SYLLABUS
WESTERN MICHIGAN UNIVERSITY
SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION
Course Title: Stat and Local Government Finance
Course #: PADM 6150 (CRN 15776)
Semester: Spring 2016

Faculty: Udaya Wagle, Faculty
Course Location: Battle Creek
Meeting Times: 12 sessions Face to Face: Thursday, 6 p.m. to 9 p.m.
Starting: The week of January 11 and Continuing through the week of April 11
(with the semester ending April 30). Grades Due: May 3
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Office Location: 1903 W Michigan Ave (Walwood Hall), Kalamazoo, MI 49008
Office Hours: 2:00-4:00 Thursdays (Kalamazoo) or by appointment

Course Context—School of Public Affairs and Administration (SPAA)
Mission of the SPAA: The School of Public Affairs and Administration (SPAA) is committed to
improving the quality of public and nonprofit service. In a diverse and inclusive community, the
mission of the SPAA is to provide learning and discovery opportunities which advance the knowledge
and use of professional ethics, best theories, policies and practices for public and nonprofit
organizations in order to create and support societies of respect, liberty, justice, and equality.

Values of the SPAA: As a part of the College of Arts and Sciences, the SPAA embraces the college’s
values of global engagement, community participation, creativity and innovation, integrity, diversity,
excellence, sustainability, and social responsibility. In keeping with our mission as a School of Public
Affairs and Administration (SPAA) committed to improving the quality of public and nonprofit
service, we uniquely value:
The common good
Democratic governance and liberty
Ethical leadership, decision-making and administrative practice
Advocacy for social justice
Plurality of ideas and perspectives
Collaborative teaching, research, and service
The intersection of theory and practice

Course Description (WMU Graduate Catalog)
This course examines a variety of financial tools that enhance a public official’s ability to cope with the
crosscurrents of expanding government responsibilities and public resistance to higher taxes and fees.
The tools that are addressed by this course include governmental accounting concepts and procedures;
methods of financing infrastructure projects; risk management; calculating the costs of providing goods
and services; and cost-benefit, cost effectiveness, and cost revenue analysis.

Textbooks and Readings
07656-44275]

A collection of readings is available through the Waldo Library electronic Course Reserves system.
Additional materials will be available on E-Learning. Details on how to access these materials will be
provided in the first class.
Learning Objectives/Outcomes
Upon successful completion of the course, the student will be able to:

1. Understand theories of public finance including demand and supply of public services, taxation, and expenditures;
2. Assess the economic, political, and institutional contexts of state and local governments including citizen preferences, economic development, privatization, and intergovernmental relations;
3. Develop and apply knowledge and skills in analyzing pressing issues of public finance; and
4. Improve skills in engaging and communicating with a diverse and changing stakeholders and citizenry.

Learning Objectives Connected to the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Competencies/Domains

PADM 6150 is an elective course in the public management (State Agency or Local Government) concentration in the MPA program and serves to address one or more competencies in the five domains. Students in concentrations other than public management may take this course with the approval of their MPA advisor, in advance of enrolling in the course. While many courses address one or more of the domains, PADM 6150 specifically emphasizes domains indicated with an “X” check mark in the column before the numbered domain and has learning outcomes identified and corresponding assignments as evidence of the emphases.

<table>
<thead>
<tr>
<th>DOMAIN</th>
<th>LEARNING OUTCOME</th>
<th>ASSIGNMENTS FOR ASSESSMENT</th>
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<tbody>
<tr>
<td>1. Lead and manage in public governance</td>
<td>X</td>
<td>1, 2</td>
</tr>
<tr>
<td>2. Participate in and contribute to the policy process</td>
<td>X</td>
<td>1, 2, 3, 4, 5</td>
</tr>
<tr>
<td>3. Analyze, synthesize, think critically, solve problems, and make decisions</td>
<td>X</td>
<td>1, 2, 3, 4, 5</td>
</tr>
<tr>
<td>4. Articulate and apply a public service perspective</td>
<td>X</td>
<td>1, 2, 3, 4, 5</td>
</tr>
<tr>
<td>5. Communicate and interact productively with a diverse and changing workforce and citizenry</td>
<td>X</td>
<td>1, 2, 3, 4, 5, 6</td>
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Plan for Evaluating Student Achievement

