Southern New Hampshire University

PAD 630 Milestone Three Guidelines and Rubric

For this milestone, submit a rough draft of your final project white paper. Include all the required elements of the final paper and incorporate any relevant instructor feedback you received on Milestones One and Two.

In your rough draft, be sure to address all the following critical elements:

I. **Introduction**
    Concisely describe your chosen organizational, legal, or cultural challenge in the field of public administration.

II. **Theoretical Overview:** Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
    A. **Public Administration Advocates:** Describe the original advocates for the development of professional public management within the federal government of the United States. In your description, consider questions such as these: What were their viewpoints? How did they advocate for the development of public administration?
    B. **Impact on Public Administration:** Differentiate between the views of Dwight Waldo and Herbert Simon. How did each impact the development of the public administration profession?
    C. **Public Administration Dichotomy:** Analyze the founding dichotomy of public administration as expressed by Dwight Waldo for its impact on public administration practice.

III. **Public Administration in Practice**
    A. Governmental Operations: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
        1. **Civil Service Implementation**: Assess the impact that the implementation of civil service had on the effectiveness of public service in the federal government.
        2. **Local Governmental Operations**: Illustrate how public administration has manifested itself in local governmental operations. In other words, what impact has professional management had on local governmental operations? For example, you could consider how prevalent the mayor/manager form of government is.
        3. **Impact of Iron Triangle**: Assess the impact of the "iron triangle" on public policy and program administration at the state and federal levels of government. In other words, how does the bureaucracy counterbalance the direct relationship between special interests and the legislature?

    B. Differences Between Public Administration and Private Sector Management: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
        1. **Organizational Differences:** Contrast the impact of political boundaries in governmental operations versus the private sector. For example, you could consider how political boundaries impact program and operational efficiencies. Provide specific examples to support your response.

2. **Legal Differences:** Analyze mandates, legal and nonlegal, related to the challenge you selected. How do they impact the operations of state and local governments? How do these mandates apply to private sector firms? Provide specific examples to support your response.

3. **Cultural Differences:** Illustrate the impacts politics can have on administrative appointments in the public and private sectors. In other words, what is the impact of political appointments on the culture of governmental agencies and private businesses? Provide specific examples to support your response.

C. Roles of the Executive, Legislative, and Judicial Branches: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.

1. **Executive Branch:** Outline the role of the executive branch of government in the development of public policy, specifically related to the challenge you selected.

2. **Legislative Branch:** Outline the role of the legislative branch of government in the development of public policy, specifically related to the challenge you selected.

3. **Judicial Branch:** What role does the court system play in arbitrating public policy disputes between the executive and legislative branches of government? Focus specifically on how the judicial branch has impacted the challenge you selected.

D. Public Budgeting Techniques: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.

1. **Zero-Based Budgeting:** Assess the principle of zero-based budgeting for how it has impacted federal programs and their stakeholders. What are the pros and cons of this methodology?

2. **Performance-Based Budgeting:** Assess how performance-based budgeting applies to private sector budgeting practices in a public sector setting. What are the pros and cons of this methodology? Include the impact on public programs and their stakeholders in your response.

3. **Emerging Budget Strategies**: Describe emerging budget strategies being utilized by public agencies to address the difficult fiscal environment facing local governments. In other words, what contemporary public budgeting techniques are effective?

E. Governmental Communication Strategies: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.

1. **Impact of Social Media:** Assess the effectiveness of social media on governmental operations at the federal, state, or local governmental level. Consider questions such as these: What impact has social media had in enhancing public outreach? How has social media been used to develop a sense of community?

2. **Impact of Other Media Types:** Assess how various other media types can enhance public outreach and impact a citizen's sense of community.

3. **Communication Strategies:** How has the proliferation of information outlets impacted the communication strategies utilized by government officials?

Southern New Hampshire University

Milestone Three Rubric

Please note that the rubric for the rough draft is not identical to the Final Project Rubric. The Final Project Rubric will include an Exemplary category, which provides guidance as to how you can go above and beyond the Proficient category in your final submission.

Guidelines for Submission: Your draft should be 15–20 pages in length and should use double spacing, 12-point Times New Roman font, and one-inch margins. You should use APA guidelines for your cover page, in-text citations, and reference list.

Critical Elements	Proficient (100%)	Needs Improvement (80%)	Not Evident (0%)	Value
Introduction	Concisely describes selected organizational, legal, or cultural challenge in public administration	Describes selected organizational, legal, or cultural challenge in public administration, but description is wordy or vague	Does not describe selected organizational, legal, or cultural challenge in public administration	4.1
Theoretical Overview: Public Administration Advocates	Describes original advocates for development of professional public management in federal government of United States	Describes original advocates for development of professional public management in federal government of United States, but with gaps in clarity or detail	Does not describe original advocates for development of professional public management in federal government of United States, or description lacks focus on selected challenge	5.1
Theoretical Overview: Impact on Public Administration	Differentiates between the views of Dwight Waldo and Herbert Simon for how they impacted the development of the public administration profession	Differentiates between the views of Dwight Waldo and Herbert Simon for how they impacted the development of the public administration profession, but with gaps in accuracy or detail	Does not differentiate between the views of Dwight Waldo and Herbert Simon for how they impacted the development of the public administration profession, or response lacks focus on selected challenge	5.1
Theoretical Overview: Public Administration Dichotomy	Analyzes founding dichotomy of public administration as expressed by Dwight Waldo for its impact on public administrative practice	Analyzes founding dichotomy of public administration as expressed by Dwight Waldo for its impact on public administrative practice, but with gaps in accuracy or detail	Does not analyze founding dichotomy of public administration as expressed by Dwight Waldo for its impact on public administrative practice, or analysis lacks focus on selected challenge	5.1
Public Administration in Practice: Civil Service Implementation	Assesses the impact that the implementation of civil service had on the effectiveness of public service in the federal government	Assesses the impact that the implementation of civil service had on the effectiveness of public service in the federal government, but assessment is cursory or inaccurate	Does not assess the impact that the implementation of civil service had on the effectiveness of public service in the federal government, or assessment lacks focus on selected challenge	5.1
Public Administration in Practice: Local Governmental Operations	Illustrates how public administration has manifested itself in local governmental operations	Illustrates how public administration has manifested itself in local governmental operations, but with gaps in clarity or detail	Does not illustrate how public administration has manifested itself in local governmental operations, or response lacks focus on selected challenge	5.1

