/student-resources.html.

**Classroom/professional behavior**

Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

**Academic Integrity/Plagiarism**

University students are expected to conduct themselves in accordance with the highest standards of academic honesty. **Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.)** In this class, academic misconduct or complicity in an act of academic misconduct on an
assignment or test will result in a ‘0’ on the assignment in question and a warning from the professor for the first offense. The second offense will result in an ‘F’ in the course a referral to the university for further disciplinary action.

**Academic Honesty/Plagiarism**

**Definition:** In an instructional setting, plagiarism occurs when a writer deliberately uses someone else’s language, ideas, or other original (not common knowledge) material without acknowledging its source. Plagiarism is a violation academic expectations, but it is sometimes difficult to understand what plagiarism actually is. Often, students commit unintentional plagiarism (not citing sources properly, for example), because they are unaware of the standards that apply. Plagiarism includes:

- Using the work of another as your own,
- Downloading or purchasing ready-made essays off the web and using them as your own,
- Using resource materials without correct documentation,
- Using the organization or language of a source without using quote marks and proper citation.
- Turning in a researched project without citing sources in an appropriate documentation style.

When you are confused about citation of quotes or ideas, please visit the Writing Center or me to get help. Information on APA documentation rules is available at Purdue University’s OWL: [http://owl.english.purdue.edu/](http://owl.english.purdue.edu/), and from our local Writing Center at CASA.

**Statement of Academic Continuity**

In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

**Course Schedule:**

*This syllabus and course schedule are subject to change. Any changes will be announced via a Blackboard course message. Please complete the following readings and assignments before the class in which they will be discussed or due.*

**Week 1:** Thursday, January 17th:

- Introduction and Overview of course themes and requirements

  **Submit first Discussion Questions on Week 02 readings before midnight on 01/20/18**

**Week 2:** Thursday, January 24th:

- The Politics of Public Budgets—Rubin Chapter 01
- The Craft of Budgeting—Budget Tools Part 01, Module 01

  **Submit Discussion Questions on Week 03 readings before midnight on 01/27/19**
Week 3: Thursday, January 31th:

Revenue Politics—Rubin Chapter 02
Budget Tools Modules 02-03

*Assignment 01 (covering Module 01) due before midnight on 02/03/19*

*Submit Discussion Questions on Week 04 readings before midnight on 02/03/19*

Week 4: Thursday, February 7th:

The Politics and Dynamics of the Budget Process—Rubin Chapters 03 & 4
Budget Tools Modules 04-05

*Submit Discussion Questions on Week 05 readings before midnight on 02/10/19*

Week 5: Thursday, February 14th: Online or by appointment

Online Budget Analysis Workshop

*Assignment 02 (covering Modules 02-05) due before midnight on 02/17/19*

*Submit Discussion Questions on Week 06 readings before midnight on 02/17/19*

Week 6: Thursday, February 21th:

Expenditures: Strategies, Structures, and the Environment—Rubin Chapter 05
Budget Tools Modules 06-09

Week 7: Thursday, February 28th:

*Group Meeting 01*

*Assignment 02 (covering Modules 06-09) due before midnight on 03/03/19*

Week 8: Thursday, March 7th:

Budget Tools Modules 10-16

*Budget Analysis Papers due before midnight on 03-10-19*

Spring Break: March 11th-15th: No Class Meetings
Week 9: Thursday, March 21st:

Group Meeting 02  
Submit Discussion Questions on Week 10 readings before midnight on 03/24/19

Week 10: Thursday, March 28th:

The Politics of Balancing the Budget—Rubin Chapter 06  
Budget Tools Modules 17-19  
Submit Discussion Questions on Week 11 readings before midnight on 03/31/19

Week 11: Thursday, April 4th:

Budget Execution: The Politics of Adaption—Rubin Chapter 07  
Budget Tools Modules 20-23  
Assignment 04 (covering Modules 17-19) due before midnight on 04/07/19

Week 12: Thursday, April 11th:

Group Meeting 03  
Assignment 05 (covering Modules 20-21) due before midnight on 04/14/19  
Submit Discussion Questions on Week 13 readings before midnight on 04/14/19

Week 13: Thursday, April 18th:

Budgetary Implementation and Control—Rubin Chapter 08  
Budget Tools Modules 24-25  
Assignment 06 (covering Modules 22-23) due before midnight on 04/21/19  
Submit Discussion Questions on Week 14 readings before midnight on 04/21/19

Week 14: Thursday, April 25th:

Budgetary Decision Making and Politics—Rubin Chapter 09  
Budget Tools Modules 26-30  
Assignment 07 (covering Modules 24-25) due before midnight on 04/28/19
Week 15: Thursday, May 02\textsuperscript{nd}: Reading Day no class meetings

Assignment 08 (covering Modules 26-30) due before midnight on 05/02/19

Week 16: Thursday, May 09\textsuperscript{th}:

Power Point Presentations to be given during Final Exam Date/Time Slot

Turn in group Budget Proposals on Blackboard before midnight on 05/09/19