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Department of Public Administration and Policy  
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Course Number: PUAD 696

Course Title: Managing in an Information Age

Location: Ward xxx (TBD)

Time: 2012 Spring Term  
January 17, 2012 through May 8, 2012  
Tuesdays 5:30pm - 8:00pm

Course Description: This course explores the impact of information technology on society today, highlights the emergence of new technology tools for the public administrator, and introduces the skill sets and guiding principles necessary to manage the IT-empowered environment of today. It also provides a framework for public policy development in an environment where IT is changing far more quickly than government's ability to change laws and administrative responses to issues.

Required textbooks: All reading assignments will be provided on Blackboard throughout the course, so no textbook purchases are required for this course. Textbooks that may be referenced include  
*Governance.com*, Kamarck and Nye, editors  
*21<sup>st</sup> Century Government*, edited by J.D. Williams  
*The transformation of Governance*, Donald Kettle  
*Collaborative Public Management*, Agranoff & McGuire  
*CIO Leadership for Cities and Counties*, Alan Shark  
*The Public Technologist*, Toregas  
*The Transforming Power of IT*, published by NAPA

Course Objective: IT has become a necessity rather than an option in government today. The principles that can assist public administrators appreciate the effective use of IT (from its specification and procurement to the new organizational options it permits and its use as an effective pathway to the citizens being served) are emerging as a needed element of Public Administration today. The student who successfully navigates this course will emerge with an understanding of what makes for an effective

governmental platform for IT use, and become conversant in a set of Guiding Principles that can help harness the promise of IT and deliver strong outcomes.

Instruction method: Lectures will use PowerPoint presentations and web site reviews appropriate to the lesson content. Guest lectures by effective administrators who understand and well use IT in public service in the Washington area and on-going reviews of IT deployments and case studies of change in the public sector will be used to enhance class presentations. Students will be encouraged to identify areas of traditional Public Administration that can be strengthened through the wise deployment of IT and submit a research outline describing the technology potential in a real world problem setting. Web based searches and reviews of portal information will supplement readings, and students will be expected to report on current events and on unfolding class projects occasionally.

Evaluation Method	Class Preparation and Participation	25%
	Midterm test	35%
	Final research team presentation	15%
	Final research paper content	25%

The class participation grade is comprised of several observations:

- > the number of unexcused absences,
- > the degree of participation in class discussions as evidenced by issues and contributions during class,
- > the display of understanding of class core concepts in discussions measured by the depth and grounding of the comments made by the student,
- > the number of contributions and/or issues raised by the student directly with me after class or in emails between classes showing interest in the topic and a desire to improve grasp of key concepts,
- > timely submissions of required papers and other written assignments and their grades
- > participation that goes beyond the routine and shows self initiative and creativity

Percentage grades are converted to letter grades for final assessment according to the following scale:

- Over 93 is an A
- Over 90 is a A-
- Over 87 is a B+
- Over 83 is a B
- Over 80 is a B-
- Over 77 is a C+
- Over 73 is a C

PUAD 696 Managing in an Information Age  
Class Schedule for 2012

**Week 1**

January 17, 2012

Public Administration: reviving the definition with the Es

*Issues:*

Adding to the 3 e's of Public Administration  
Remembering the governed: basic data for societal realities  
IT in an era of diminished resources: cost or empowerment?  
Beyond services to economic development and equity

**Week 2**

January 24, 2012

Hardware, Software, Orgware and Trends to the future:

*Issues:*

ISPO (input, storage, processing, output, transmission) and cross cutting issues of security and privacy  
Dominant trends in hardware and software development- Dashboards, Thin Clients, e-gov and m-gov, Virtualization, Cloud Computing, device convergence  
Architecture and hot Applications: the keys to success  
Keeping up with the changes: maintenance and training  
The Orgware of the human dimension: what's so difficult about calendar matching?

**Week 3**

January 31, 2012

Applications: selection, development, deployment

*Issues:*

Creating and managing user input in defining, selecting and deploying applications  
Pilots, parallel testing and the training imperative  
Dominant areas for IT use: the Best of Breed roster  
Reforms in the federal government: dateline 2012

**Week 4**

February 7, 2012

Administrative issues: Procurement, Finance, Human capital

*Issues:*

IT as a tool and the rise of ERPs

Beyond low bid: life cycle costing of technology and reverse auctions

Performance and outcomes trumps technology specification...

Paying for IT: charge backs, centralizing key functions, thin client solutions

Attracting and retaining the very best IT professionals: challenge for the future

Research outline draft due: Identifying a real problem in public administration, and creating a working hypothesis of how IT could help

**Week 5**

February 14, 2012

The imperative for Outsourcing and Public Private Partnerships

*Issues:*

Infrastructure, Operations, Growth: finding the right level

Defining the metric of partnership success

Seat Management: benefits and pitfalls

Opportunities from Cloud Computing options

Can government make profits with IT?

[Class team projects- topic selection and discussion of issues]

**Week 6**

February 21, 2012

Innovation and Change Management: the importance of communication

*Issues:*

Risk aversion and risk taking- what can be most effective in administering the public interest? And how can risk be measured and minimized?

The dilemma of BPR: finding the right spot for the lever of change

Reengineering: opportunity and threat

Incentives to collaborate and the cross-boundary imperative

Aligning to multiple goals

The Purple Cow and the laggards

IT as a communication strategy; CountyStat as a paradigm

The triangle of change and organizing for it

**Week 7**

February 28, 2012

## Citizen empowerment through IT and the rise of Social Networks

### *Issues:*

The Gap and McDonalds: how they change citizen expectations

Instruments of connectivity, social networks and the role of the private sector

The challenge of the intergenerational divide at both giving and receiving end of governmental services

The wisdom of “letting them do the work”, policy envelopes and safety nets

### **Week 8**

March 6, 2012

Midterm test summarizing elements of course to date

### **Week 9**

March 13, 2012

Spring break – no class

### **Week 10**

March 20, 2012

Privacy and Security in a digital world

### *Issues:*

Rights and Responsibilities of living in a networked world

Security beyond encrypting data- learning from WikiLeaks

Balancing transparency and privacy rights and expectations for the governed

Stuxnet and Google in China- what is different?

### **Week 11**

March 27, 2012

Digital Inclusion and The International framework

### *Issues:*

The digital divide: dimensions and current stats

The business case for healing the divide

Technologies and Strategies for inclusion

Culture is everything!

Networks and data bases does not a government make...

What would a Global citizen look like?

[Class Project preview]

**Week 12**

April 10, 2012

Public Policy within a world of technology

*Issues:*

Working with elected officials

Collaboration models

Intergovernmental confusion and leadership

Are there differences between the federal, state and local environment for IT?

Horizon line: establishing a point of departure and a reality check

Beyond organizational targets to citizen outcomes: the tyranny of allegiances

**Week 13**

April 17, 2012

Case study: a local IT deployment experience

The class will hear from a leading public administrator that has successfully integrated IT in their PA portfolio of skills. The class will have a chance to discuss specific initiatives and strategies for addressing these challenges.

**Week 14**

April 24, 2012

Guiding Principles for managing with IT

*Issues*

Where to look for leverage? Scalability, interoperability, mobility

The empowered field worker- how to rethink services

FAR better with IT: Focusing on citizens, Aligning business goals, Reducing costs

How can we ensure that policies do not inhibit the promise of technology?

How can policies reflect the new possibilities made practical through IT?

What is an inclusive way to organize, inform and focus policy makers on technology agendas?

**Week 15**

May 1, 2012

Spring Study Day- no class

**Week 16**

May 8, 2012

Final: Class presentations of group research papers

Critique and discussion

