

Wayland Mission Statement

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

Contact Information

Course: PUAD 5340 VC01 – Public Administration Capstone

Campus: WBUonline

Term/Session: Fall 1 2026

Instructor: Dr. Ric Boyer

Office Phone Number: 520-220 2377 MST (Mountain Standard Time)

WBU Email Address: boyerr@wbu.edu

Office Hours, Building, and Location: 9 am to 4 p.m. Monday to Saturday MST (Mountain Standard Time via internet (boyerr@wbu.edu), WBUonline and/or phone

Class Meeting Time and Location: Virtual Campus WBUonline 520-220 2377 MST (Mountain Standard Time)

Course Information

Catalog Description: An integrated review of the core courses (Ethics, Legal Environment, Public Finance, and Public Administration), combining and applying their principles with public policy process and analysis principles to propose solutions to public administration issues.

Course to be taken in the last or next-to-last semester of a student's program, after all core courses and most specialization courses have been completed.

Prerequisite(s): (1) ALL the core courses, (2) at least four specialization courses to be complete prior to enrolling, (3) a minimum cumulative GPA of 3.0, (4) earned no grade less than a C and have received no more than six semester hours with a letter grade of a C in the MPA courses that have been completed to date, (5) completed courses taught by at least four different full-time Wayland instructors during the course of this Masters of Public Administration program, and (6) no more than two terms, counting the present term, left to complete the MPA program.

Textbook Information

Required Textbook(s) and/or Required Materials:

Public Administration in America by Milakovich Cengage 12th (2023) 9780357660065.

The textbook for this course is part of the **Wayland's Automatic eBook** program. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. The cost of this Automatic eBook will be billed directly to your student account when you register for the course. You will be notified via email with access instructions and additional information. If you do not wish to participate in the Automatic eBook program, you will have the first 12 days of class to opt-out of the program (additional details will be outlined in your email instructions). For more information on the Automatic eBook program, visit the Wayland Bookstore [Automatic eBook FAQ](#) page.

Optional Materials: Perrin, R. (2021) *POCKET GUIDE TO APA STYLE* (7th ed. 2021). Cengage Learning. ISBN-13: 978-0-357-63296-3

Course Outcome Competencies: Upon completion of this course, each student will be able to:

- Understand and have a working knowledge of public administration, its terminology, and principles
- Have the ability to identify and analyze public administration issues and problems, and
- Are able to propose solutions for public administration issues and problems

Attendance Requirements

WBUonline - Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student "attendance" in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a "no-show" and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university's attendance policy.

University Policies

[Link to Statement on Academic Integrity](#) , and reference one of the following in regard to how generative artificial intelligence (GAI) such as ChatGPT may or may not be used in this course:

No use of any generative AI tools permitted.

- a. Students are required to create and produce all work themselves or with assigned group members. Any work submitted that has used an AI generative tool like Chat GPT will be in immediate violation of the academic integrity policies for the course and WBU.
- b. All assignments must be fully created, designed, and prepared by the student(s).
- c. Any work that uses generative AI will be treated as plagiarism.

Disability Statement: In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests (office (806) 291-1057. Documentation of a disability must accompany any request for accommodations.

Accessibility issues with content in WBUonline courses or in Blackboard should be addressed to the WBU accessibility coordinator, Dr. Rick Hammer, hammerr@wbu.edu or call (806) 292-9150.

Course Requirements and Grading Criteria

Reading Assignments Reading assignments are to be completed on time (i.e., by the Wednesday of the week they are scheduled for discussion). You should be prepared to participate in online discussions about the assigned reading.

Discussion Boards There will be a discussion topic each week of class. All posts must be done by Wednesday @ 11:59 p.m. CST of each week, and comments must be in by Sunday at 11:59 p.m. CST each week.

- Your original response to each set of discussion questions must be at least 400 words.
- Additionally, each of your 2 responses to your classmates must be at least 100 words each.
- No Discussion will take place when the week is over.

Note: Posting all your discussions answers on Bb is a major requirement of this course. In this context, Plagiarism will not be tolerated in any way (Wayland Baptist University Policy on Dishonesty). You may view your peers work and postings to learn from one another, but you can't copy their work. Students who have circumstances which prevent them from participating or completing an assignment on time must communicate with me in order to find reasonable accommodations to complete the required course work.

There are specific assignments that must be completed each week. Your individual responses must be insightful, thorough, and interesting. These responses should demonstrate an understanding of the assigned readings and should be substantiated by two or more examples from the textbook and/or appropriate websites.

Each response to your classmates should be substantive. Participation is measured on the student's interaction and contribution with the course and other students as demonstrated through active involvement on the virtual classroom discussion board. A student's contribution must add value to the course. A discussion board posting is determined to be of substance by containing information that supplements, contradicts, questions, or furthers discussion on a subject area contained in the course. Additionally, it is expected that student participation reflect critical thinking and good grammar.