<table>
<thead>
<tr>
<th>Activity/Assignment #</th>
<th>Assessment/Weights</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Written Case Study</td>
<td>8%</td>
<td>3/02</td>
</tr>
<tr>
<td>2. Policy Memos</td>
<td>15%</td>
<td>Various</td>
</tr>
<tr>
<td>4. Research Paper: Presentation</td>
<td>5%</td>
<td>4/07</td>
</tr>
<tr>
<td>5. Exam</td>
<td>35%</td>
<td>4/07</td>
</tr>
<tr>
<td>6. Participation</td>
<td>12%</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total Weight</strong></td>
<td><strong>100%</strong></td>
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Assignment Descriptions

1. **Case Study**: This involves a three-page written report based on the analysis of an assigned policy problem. You are expected to use a short problem description and background material handed out a week prior as well as the assigned readings and other appropriate resources (without intensive research) and reflect on your thoughts on how the problem can be analyzed and solved. Separately, you are also expected to brief the class on your approach and proposed solution.

2. **Policy Memo**: There will be three separate opportunities to exemplify a good grasp of reading materials assigned for the week and to apply to a chosen policy or decision setting. This will involve two-page written reports based on the readings from sessions signed up in the first class.
The intent is not necessarily to regurgitate the course material that you read in order to prepare for the class but more importantly to apply that in a specific policy or decision setting that you are familiar with or realistically imagine.

3-4. **Research Paper**: Students will have an opportunity to demonstrate the deeper understanding of a public finance issue confronting one’s state or local government agency of choice from employment or other substantially familiar situations. I will provide more detailed expectations and instructions but this paper with a modest length of 12 pages (maximum) will be adequate for you to discuss the problem, literature survey, methodology, data analysis, and conclusions. This assignment, the written report of which is due at the beginning of the 11th class, will also have an oral presentation. This oral presentation to take place in the final class will focus on the problem, context, theory, analysis, and findings/recommendations, providing an opportunity to clarify issues and get oral comments from other students.

5. **Final Exam**: The final exam will be held in the last class covering materials from the entire course.

6. **Participation**: Albeit not a formal assignment, participation is a centerpiece in this course. Counted toward this are the magnitude and quality of your participation in class and online (if any) discussions as well as your briefings and presentations.

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**Readings and Assignment Summary**

In addition to the outline above, there are likely to be several supplemental readings that will be posted on E-Learning or provided to you in class. Thorough descriptions of written assignments will be distributed in class.

**A Note on Assignments**

There will be details on the expectations and instructions of each assignment. But some general rules apply to each of these—as far as written assignments go. For example, all assignments need to be typed in 8 ½ X 11 size pages with at least one-inch margin on all four sides. Use double space throughout with 12 point size of Times or Times New Roman font. References or bibliographic entries are to be formatted using the APA style consistently. I encourage you to consult the following APA style manual for guidance.


Assignment papers are to be submitted using the E-Learning Dropbox facility prior to 6:00 PM on the due dates as identified in the Course Schedule and Readings. Delayed submissions are subject to reduction of grade by one or more grade categories.

**Grading: 100 points available, converted to % representing knowledge, skill, competency evidence for aggregate of assignments**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Grading</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>94-100%</td>
</tr>
<tr>
<td>BA</td>
<td>88-94%</td>
</tr>
<tr>
<td>B</td>
<td>82-88%</td>
</tr>
<tr>
<td>CB</td>
<td>76-82%</td>
</tr>
<tr>
<td>C</td>
<td>70-76%</td>
</tr>
<tr>
<td>DC</td>
<td>64-70%</td>
</tr>
<tr>
<td>D</td>
<td>58-64%</td>
</tr>
<tr>
<td>E</td>
<td>0-58%</td>
</tr>
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**Class Participation and Attendance Policy**

Class participation is an important component of learning in this course. The first part of this is attendance accounting for 30 percent of the participation grade. Attendance will be taken at the beginning of every class. If you think you may be missing any of the classes, you should notify me in advance with proper justifications/documentations for smaller participation penalty. The second part of participation (30 percent of the grade) is the quantity of engagement in class discussions. Providing one’s observations, comments, queries, or direct questions are some of the ways to engage, as are offering answers to questions or leading group discussions. The last component of participation focuses on the quality of participation (40%). Quality here is defined in terms of providing deliberate and theoretically or practically informed comments, perspectives, or questions.
**SPAA Awards**
The School of Public Affairs and Administration does not offer a MPA Scholar Award for this course (PADM 6150). For more information and award criteria go to [https://www.wmich.edu/spaa/scholarships](https://www.wmich.edu/spaa/scholarships) and open the *M.P.A. Scholar and Emerging Student Award* PDF file.