Public Administration in Practice: Impact of Iron Triangle	Assesses impact of iron triangle on public policy and program administration at state and federal levels of government	Assesses impact of iron triangle on public policy and program administration at state and federal levels of government, but assessment is cursory or inaccurate	Does not assess impact of iron triangle on public policy and program administration at state and federal levels of government, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Organizational Differences	Contrasts impact of political boundaries in governmental operations versus the private sector, supporting response with specific examples	Contrasts impact of political boundaries in governmental operations versus the private sector, but with gaps in accuracy, detail, or support	Does not contrast impact of political boundaries in governmental operations versus the private sector, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Legal Differences	Analyzes legal and nonlegal mandates related to selected challenges for how they impact state and local government operations and private sector firms, supporting response with specific examples	Analyzes legal and nonlegal mandates related to selected challenges for how they impact state and local government operations and private sector firms, but with gaps in accuracy, detail, or support	Does not analyze legal and nonlegal mandates related to selected challenges for how they impact state and local government operations and private sector firms, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Cultural Differences	Illustrates impacts of politics on administrative appointments in public and private sectors, supporting response with specific examples	Illustrates impacts of politics on administrative appointments in public and private sectors, but with gaps in clarity, detail, or support	Does not illustrate impacts of politics on administrative appointments in public and private sectors, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Executive Branch	Outlines role of executive branch of government in development of public policy, specifically related to selected challenge	Outlines role of executive branch of government in development of public policy, specifically related to selected challenge, but with gaps in accuracy or detail	Does not outline role of executive branch of government in development of public policy, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Legislative Branch	Outlines role of legislative branch of government in development of public policy, specifically related to selected challenge	Outlines role of legislative branch of government in development of public policy, specifically related to selected challenge, but with gaps in accuracy or detail	Does not outline role of legislative branch of government in development of public policy, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Judicial Branch	Analyzes role of court system in arbitrating public policy disputes between executive and legislative branches of government, specifically related to selected challenge	Analyzes role of court system in arbitrating public policy disputes between executive and legislative branches of government, specifically related to selected challenge, but with gaps in accuracy or detail	Does not analyze role of court system in arbitrating public policy disputes between executive and legislative branches of government, or response lacks focus on selected challenge	5.1

Public Administration in Practice: Zero-Based Budgeting	Assesses principle of zero-based budgeting for how it has impacted federal programs and their stakeholders and addresses pros and cons of methodology	Assesses principle of zero-based budgeting for how it has impacted federal programs and their stakeholders and addresses pros and cons of methodology, but response is cursory or inaccurate	Does not assess principle of zero-based budgeting for how it has impacted federal programs and their stakeholders, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Performance-Based Budgeting	Assesses how performance-based budgeting applies to private sector budgeting practices in public sector setting and addresses pros and cons of methodology and impact on public programs and their stakeholders	Assesses how performance-based budgeting applies to private sector budgeting practices in public sector setting and addresses pros and cons of methodology and impact on public programs and their stakeholders, but response is cursory or inaccurate	Does not assess how performance-based budgeting applies to private sector budgeting practices in public sector setting, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Emerging Budget Strategies	Describes emerging budget strategies being utilized by public agencies to address the difficult fiscal environment facing local governments	Describes emerging budget strategies being utilized by public agencies to address the difficult fiscal environment facing local governments, but with gaps in clarity or detail	Does not describe emerging budget strategies being utilized by public agencies to address the difficult fiscal environment facing local governments, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Impact of Social Media	Assesses the effectiveness of social media on governmental operations at federal, state, or local governmental level	Assesses the effectiveness of social media on governmental operations at federal, state, or local governmental level, but assessment is cursory or inaccurate	Does not assess the effectiveness of social media on governmental operations at federal, state, or local governmental level, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Impact of Other Media Types	Assesses how various other media types can enhance public outreach and impact a citizen's sense of community	Assesses how various other media types can enhance public outreach and impact a citizen's sense of community, but assessment is cursory or inaccurate	Does not assess how various other media types can enhance public outreach and impact a citizen's sense of community, or response lacks focus on selected challenge	5.1
Public Administration in Practice: Communication Strategies	Explains how proliferation of information outlets has impacted communication strategies utilized by government officials	Explains how proliferation of information outlets has impacted communication strategies utilized by government officials, but with gaps in clarity or detail	Does not explain how proliferation of information outlets has impacted communication strategies utilized by government officials, or response lacks focus on selected challenge	5.1
Articulation of Response	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	4.1
		Total	**100%**