

Course Outline

Fall/Winter 2020-2021 Y

Remote virtual classes: Mondays, starting at 19:00 (7:00 PM), beginning September 14

This course depends upon remote teaching and learning. There will be no in-person interactions or activities on campus. Should the University return to in-person classes, the assigned classroom for this course is DB 1016 Victor Phillip Dahdaleh Building.

Instructor

Professor John Wilkins

SSB N205M Seymour Schulich Building

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Access: one-day response to e-mails;
phone conversations by appointment

Professor Wilkins is an Adjunct Faculty Member in Public Management with the School of Public Policy and Administration. He was an international diplomat based in London (United Kingdom) and a career senior public servant in Canada. In 2009, he was awarded the Lieutenant-Governor’s Medal for Excellence in Public Administration.

Course Description

This course examines the theory and practice of public administration, featuring policy making and the machinery of government in Canada. It discusses who makes policy, how policy is developed and implemented, and how the system works and is managed for results.

Course credit exclusion: GL/POLS 2500 6.00.

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Course Learning Outcomes

This course outlines and reviews public administration in the context of Canadian and international developments. It imparts knowledge and insights about public institutions, policies, practices, and leaders engaged in government decision making and issues management.

Learning Objectives. Third and fourth-year students who typically take this course accrue higher-order learning exposures as they progress toward professional careers or postgraduate studies. Experiential education marries academic learning with real-world expectations. It fills knowledge gaps and responds to demand for critical thinking.

Upon completion of the course, students should be able to:

- ❑ Describe the governance, operation, and performance of public institutions;
- ❑ Apply comparative strategies for public policy analysis and development;
- ❑ Assess the appropriateness and efficacy of public management practices;
- ❑ Detect trends, challenges, and prospects for Canadian public administration; and
- ❑ Recognize the intersection between public administration theory and practice.

Course Organization. The course is organized in three parts, as scheduled in the Class-by-Class Syllabus (pages 11-12):

- I. *Institutions*. The first part explains the WHY and WHO of public administration. It frames the concepts, context, roles, and relationships of public institutions necessary to understand the fundamentals of good governance.
- II. *Policy*. The second part explains the WHAT of public administration. It outlines the planning, analysis, design, and implementation of public policy necessary to manage the rational problem-solving and decision-making process.
- III. *Practice*. The third part explains the WHERE, WHEN, and HOW TO of public administration. It explores the form, function, capacity, and opportunities of good management practice necessary to achieve public policy outcomes.

Learning Format. The course is grounded in experiential learning that enables students to explore and apply theory in practical assignments. Learning is facilitated by readings, recordings, postings, and discussions. Virtual classes are delivered remotely via Moodle and Zoom as outlined below.

TIME	COMPONENT	LEARNING ACTIVITY
Week Before	Preliminaries	<ul style="list-style-type: none"> • Instructor recording of lecture, briefing, debriefing, and/or story • Instructor posting of learning materials and meeting invitation • Student reading and preparation
19:00	Opening	<ul style="list-style-type: none"> • Virtual gathering and welcome • Meeting objective and agenda • Announcements
19:20	Action Learning (as applicable)	<ul style="list-style-type: none"> • Assignment orientation, briefing, and/or debriefing • Case study or exercise briefing, activity, and debriefing • Plenary Q&A
20:00	Thematic Topic (except workshops)	<ul style="list-style-type: none"> • Lecture and reading questions for discussion in breakout rooms • Plenary Q&A • Next class and closing
Week After	Follow-up	<ul style="list-style-type: none"> • Instructor posting of recorded meeting and announcements • Student individual study and discussion forum • Instructor response to requests for coaching and advice

The course has both synchronous and asynchronous elements. Asynchronous lectures are pre-recorded and can be accessed anytime, anywhere via the course Moodle. They are delivered in shorter segments to facilitate learning focus. Some action learning also benefits from asynchronous student engagement offline from virtual classes.

Synchronous meetings are scheduled according to the Class-By-Class Syllabus (pages 11-12). Students who attend live Zoom sessions discuss questions about assignments, cases, exercises, lectures, and readings in plenary and breakout rooms. Zoom sessions usually last 60 to 90 minutes. Zoom meeting invitations are announced and posted in the course Moodle.