Research Project

(Note) Please address each of the following points in order

Each section will be due throughout the Semester with a completed Research Project submitted Week 8

Paper Explanation All papers shall use 12-point Times New Roman font, double spacing, and APA format. Please use the provided template for your paper.	Title/Pages in section
Select a specific PROBLEM – Students shall select a problem or policy within public administration, and clearly describe how their topic is a problem or how a policy has created more problems within public administration. The paper can take the shape of a problem analysis paper, policy analysis paper, applied problem solving and/or organizational dilemma paper, or a formal APA research paper. Students should clearly describe whether the problem is theoretical or practical (applied) in nature. An in-depth description of the problem should include, at a minimum, answers to causes of the problem including who, what, why, where, when and how the specific problem originated within public administration and why it continues within public administration.	Introduction 1-2 pages (50 points)
LITERATURE REVIEW- Students are expected to read and review historical and recent research on their problem when developing a literature review. Students should find 20-25 sources within the reference section of their paper. Research sources may include books, peer reviewed publications, government publications and professional trade journals.	Literature Review 7-8 pages (75 points)
I would suggest using EBSCO, NCJRS, BJA, ONDCP, OJJDP, FirstGov, and other credible websites. WIKIPEDIA IS NOT ALLOWED. Any online sources other than these do require the student to contact the instructor so the credibility of the website can be assessed.	
SELECTION OF RELEVANT PUBLIC ADMINISTRATION THEORY- Students should review pertinent public administration theories and provide a rationale as to why the problem under investigation has a basis in a particular public administration theory (in your informed opinion) and provide research on the problem and your belief of a theoretical basis. Make sure to use in text citations using author last name, year of publication and page numbers regarding information on the problem (Author, year, page #). Students should also check EBSCO and NCJRS to determine if there are prior studies describing the problem. Any online sources other than these do require the student to contact the instructor so the credibility of the website can be assessed.	Public Administration Theory 2- 3 pages (50 points)

CURRENT EVENT- Students should thoroughly review credible websites such as EBSCO, First Gov, Supreme.Justia.com, Law.Justia.com, Oyez.org, and FindLaw, to determine to what extent the problem has been identified within the court system. In the event students find the particular problem has not been identified within the courts, students should research case precedents within the court system which are closely associated with the particular problem. Students should provide a thorough background of the case and the judicial opinion of the case. Any online sources other than these do require the student to contact the instructor so the credibility of the website can be assessed.	Current Event 2 pages (50 points)
POSITION – Articulate your beliefs clearly and cogently regarding the position you espouse as being the best way to address the problem you are discussing. Support your thoughts with a logical process of critical thinking that provides irrefutable evidence of your beliefs- provide an informed opinion based on what you have learned doing your research, yet using your own creative thought process. Exemplary papers will include a plan of action to support your position yet oblige alternative positions on how your idea(s) might be implemented.	Position 2 pages (50 points)
ALTERNATIVE POSITIONS – Provide an in-depth description of other alternatives that may provide a logical solution to your position.	Alternative Position(s) 1-2 pages (50 points)
CRITICAL REFLECTION- Using critical thinking and reflection skills, provide an explanation of how the problem might relate to the four core courses of the Public Administration program. Provide an explanation of how the problem under investigation, your position, and alternative positions could also affect the federal, state and local government(s).	Critical Reflection 2 pages (50 points)
CONCLUSION – Use a detailed final description which ties the problem, theory, literature review, position and alternative positions together into a clear statement which addresses the overall problem.	Conclusion 1-2 pages (part of 125-point final paper)
REFERENCES- Include a detailed References section using APA format. Papers with incorrect APA format will be returned with no grade for revision.	References 2-3 pages (part of 125-point final paper)

Means of Assessment:

<u>Assessment</u>	<u>% Final Grade</u>
Discussion Board/Participation	50 (500 points)
Final Project	50 (500 points)
Total	1,000 points

The University has a standard grade scale:

A = 90-100, B = 80-89, C = 70-79, D = 60-69, F= below 60, W = Withdrawal, WP = withdrew passing, WF = withdrew failing, I = incomplete. An incomplete may be given within the last two weeks of a long term, within the last week of an 8-week session, or within the last two days of a microterm to a student who is passing, but has not completed a term paper, examination, or other required work for reasons beyond the student's control. A grade of "incomplete" is changed if the work required is completed prior to the last day of the next long 16-week term or 8-week session, unless the instructor

designates an earlier date for completion. If the work is not completed by the appropriate date, the I is converted to an F.

Student Grade Appeals: Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog.

Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

Tentative Schedule

Part 1: Context, Nature & Structure of Public Administration

Week 1	August 10-16, 2026	Chapters 1 & 2 Bio Discussion Board (DB) Week 1 DB Introduction due Sunday
Week 2	August 17-23, 2026	Chapter 3 Week 2 DB Literature Review due Sunday

Part 2: Managing & Leading Public Organizations

Week 3	August 24-30, 2026	Chapter 4 Week 3 DB Public Administration Theory due Sunday
Week 4	August 31-Sept. 6, 2026	Chapters 5 & 6 Week 4 DB Current Event due Sunday

Part 3: Core Functions of Public Management

Week 5	September 7-13, 2026	Chapters 7 & 8 Week 5 DB Position due Sunday
Week 6	September 14-20, 2026	Chapters 9 & 10

Part 4: Challenges & Prospects in a Turbulent Future

Week 7	September 21-27, 2026	Chapters 11 & 12 Week 7 DB Critical Reflection due Sunday
Week 8	September 28-Oct. 3, 2026	Final Submission (including remaining parts) Week 8 DB

Additional Information

No Late Assignments - To receive credit for any assignment it must be submitted in the course on Blackboard. Assignments will not be accepted after their due dates except by permission from the professor which will only be granted in exigent circumstances as determined by the professor.