Course Overview
The course is an introduction to the current uses of information and communication technologies (ICTs) by public administration (both in government and in the nonprofit sector). This course is designed for the “non-techie” who will surely be called upon to manage or oversee some form of technology application – either directly or indirectly through policy. The expectations and goals for the use of technology in government and non-profit organizations vary throughout each enterprise. This course will cover the various types of technology practices, possibilities and obstacles encountered with the use of ICTs. While the term ICT is still popular internationally - we in the US refer to it as simply IT (Information Technology).

The course is taught in a seminar setting with reliance on classroom interaction and assignments. It provides students the opportunity to build a sense of greater awareness and confidence in what public managers face in every day challenges regarding information technology and its related polices.

The course will explore all the latest trends in public management technology and the potential impact for managers and citizens. Students will also gain a better perspective as to how technology is managed through various governance models. Finally, through the course there will be discussions and real-life examples about the need for policies and procedures to safeguard our technology infrastructure while providing greater openness, participation, and transparency.

Upon completion, students should better appreciate how the use of technology applications, "electronic government" and other web-based technologies can transform government and be able to help governments develop and manage programs and services that are more responsive and effective.

Course Objectives

1. Understand how information system design relates to democratic theory.
2. Understand the skills and tools that are useful in information management, information technology, and systems dedicated for the effective flow of information within organizations.

3. Develop an understanding of the role of e-government and e-governance and social media in today's society and in public organizations.

4. Become familiar with the components of public sector WebPages, with a focus on current best practices.

5. Develop an understanding of the possibilities and challenges of technology applications within public organizations.

6. Understand how technology can be managed through various governance models.

7. Appreciate the role of public policy and technology.

**Instructor Information**

Dr. Alan R. Shark, D.P.A, FASAE, CAE

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**Office phone:** 202-626-2445 (Washington, DC Office)

**Office mailbox**: Office hours: by appointment or by Skype

**Education:** Dr. Shark holds a doctorate in Public Administration (D.P.A.) from the University of Southern California’s Washington Public Policy Center, a MPA from Baruch College, and a BBA Degree in Business and Public Administration from Baruch College, as well as an AAS Degree in Business Administration with Honors from Staten Island Community College.

**Professional work:** Dr. Alan R. Shark is the Executive Director/CEO of the Public Technology Institute headquartered in the greater Washington, DC area in Alexandria, See [www.pti.org](http://www.pti.org)

His career has spanned over 30 years as a highly recognized leader in both the nonprofit management and technology fields, with an emphasis on technology applications for business and government. Most recently Dr. Shark served as President and CEO of the American Mobile Telecommunications Association (AMTA), and served as Executive Director of the Rural Broadband Coalition, and the Power Line Communications Association. Dr. Shark also served as the Associate Executive Director for Marketing & Communications and and Publisher for the Water Environment Federation.

As an author and speaker on technology developments and applications for most of his distinguished career, Dr. Shark’s experience both balances and embraces the business, government, education and technology sectors. Dr. Shark is well published and his many works can be found on [www.amazon.com](http://www.amazon.com) by searching his name.
Awards & Recognition: Dr. Shark is a Fellow of the National Academy of Public Administration (NAPA), as well as Fellow of the Radio Club of America (RCA), and Fellow of the American Society for Association Executives (ASAE). He is the recipient of the 2012 Technology Champion Award by the National Association of State Chief Information Officers (NASCIO).

Contacting me: The best way to reach me is to send me an email - or we can arrange to speak on the phone, Skype, or meet on campus. I check my email regularly throughout the workday and unfortunately at night too.

Being located in the greater Washington DC area we will be using audio/video technology to communicate during class. We are assigned a “distance learning classroom” as I am scheduled to be on campus only once every three weeks or so. The rest we will do with point-to-point audio-video communications.

Readings
The course will use two main textbooks, described below. Other selected readings will be posted in electronic form on Blackboard or distributed in class. The textbooks were selected because they provide a good and contemporary collection of current topics related to information technology and government. It also happens to be very affordable.

As graduate students, please read everything with a critical eye. Draw on your own experiences and other knowledge. I have chosen the course readings because they are meant to challenge what you think. You may even disagree with the author - and that includes me! If you do, you need to clarify the reasons and evidence on which you base your disagreement. Take your time with the readings so you can reflect on the material.


Course Requirements
In general, all assignments (unless otherwise stated) must be:

1. Submitted in Word format, no PDFs.
2. Your name should appear as part of the filename.
3. Each assignment must have a cover page with your name, date, and the assignment.
4. Do not use the “#” symbol in your file name, as Blackboard does not recognize it and I will not be able to grade your assignment.
5. All assignments must be submitted through Blackboard – not through email attachments. You should also know that papers will be spot-checked against Turnitin (see www.turnitin.com) which is a database of previously used papers and guards against plagiarism.

Assignments

1. One Page Student BIO and Picture (5% of grade)
   Please submit a one to 3 page bio summary including a picture inserted in the same document – preferably a headshot. Please state where you have come from, where you are, and where you hope to be in your career journey. Also, include what you hope to get out of the class and your degree objectives. What are your professional aspirations? Since this class tends to be large and I will not be physically present at every session, having a picture is a necessity. Also, include your e-mail address and a non Rutgers Email address if you wish.