Zoom meeting recordings are also posted to the course Moodle. Please note that:

- Recordings should be used for educational purposes only and as a means for enhancing accessibility;
- Students do not have permission to duplicate, copy, or distribute recordings outside classes;
- Such acts may violate [FIPPA](#), as well as copyright laws; and
- All recordings of meetings will be destroyed after the end of classes.

Please review the entire Course Outline to determine how the class meets, in whole or in part, and how office hours, presentations, and other interactions are conducted.

Deliverables at a Glance

Students are expected to do advance readings, attend online classes, and participate in discussion forums on key concepts relative to assignments. Students are also expected to complete assignments according to schedule and requirements. The impact of each assignment on your final course grade is indicated in the table below. For details, please refer to Written Assignments, Projects, and Exams (pages 4-9).

Assignment	Quantity	% Weight	Total %	Responsibility
Public Institution Research: Fact Sheet	1	20	20	Individual
Public Policy Review: Briefing Paper	1	30	30	Individual
Management Practice Review: Discussion Paper	1	30	30	Individual
Case Study Analysis: Memorandum	1	20	20	Individual
			100%	

Course Material

The required textbook for this course is:

Dunn, Christopher. Editor. 2018. *The Handbook of Canadian Public Administration*. Third Edition. Oxford University Press Canada. 561 Pages. ISBNs 9780199026166, 0199026165, 9780199026173, 0199026173.

Dunn (2018) is an acclaimed Canadian textbook on the theory and practice of public administration: “This edited collection identifies current issues, interprets their relevance, and blankets the Canadian scene more so than counterparts. [It] is a refreshed compendium of emerging themes and topical issues authored by leading scholars in the field. It paints an abstract portrait of twenty-first-century national political-administrative realities and aspirations upon the vast canvass of the decentralized and evolving landscape of Canadian federalism.” – John Wilkins, York University

Required readings in Dunn (2018) are referenced by chapter in the Class-by-Class Syllabus (pages 11-12). The text can be purchased online for free delivery in Canada through the York University **Bookstore** <https://www.bookstore.yorku.ca/>. Students also have the option of online access to the fully digital e-textbook (eISBN-13: 9780199026173) via the Bookstore.

In addition, Oxford University Press Canada www.oup.com/ca/he works with **Redshelf** <https://www.redshelf.com/> as one of two eBook vendors. In the search bar, enter the author, title, and edition of the book. Add the text to your “bookshelf”. eBook students can direct download to your personal device for convenience. Students have a number of options, including purchasing access for 180 days, 365 days, or longer. All prices are in United States dollars.

Other required readings are available on the York University **Moodle** course web page <https://eclass.yorku.ca/eclass/course/view.php?id=3050>. Please arrange for access, and check the site between classes. All course readings, materials, and announcements are posted on this site. Case studies, exercises, research, and informed discussion draw upon current publications and reliable Internet sites for pertinent opinion and evidence from domestic and international sources.

Supplementary references may be suggested by the Instructor from time to time. Students may also request the Instructor to identify readings on specific subject matter of special interest.

Class Preparation and Participation

This course is delivered remotely in seminar style in which readings, presentations, exercises, case studies, current events, real stories, and guest commentaries stimulate learning and discussion.

Preparation. The remote, online format requires students to practice self-directed learning. Students are expected to be well prepared to engage. Each student is assumed to bring perspectives, knowledge, and experience that are of value to exploring course topics. While all relevant course materials are posted on Moodle, you may wish to keep notes to reinforce your learning. On average, you should expect 3-6 hours per class for pre-reading and assignments.

Participation. This course works best when students attend online sessions in their entirety, listen actively, volunteer questions, and engage in group discussions. Everyone is encouraged to contribute and communicate respectfully in a secure environment, consistent with the Code of Student Rights & Responsibilities <https://oscr.students.yorku.ca/student-conduct> and General Academic Policies (pages 9-10). A complete list of policies can be found at <http://secretariat-policies.info.yorku.ca/>.