**Modifications to Course**
Modifications to the syllabus and course schedule are likely throughout the course. Students are responsible for knowing and adhering to these changes.

Note on Class Meeting Time: Should an emergency or unforeseen circumstance arise for the instructor and/or guest speaker, it may be necessary to cancel a class meeting. Should the faculty member/guest speaker not be able to meet the class at the regularly-scheduled time, the class will be notified via E-Learning email or regular wmich.edu email, with as much advance notice as is possible. Alternative online activities or class sessions will be provided within 24 hours of the cancellation to provide content and activities as originally planned for the class meeting. Be sure to check your wmich.edu email account or the E-Learning for this course on the days of class. If a class is cancelled, the instructor/guest speaker will send an email to all students no later than 3:00 PM of the scheduled class session day, with notification to the Battle Creek site coordinator and the School of Public Affairs and Administration office in Kalamazoo. Should the university close because of weather or other unforeseen circumstances, the closure will be announced on the University website, [www.wmich.edu](http://www.wmich.edu) (plus check the course location website).

**Working with External Agencies**
In this course you may be required to interface with attorneys, executives, managers, directors, and/or staff in the public and/or nonprofit sectors as part of your course assignments. You are responsible for demonstrating the highest levels of professionalism, organization and tact as you schedule appointments, prepare for, conduct, and follow-up on meetings with your community counterparts. The information you collect from individuals, agencies, and community organizations is to be used solely for the purpose of completing and presenting course assignments unless you receive expressed, written permission from the organization AND Western Michigan University (through HSIRB review and the Director of the SPAA) to use it for other purposes. Please refrain from using personal, identifying information when compiling information for class assignments unless you have written permission from the individuals, organizations, agencies and appropriate offices at WMU. This course will not require the use of HSIRB protocol.

**Technology and Research Protocol**

<table>
<thead>
<tr>
<th>Telephones</th>
<th>Phones should be silenced during class time. Use the break times to check/return/originate calls.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computers</td>
<td>Laptops, tablets and other devices may be used in class for class content purposes only. To maintain integrity of graduate studies and civility to fellow students, students engaging in activities unrelated to the class contents will be asked to leave the class immediately</td>
</tr>
<tr>
<td>HSIRB</td>
<td>Course assignments requiring HSIRB approval will be noted by the faculty member when the assignment is presented. While students in the MPA program should have an active CITI account with evidence of the ethics modules satisfactorily completed, this course does not directly incorporate CITI training into its learning and evaluation.</td>
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**UNIVERSITY POLICIES**

**Method of Course Evaluation**
Students will have an opportunity to complete a course evaluation form late in the course, using the WMU ICES or another designated WMU evaluation system. The evaluation will cover course content and faculty performance. Please respond to the ICES when requested in your wmich.edu email. Comments and information from the forms will help improve this course in the future.

**Academic Integrity**
Western Michigan University (WMU) is a student-centered research university that forges a responsive and ethical academic community. Its undergraduate, graduate, and professional programs are built upon intellectual inquiry, investigation, discovery, an open exchange of ideas, and ethical behavior. Members of the WMU community respect diversity, value the cultural differences of those around them, and engender a sense of social obligation. Because of these values, all individuals are expected to conduct themselves in a professional and civil manner. This includes exemplifying academic honesty, integrity, fairness, trustworthiness, personal responsibility, respect for others, and ethical conduct. These attributes are exhibited in the University as well as in the community. Members of the University community abide by this code out of commitment to serve as responsible citizens of the University, the community, the nation, and the world. Responsibility for fulfilling the obligations of the code of honor is shared by the students, faculty, and every other member of the University community.