2. Class Participation/Attendance (20% of grade)
   Participation is very important in this class and I will be tracking how each student participates and interacts among the class and myself. The course meets only once a week so attendance is also critical to the overall grade. If you are unable to attend one class, please check with me (via e-mail) for any changes to the syllabus or announcements that you may have missed during class.

   You participate by asking a question, responding to a question or making a comment or observation. Therefore, it is critical to be prepared for class by reading the assigned chapters or articles in advance and be familiar with their main points.

3. Article Critiques (2) (15% of grade each or 30% total)
   You can critique any chapter of either textbooks or any assigned article. Your critique should include a summary of the article (research question, method, findings and conclusions) or chapter (major arguments made in chapter). You should then critique how well the author(s) made their points, and your reaction to their arguments. Feel free to express your opinion regarding the material based on your background and experiences. Your critique should be 3 to 5 pages in length (not counting a cover sheet) and use APA style for any quotes etc. Also include a cover page with the course name, semester, your name and date and Critique number. Number all pages of your assignment and include your last name on the file when electronically submitted!

4. Website Research Project (15% of grade)
   A. You will choose three separate websites, (1) a city or county, either one city or one county in the U.S. providing the city or county has a population of approx. 150,000 or more; (2) a State in the U.S. of your choosing; (3) one Federal department or agency of the U.S. Government. You will review each of the three websites and write a critique from 3 to 8 pages total. Among the things you will be looking for is security/privacy policies, Usability, Content, Service, and Citizen and Social
Engagement. You should also list the likes and dislikes from your vantage point. Please do this individually to ensure the integrity of the research process.

B. Also, include a cover page along with a overall written narrative not to exceed 2 pages with your thoughts and observations. For example, what surprised you, what was missing? Your paper should have a cover page with the course name, semester, your name and date. Number all pages of your assignment.

5. Final Paper. (30% of grade with 5% of it graded as an oral presentation in class and 25% as the paper)

A paper will be due at the end of the semester that focuses on a particular aspect of technology and government. You might consider technology applications (or plans) in a governmental department, office, or nonprofit organization. This paper should be between 15 and 20 pages (not counting a cover sheet) and the topic will be of your choosing. Oral presentations will be required and presented by each student, individually, during the last two classes of the semester. Your paper must conform to APA style. Also, include a cover page with the course name, semester, your name and date. Number all pages of your assignment. Your paper can either be a literature review or a small research study. I will review general requirements in class.

As noted above, part of your final grade you will be asked to make a 5 to 8 minute presentation to the class at the end of the semester so that the rest of the class can benefit from your knowledge and information gained in developing your paper.

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<thead>
<tr>
<th>Elements of Grade</th>
<th>Due</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Assignment 1: Student Profile &amp; Picture</td>
<td>September 4</td>
<td>5%</td>
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<tr>
<td>Class Participation/Attendance</td>
<td>On-going</td>
<td>20%</td>
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<td>Assignment 2: Article Critique</td>
<td>October 9</td>
<td>15%</td>
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<td>Assignment 3: Website Critique Project</td>
<td>October 30</td>
<td>15%</td>
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<td>Assignment 4: Article Critique</td>
<td>November 13</td>
<td>15%</td>
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<td>Assignment 5: Final Project Paper and Presentation</td>
<td>Presentations: December 4 and December 11 Final Paper Due December 18</td>
<td>25% Paper 5% presentation</td>
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<td>Total</td>
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Grading Criteria
All written assignments shall be evaluated based content, English and format. Content means did you fully complete all required parts of the assignment? English refers to proper spelling and
grammar, readability. Format refers to the proper page length, inclusion of cover page, overall organization of assignment, use of proper citation format (APA) and inclusion of reference list. Please note a grade below a B (or 7) is not considered a passing grade at the graduate level. Overall, I will use the following to assign grades to your assignments:

**A (or 10)** is exceptional work, it is complete, original, insightful, of a level and quality that exceeds expectations for a master’s level of study. In-depth understanding of course issues and a high level of analytical skills. No grammar and citation errors. Referencing must follow APA style. References must be extensive and of high quality.

**B+ (or 9)** Work is complete, of a level that slightly exceeds expectations for this level. Solid understanding of course issues and excellent analysis. Very few grammar and citation errors. Citations are consistent with APA style format and are drawn from a broad range of current sources.

**B (or 8)** Work is complete, of a level that meets expectations and an acceptable quality for master’s level course. The assignment demonstrates a solid understanding of course issues and good analysis. There are limited grammar and citation errors. Citations are consistent with APA style and drawn from a good range of sources.

**C (or 6)** Work is barely complete, barely meets expectations or standards for a master’s level course. Assignment demonstrates and inconsistent understanding of the course issues with slight objective analysis.

The Following grade formula is used to compute grades.