Technology. The platforms used in this course (i.e., Moodle, Zoom, e-mail) enable students to interact with the course material, Instructor, and one another. To fully participate, students are expected to have access to video conferencing and to appear in virtual classes. In addition to stable, higher-speed Internet connection, you need a computer or smart device with webcam and microphone features. You can run online tests on [Speedtest](#) to determine Internet connection and speed.

Course web page: York Moodle <https://eclass.yorku.ca/eclass/course/view.php?id=3050>. Moodle technology requirements and FAQs are found at <http://www.yorku.ca/moodle/students/fag/index.html>.

Course videoconferencing: York Zoom <https://yorku.zoom.us/>. Recorded meetings are posted on the course Moodle. Please note that:

- Zoom is hosted on US servers, which include recordings done through Zoom;
- Personal data privacy can be protected by providing only your first name or a nickname when joining a session; and
- The system is configured to automatically notify all participants when a session is being recorded i.e., a session cannot be recorded without you knowing about it.

Here are some useful links for student computing information, resources, and help:

[Student Guide to Moodle](#)

[Zoom@YorkU Best Practices](#)

[Zoom@YorkU User Reference Guide](#)

[Computing for Students Website](#)

[Student Guide to eLearning at York University.](#)

Written Assignments, Projects, and Exams

The four assignments identified under Deliverables at a Glance (page 3) are described in detail below. All support materials needed to complete these assignments are posted to the course Moodle.

The costs and consequences of presenting late advice or inferior work are especially high in public administration. Increased expenditures and lost revenues go directly to fiscal deficits. They reduce spending power, discount public value, and undermine confidence in government. The multiplier effects on public policy outcomes impact people and change lives.

Policies and Penalties. Experiential learning calls for students to embrace high standards of quality, cost-effectiveness, and timeliness in their work. Policies and penalties on late papers and word counts are intended to reinforce the guidance provided and to promote positive learning outcomes. The following implications will be administered across all assignments:

- Assignments must be received by the Instructor on or before the due date specified;
- Extensions must be pre-authorized for valid reasons (e.g., illness) under University policy;
- Late assignments will only be accepted when supported by proper documentation (e.g., medical);
- Further extensions or accommodation will require students to formally petition the Faculty;
- Late or missing assignments will otherwise receive a 'nil' mark;
- Feedback on rework of graded assignments may be requested to facilitate student learning;
- Rework of graded assignments will not be accepted and reviewed for course credit;
- Excess word counts above the maximum length specified will be penalized by the assignment's ratio of words to marks (e.g., -1:50 = 1 mark deducted for every 50 words in excess); and
- The Instructor's computer will prevail as the authoritative source of all word count calculations.

PUBLIC INSTITUTION RESEARCH: FACT SHEET

Parameters: 1,000 words all-inclusive maximum length, plus bibliography, Word document, single-spaced, 12-point font, 1-inch margins, heading/bullet format
Due Date: November 9 *Value:* 20% *Word Count Penalty:* -1:50

Public Institution Research is the foundational component of the course. The purpose is to introduce students to the complexities and issues of public institutions. In the role of advisor, students will conduct desk-based research and draft a Fact Sheet on an institution of interest. The product is intended to inform senior management planning of a prospective project to remedy an important institutional problem. Visualizing the target audience for the Fact Sheet helps motivate and focus research and development.

Institution. Students are asked to select an existing public institution operating in a Canadian (federal, provincial, municipal, indigenous) or foreign (country, international) jurisdiction. The task is to research the history, role, and impact of the institution. This research may be transferable in part to subsequent assignments. The Instructor will orient students to the Fact Sheet Outline and Scoping Mission Assessment Tool in workshop in Class 2. There will be regular briefings and interrogation of the Outline through Class 7. Individual study or work may be facilitated via student-managed discussion forums to examine common requirements relative to institutional jurisdiction, form, and function.

Assessment. Students are asked to identify gaps in institutional performance and sustainable results. The task is to make a preliminary assessment of the institution's effectiveness and efficiency in fulfilling its mission and mandate. In Classes 3-7, the Instructor will review symptoms of possible problems via the Scoping Mission Assessment Tool. Coaching to help pinpoint and assess institutional issues at stake is available on request.