You are responsible for making yourself aware of and understanding the policies and procedures in the Graduate Catalog that pertain to Academic Integrity. These policies include cheating, fabrication, falsification and forgery, multiple submission, plagiarism, complicity, and computer misuse. If there is reason to believe you have been involved in academic dishonesty, you will be referred to the Office of Student Conduct (OSC). You will be given the opportunity to review the charge(s). If you believe you are not responsible, you will have the opportunity for a hearing. You should consult with us if you are uncertain about an issue of academic honesty prior to the submission of an assignment or test. Collaboration on homework assignments is unacceptable except when permission is explicitly granted by the instructor to submit a collaborative or combined-student piece of work.

If a student is uncertain about an issue of academic honesty, he/she should consult the faculty member to resolve questions in any situation prior to the submission of the academic exercise. Violations of academic honesty include but are not limited to cheating, fabrication, falsification, forgery, multiple submission, plagiarism, complicity, and computer misuse. For more details go to http://catalog.wmich.edu/content.php?catoid=23&navoid=938.

Students who take this class are expected to submit his/her own work. If you use language, data, or ideas from other sources, published or unpublished, you must take care to acknowledge and properly cite those sources. Failure to do so constitutes plagiarism.

All work submitted for this course must be your original work. Material that has been submitted for another course cannot be used in this course.

Disability Services for Students

To assure compliance with the Americans with Disabilities Act, faculty members at Western Michigan University need to know how a disability will impact student participation and work in courses. Any student registered with Disability Services for Students who would like to discuss accommodations for this class should contact the instructor of record in a timely manner – preferably before or at the first class session. Students with documented disabilities who are not registered with DSS should call the office at (269) 387-2116 or visit www.wmich.edu/disabilityservices. Students cannot request academic accommodations without first scheduling an appointment and meeting with a DSS staff member. If a student does not register with DSS, his/her academic accommodations/modifications cannot be executed.

Sexual Misconduct Reporting

Students and instructors are responsible for making themselves aware of and abiding by the “Western Michigan University Sexual and Gender-Based Harassment and Violence, Intimate Partner Violence, and Stalking Policy and Procedures” related to prohibited sexual misconduct under Title IX, the Clery Act and the Violence Against Women Act (VAWA). Under this policy, responsible employees (including instructors) are required to report claims of sexual misconduct to the Title IX Coordinator or designee (located in the Office of Institutional Equity). Responsible employees are not confidential resources. For a complete list of resources and more information about the policy see www.wmich.edu/sexualmisconduct.
**WMU Resources**

**WMU's Libraries:** Can be accessed via your GoWMU account or going to [www.wmich.edu/library](http://www.wmich.edu/library).

**Writing Center:** Can be accessed at [www.wmich.edu/casp/writingcenter](http://www.wmich.edu/casp/writingcenter).

**WMU Graduate College:** The Graduate College offers a variety of workshops and resources pertinent to the MPA program. Please access [www.wmich.edu/grad](http://www.wmich.edu/grad).

**E-Learning:** Accessible through your GoWMU account. Check with the faculty member of PADM 5480 submission, discussion groups, and other course-related matters.

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**Course Schedule and Readings**

1. **Introduction and Overview** (1/14)
   Fisher, Chapters 1 and 2
   (http://www.senate.michigan.gov/sfa)

**Part I, Demand and Supply of Public Services**

2. **Demand for Local Public Services** (1/21)
   Fisher, Chapters 3 and 4

3. **Demand and Supply Determinants** (1/28)
   Fisher, Chapters 5 and 8

**Part II, Revenue Generation**

4. **Overview and Sales and Excise Taxes** (2/04)
   Fisher, Chapters 12 and 15

5. **Property Tax** (2/11)
   Fisher, Chapters 13 and 14

6. **Income Tax** (2/18)
   Fisher, Chapter 16

7. **Intergovernmental Relations** (2/25)
   Fisher, Chapters 6 and 10

**Part III, Special Topics**

8. **Privatization of Public Service Delivery** (3/02)

No Class: Spring Break (3/10)

Fisher, Chapters 17 and 22

Fisher Chapters 11 and 18.


12. Financing Health and Welfare and Student Presentations (4/04)
Fisher, Chapter 21