A (9.3 to 10)
B+ (8.6 to 9.2)
B (8.0 to 8.5)
C+ (7.6 to 8.0)
C (7.0 to 7.5)
I (Incomplete)
F (Failure)
# Course Calendar: Class Schedule and Assignments

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignments</th>
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<tr>
<td><strong>Week 1</strong></td>
<td>Introduction to Information Technology and Public Admin.</td>
<td>• Governance: p. 1-14&lt;br&gt;• Shark, Alan R, “Reconnecting America: The Role of Government with Technology &amp; Policy at the Crossroads”&lt;br&gt;• Seven Trends Book: Chapter One</td>
<td>Assignment 1 Due: Student information sheet &amp; picture</td>
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<td>September 4</td>
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<td><strong>Week 2</strong></td>
<td>Part 1: The Role of Technology and E-Government and Democracy and E-Government&lt;br&gt;Part 2: The Digital Divide: Challenges &amp; Opportunities</td>
<td>• Governance: Ch. 2 (17-37)&lt;br&gt;Torpokoff, Rannon, Soufron, and Levy, 2008 “E-Government Architectures”&lt;br&gt;• Brewer&lt;br&gt;• Schedler &amp; Summermatter&lt;br&gt;• Digital Governance&lt;br&gt;• “Digital Equity, Making the Case for Social Utility of Technology”</td>
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<td>September 11</td>
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<td><strong>Week 3</strong></td>
<td>Part 1: Web 2.0 Measuring Government Performance &amp; Citizen Engagement iPad Group Exercise&lt;br&gt;Part 2: Technology in the Non-profit/NGO sector</td>
<td>• Web 2.0&lt;br&gt;• Perf. Measurement&lt;br&gt;• Explanation on use of Rutgers website survey instrument to better prepare for Web Project assignment</td>
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<td>September 18</td>
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<td><strong>Week 4:</strong></td>
<td>Geospatial Interfaces as Essential Planning Tools&lt;br&gt;Special Guests: Alan Leidner, Booz, Allen, Hamilton, former senior NYC urban planner, and IT Commissioner and Richard Leadbeater, Global Manager State Government &amp; Trade Associations</td>
<td>• Chapter 14: CIO Leadership Book</td>
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<td>September 25</td>
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| Week 6: October 2    | Part 1: The Role of Government and Portal Development & Maintenance  
**Guest:** Katya Wowk, Communications Director/Webmaster  
**Township of Montclair, NJ**  
Part 2: Continuation from previous class | • Chapter 12: CIO Book “Building an Award-Winning County Web Portal” |
| Week 7: October 9    | Part 1: Broadband Technology: Costs/Benefits/ Why Governments are involved? How? Why?  
• Chapter 18 in CIO Leadership Book Reading to be posted on Blackboard |
| Week 9: October 23   | Part 1: Special Guest: Steven Emanuel, Chief Information Officer, State of New Jersey | Assignment 2 |
| Week 10: October 30 | Part 1: Project, Program & Risk Management  
Part 2: Enterprise Resource Planning (ERP) & City Protocol  
Part 3: Outsourcing vs. Insourcing |  
- Chapter 17: CIO Leadership Book: Project & Performance Measurement Tools  
- Chapter 19: CIO Leadership Book; “Enterprise Resource Planning”  
- Chapter 20: CIO Leadership Book; “Outsourcing VS. Insourcing – How to Assess Manage, and Evaluate” | Assignment 3 Website Critique Project |
|---------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------|
| Week 11: November 6 | Part One: Knowledge & Information Management  
Part Two: Records Management  
Part Three: I.D. Management | CIO Book-Chapter 27  
CIO Book- Chapters 28, 29, 30 | Assignment 4 |
| Week 12 November 13 | Human Resource Leadership in an IT Environment | CIO Book: Chapters 24 & 25 | Assignment 4 |
| Thanksgiving Break | | |  |
| Week 14 December 4 | Wrap-up/and Final Student Presentations | |  |
Course Policies

Blackboard: First, in order to have access to Blackboard and all of the course materials, you must be officially registered with Rutgers for this course. Once you have registered, it takes between 24 and 48 hours for you to have access to Blackboard. [https://blackboard.newark.rutgers.edu](https://blackboard.newark.rutgers.edu) Second, you also need to sign in with your Rutgers Net ID. All assignments will be administered through Blackboard and submissions will be posted through Blackboard. Grades will also be available through Blackboard for each assignment. All readings such as articles that are outside of the two required textbooks are available through Blackboard and are organized by week.

Class Ground Rules

- Turn off all cell phones and other electronic equipment before entering the classroom. If you must take/make a call, please leave the classroom before doing so.
- Please try to eat before class or during the break although drinks in class are okay.
- All questions, perspectives and opinions are important and valuable, you are encouraged to share and discuss.
- You are responsible for learning how to use Blackboard to participate in the class (find readings, check grades, upload assignments etc.). There is an online tutorial or workshops available.
- All assignments must be uploaded through the Assignments folder in Blackboard according to specifications.

Syllabus Content and Schedule Changes The syllabus schedule and content may change at the discretion of the instructor. Such changes will be clearly announced in class and posted to Blackboard.
Edited as of 06/26/2013