Deliverable. Students are asked to document the outcome of their research in a Fact Sheet. The task is to compartmentalize key information in bullet format according to the section headings of the Fact Sheet Outline. Students should quality check their final work against assignment parameters and requirements. Please e-mail the Fact Sheet as a Word attachment to the Instructor by the Class 8 due date. The Instructor will acknowledge receipt, return graded feedback, and debrief the results in Class 9.

Evaluation. Fact Sheets will be assessed using five criteria:

1. Presentation of sound, clear, and coherent information;
2. Demonstrated understanding of the issues under consideration;
3. Depth, breadth, and quality of preliminary analysis;
4. Originality of approach, observations, and insights; and
5. Professional presentation – length, format, visuals, grammar, spelling, in-text citations.

Weightings for each section of the Fact Sheet follow a proforma outline:

SECTION	WORDS	MARKS
Title [Institution: Jurisdiction]	10	0
Executive Summary	90	1
History	200	4
Profile	500	10
Performance	200	4
Bibliography	∞	1
Total	1,000	20

PUBLIC POLICY REVIEW: BRIEFING PAPER

Parameters: 1,000 words all-inclusive maximum length, plus bibliography, Word document, single-spaced, 12-point font, 1-inch margins, heading/paragraph format

Due Date: February 1

Value: 30%

Word Count Penalty: -1:33

Public Policy Review is the first of two developmental components of the course. The purpose is to give students practice in policy analysis and advice. In the role of advisor, students will conduct desk-based research and draft a Briefing Paper on an existing or emerging policy issue of interest. The product is intended to inform senior management decision making on an important policy matter. Visualizing the prospective target audience for the Briefing Paper helps motivate and focus analysis and advice.

Issue. Students are asked to select a real, contemporary public policy issue found in a Canadian (federal, provincial, municipal, indigenous) or foreign (country, international) jurisdiction. The task is to research policy issues and define a significant, urgent, or growing problem to address. This research may be transferable in part to subsequent assignments. The Instructor will orient students to the Briefing Paper Outline and Public Policy Review Guidance in workshop in Class 9. There will be regular briefings and interrogation of the Outline through Class 15. Individual study or work may be facilitated via student-managed discussion forums to examine common requirements relative to policy jurisdiction, topic, and process.

Assessment. Students are asked to identify gaps in institutional performance and policy outcomes. The task is to analyze the central issue and assess comparative policy development strategies. In Classes 10-15, the Instructor will review analytical frameworks and policy options via the Public Policy Review Guidance. Coaching to help pinpoint and assess the central issue is available on request.

Deliverable. Students are asked to document the outcome of their research and analysis in a Briefing Paper. The task is to make specific, actionable recommendations and present strategic advice in paragraph format according to the section headings of the Briefing Paper Outline. Students should quality check their final work against assignment parameters and requirements. Please e-mail the Briefing Paper as a Word attachment to the Instructor by the Class 16 due date. The Instructor will acknowledge receipt, return graded feedback, and debrief the results in Class 17.

Evaluation. Briefing Papers will be assessed using five criteria:

1. Presentation of sound, clear, and coherent argumentation;
2. Demonstrated understanding of the issues under consideration;
3. Depth, breadth, and quality of analysis;
4. Originality of approach, arguments, observations, and insights; and
5. Professional presentation – length, format, visuals, grammar, spelling, in-text citations.

Weightings for each section of the Briefing Paper follow a proforma outline:

SECTION	WORDS	MARKS
Title [Issue: Institution, Jurisdiction]	9	0
Executive Summary	100	2
Issue	132	4
Background	132	4
Current Status	132	4
Options	165	5
Recommendation	165	5
Implications	165	5
Bibliography	∞	1
Total	1,000	30

MANAGEMENT PRACTICE REVIEW: DISCUSSION PAPER

Parameters: 1,000 words all-inclusive maximum length, plus bibliography, Word document, single-spaced, 12-point font, 1-inch margins, heading/paragraph format
Due Date: March 22 *Value:* 30% *Word Count Penalty:* -1:33

Management Practice Review is the second of two developmental components of the course. The purpose is to raise student awareness of good public sector management practices. In the role of advisor, students will conduct desk-based research and draft a Discussion Paper on an existing or emerging management practice of interest. The product is intended to inform senior management resolution of an important management problem. Visualizing the prospective target audience for the Discussion Paper helps motivate and focus research and advice.

Practice. Students are asked to select a real, contemporary public management practice found in a Canadian (federal, provincial, municipal, indigenous) or foreign (country, international) jurisdiction. The task is to research good practice and determine a significant, urgent, or growing opportunity on which to capitalize. This research may be transferable in part to the remaining assignment. The Instructor will orient students to the Discussion Paper Outline and Management Practice Review Guidance in workshop in Class 17. There will be regular briefings and interrogation of the Outline through Class 21. Individual study or work may be facilitated via student-managed discussion forums to examine common requirements relative to practice jurisdiction, topic, and process.

Assessment. Students are asked to identify gaps in institutional performance, groom the path for policy implementation, or improve management results in general. The task is to assess sub-optimal management practices and benchmark comparative Canadian and international good practice. In Classes 18-21, the Instructor will review practical innovations that are fit for purpose and context via the Management Practice Review Guidance. Coaching to help search for, pinpoint, and assess good practices is available on request.

Deliverable. Students are asked to document the outcome of their research and analysis in a Discussion Paper. The task is to profile the opportunity for innovation and present strategic advice in paragraph format according to the section headings of the Discussion Paper Outline. Students should quality check their final work against assignment parameters and requirements. Please e-mail the Discussion Paper as a Word attachment to the Instructor by the Class 22 due date. The Instructor will acknowledge receipt, return graded feedback, and debrief the results in Class 23.

Evaluation. Discussion Papers will be assessed using five criteria:

1. Presentation of sound, clear, and coherent information;
2. Demonstrated understanding of the practices under consideration;
3. Depth, breadth, and quality of analysis;

4. Originality of approach, observations, and insights; and
5. Professional presentation – length, format, visuals, grammar, spelling, in-text citations.

Weightings for each section of the Discussion Paper follow a proforma outline:

SECTION	WORDS	MARKS
Title [Good Practice: Jurisdiction]	9	0
Executive Summary	100	2
Problem Definition	132	4
Context	132	4
Literature Review	165	5
Jurisdictional Scan	165	5
Opportunity for Innovation	165	5
Implications	132	4
Bibliography	∞	1
Total	1,000	30

CASE STUDY ANALYSIS: MEMORANDUM

Parameters: 1,000 words all-inclusive maximum length, plus title and bibliography,
Word document, single-spaced, 12-point font, 1-inch margins, memo/essay format
Due Date: April 13 *Value:* 20% *Word Count Penalty:* -1:50

Case Study Analysis is the integrating component of the course. The purpose is to consolidate learning, advance critical thinking, and test new competencies. In the role of advisor, students will conduct desk-based research and draft a Memorandum on the central issue of the case. The product is intended to inform senior management decision making on the form and function of good governance. Visualizing the target audience for the Memorandum helps motivate and focus research and advice.

Case. The case study is posted on Moodle under Class 23. It is grounded in a Canadian (federal, provincial, municipal, indigenous) or foreign (country, international) jurisdiction. The task is to review and research the case, with a view to presenting rational arguments, empirical evidence, and practical advice. The Instructor will orient students to the Case Study, Essay Format, and Conceptual Framework in workshop in Class 23. There will be further briefing and interrogation of the assignment in Class 24. Individual study or work may be facilitated via student-managed discussion forums to examine common governance requirements relative to the case question, jurisdictional context, and institutional form and function.

Assessment. Students are asked to identify the case problems and opportunities. The task is to map the issues, identify the central issue, and plot strategies to improve governance. In Classes 23 and 24, the Instructor will review the case question relative to case context and good governance principles. Coaching to help pinpoint and assess case issues at stake is available on request.

Deliverable. Students are asked to write a Memorandum to a target audience in response to a single case question. The task is to assemble key information, arguments, and advice in paragraph format with reference to the Essay Format. Students should quality check their final work against assignment parameters and requirements. Please e-mail the Memorandum as a Word attachment to the Instructor by the course end date. The Instructor will acknowledge receipt and return graded feedback before the term ends.

Evaluation. Memoranda will be assessed using five criteria:

1. Presentation of sound, clear, and coherent argumentation;

2. Demonstrated understanding of the issues under consideration;
3. Depth, breadth, and quality of analysis;
4. Originality of approach, arguments, observations, and insights; and
5. Professional presentation – length, format, visuals, grammar, spelling, in-text citations.

Section headings and information organization are discretionary in the Essay Format. Weightings are allocated notionally within the Memorandum according to a proforma outline:

SECTION	WORDS	MARKS
Title [Case Study]	[13]	0
[Beginning]	200	4
[Middle]	500	12
[End]	200	4
Bibliography	∞	0
Total	1,000	20

Course Grades

Course grades conform to the 9-point system used in undergraduate programs at York University.

Percentage Mark	Letter Grade	Grade Point
90 – 100%	A+	9
80 – 89%	A	8
75 – 79%	B+	7
70 – 74%	B	6
65 – 69%	C+	5
60 – 64%	C	4
55 – 59%	D+	3
50 – 54%	D	2
40 – 49%	E	1
0 – 39%	F	0

General Academic Policies

Academic Integrity. Honesty is fundamental to the integrity of university education and degree programs. It applies in every course offered. Cheating and plagiarism are serious academic offences that can result in severe sanctions. Quoting material without citing its source or using others' arguments without acknowledging authorship is dishonest and subject to penalties that can affect your grade and university standing. Rules regarding academic honesty apply to all academic materials submitted for credit in this course. Students are deemed to have read and have full knowledge of all such regulations and enforcement mechanisms. York's policy on Academic Honesty can be found at <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>. The University may verify the origin and creativity of all work submitted for academic credit, and all appropriate steps may be taken where necessary if problems are found to exist. For more resources, students should visit York University's Academic Integrity website and refer specifically to <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>.

Accommodation of Religious Observances. York University is committed to respecting the religious beliefs and practices of all members of the community and to accommodating observances of special significance to adherents. Should any due dates specified in the syllabus for an in-class presentation or assignment pose a conflict, please let the Instructor know in writing within the first three weeks of classes. More information is available at <http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-religious-observances-policy-guidelines-and-procedures/>.

Accommodation of Students with Disabilities. The York University Senate has adopted the *Policy Regarding Academic Accommodation for Students with Disabilities*, which can be found at <http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>. Students who require accommodation in a course need to be registered with Student Accessibility Services. A Letter of Accommodation should be provided to the Instructor as soon after the start of the course as possible. More information is available at <https://accessibility.students.yorku.ca/>.

Attendance Policy. Students are expected to attend all classes. Instructors are under no obligation to re-teach material that has already been taught during a regularly scheduled class. Students seeking adjustments to scheduled class activities and evaluations by way of medical, religious, compassionate, work-related, military service, or other *bona fide* reasons must give appropriate notice to responsible University officials and the Instructor if reasonable accommodations are sought. Students failing to obtain signed deferral from the Instructor for a *bona fide* reason according to law and University policy may receive a failing grade for given grade components, and consequently in the course. Please refer to the appropriate regulations, deadlines, processes, and forms at <http://secretariat-policies.info.yorku.ca/>.

Research Ethics. Students are subject to the *Policy for the Ethics Review Process for Research Involving Human Participants*. Those proposing to undertake research involving human participants (e.g., interviewing the head of an organization or the staff of a government agency, board, or commission; conducting a public survey or focus group; having students complete a questionnaire) are required to submit an Application for Ethical Approval of Research Involving Human Participants at least one month before you plan to begin the research. Please note that you must specify for each assignment whether your research will require ethics review and approval and, if so, what steps you will take to fulfill the ethics review process. If you are in doubt as to whether this requirement applies to you, please contact your Instructor immediately and/or consult the related policy at <http://www.yorku.ca/secretariat/policies/document.php?document=94>. More information on guidelines and process can be found at <http://research.info.yorku.ca/ore/human-participants/>. It is strictly prohibited for any research involving human participants to commence without ethics approval. Course-related research involving human participants is reviewed by the Research Ethics Committee of the School of Public Policy and Administration.

Class-by-Class Syllabus

Topics, readings, and other preparations for classes are listed below. Notice of schedule changes and assignment requirements, as well as news of potential interest to students, will be posted and/or announced via Moodle. Regular course updates will normally be posted weekly.

Class: Date / Topic	Learning Activity	Reading	Preparation
PART I – INSTITUTIONS			
Class 1: September 14 Introduction to Public Administration	Course, teaching, and student expectations	Dunn Introduction Moodle	Notes and questions
Class 2: September 21 Public Institution Research Workshop	Fact Sheet orientation and institution selection	Moodle	Notes and questions
Class 3: September 28 Canadian Federalism	'Power' exercise Fact Sheet briefing and coaching	Dunn 4, 6, 7 Moodle	Notes and questions
Class 4: October 5 The Public Service	Fact Sheet briefing and coaching	Dunn 1 Moodle	Notes and questions
October 10-16: Fall Reading Week – no classes, University open			
October 12: Thanksgiving Day – University closed			
Class 5: October 19 Governance and Accountability	Fact Sheet briefing and coaching	Dunn 24 Moodle	Notes and questions
Class 6: October 26 Institutional Governance	Fact Sheet briefing and coaching	Dunn 11, 12 Moodle	Notes and questions
Class 7: November 2 Local Governance	'Pan Am Games' case Fact Sheet briefing and coaching	Dunn 9 Moodle	Notes and questions
Class 8: November 9 International Governance	Interim course check-up	Moodle	Notes and questions Fact Sheet due
PART II – POLICY			
Class 9: November 16 Public Policy Review Workshop	Fact Sheet debriefing Briefing Paper orientation and policy issue selection	Moodle	Notes and questions
Class 10: November 23 Budgeting	Briefing Paper briefing and coaching	Dunn 2, 3, 18 Moodle	Notes and questions
Class 11: November 30 Public Consultation	'Collaboration' exercise Briefing Paper briefing and coaching	Moodle	Notes and questions
Class 12: December 7 Public Policy Making	Briefing Paper briefing and coaching	Dunn 14 Moodle	Notes and questions
December 24 – January 3: Winter break – University closed			
Class 13: January 11 Public Sector Reform	Briefing Paper briefing and coaching	Moodle	Notes and questions
Class 14: January 18 Citizen-Centred Service	Briefing Paper briefing and coaching	Moodle	Notes and questions
Class 15: January 25 Alternative Service Delivery	Briefing Paper briefing and coaching	Moodle	Notes and questions
Class 16: February 1 Public-Private Partnerships	'Brampton Civic Hospital' case	Dunn 17 Moodle	Notes and questions Briefing Paper due
PART III – PRACTICE			
Class 17: February 8 Management Practice Review Workshop	Briefing Paper debriefing Discussion Paper orientation and good practice selection	Moodle	Notes and questions
February 13-19: Winter Reading Week – no classes, University open			
February 15: Family Day – University closed			
Class 18: February 22 Change Management	Discussion Paper briefing and coaching	Moodle	Notes and questions
Class 19: March 1 Performance Management	'Balanced Scorecard' exercise Discussion Paper briefing and coaching	Moodle	Notes and questions
Class 20: March 8 Values and Ethics	Discussion Paper briefing and coaching	Dunn 5, 20 Moodle	Notes and questions

Class: Date / Topic	Learning Activity	Reading	Preparation
Class 21: March 15 Political-Administrative Leadership	Discussion Paper briefing and coaching	Dunn 10, 16, 23 Moodle	Notes and questions
Class 22: March 22 Public Service Renewal	'Blueprint 2020' case	Moodle	Notes and questions <i>Discussion Paper due</i>
Class 23: March 29 Case Study Analysis Workshop	Discussion Paper debriefing Memorandum orientation to case study, essay format, and conceptual framework	Moodle	Notes and questions
Class 24: April 5 Future Trends and Challenges	Memorandum briefing and coaching Course review Course evaluation	Dunn 13, 21, 22, 25 Moodle	Notes and questions
April 13: Course end date			<i>Memorandum due</i>
April 28: Winter term ends			