A. CATALOG DESCRIPTION

Seminar in public financial administration with emphasis on current issues in theory and practice.

B. COURSE OBJECTIVES – Student Competencies

The course will explore a number of different issues pertaining to the administration of financial resources in the public sector. As is appropriate to a course in public administration, the student will study the issues from the perspectives of different disciplines such as: economics, political science, business administration, planning and, of course, public administration. Students should be able to do the following:

1. Demonstrate, in class discussion and in papers, that they are well aware of current issues, theoretical perspectives, and best practices pertaining to public financial administration;

2. Describe and discuss at length a number of specific problems and issue in such areas as revenues, contracting/procurement, debt financing, treasury management, computerization of financial management, and auditing/oversight issues;

3. Describe some of the special problems and opportunities of financial administration in rapidly growing Florida, especially as it relates to infrastructure, growth management, and foresight;

4. Describe some current issues and thinking regarding budget theory -- the role of the budget in the economy and in economic development, the determinants of budget outcomes, and prescriptions for improving budget making.

5. Use the Internet to gather information to address problems in public financial management and research.

C. THE SEMINAR APPROACH: STUDENT RESPONSIBILITY

This advanced graduate course is a seminar, not a lecture course. In a seminar, especially one that uses the intensive weekend format, each member must do all assigned readings in advance. In this format, each student will be assigned to participate in one panel for each of the three intensive weekends. The members of each panel should coordinate their research and discussions with one another and come to each class fully prepared to participate as a panel member. Panelists are expected to summarize the state of the art in the area of their topic, drawing from readings beyond those assigned, and
then discuss major issues. Feel free to take sides and argue the merits of different sides of issues when appropriate

D. THE PAPERS

A requirement of the course is three papers. The topic for each will be the topic of the panel to which the student is assigned for that session. The paper should discuss well the major issues related to that topic. Panel presentations in class are group activities, and panel members should feel free to coordinate their research activities and to share their reading notes and thoughts with other panelists. Each panelist, however, is required to write his or her own paper. The paper should adequately summarize current literature. It should explore the nature of issues and challenges in the topic area and identify standards of good practice where these can be identified. Similarly, the panels should also explore the nature of current practice -- issues, challenges, and the fundamentals of good practice.

Feel free to use and cite assigned class readings, but substantial additional reading is expected. The paper is to be written in accordance with the “Writing Guide” in the MPA Student Handbook. An executive summary, table of contents, and section headings within the body of the paper are to be included, and the APA (name, date in parentheses) style is permissible to facilitate easier revisions. Papers should be about 12-15 double spaced, typewritten pages of text (do not count the table of contents in your page count). Papers for the first two sessions are due not later than two weeks following each weekend session. Papers for the final session are due not later than Friday August 1st.

An executive summary is not an introduction section; it actually summarizes all of the key points of a paper. It should include the information that a busy decision maker, who probably won't have time to read the full paper, needs to know to help them make a decision.

I suggest using a sentence/short paragraph outline format. Use topic headings. Underline key words and phrases ... whatever helps a busy person to quickly read the summary and get a good sense of what the paper says. If you discuss certain best practices, for example, each of those should be summarized. An example of an executive summary has been posted in the course library section of the course Blackboard site.

Plagiarism: You are encouraged to discuss your paper with colleagues, but it is each student's ethical obligation to personally write the paper. Quotations must be so indicated and referenced. You are to keep all preliminary notes and drafts until one month after the term ends to prove the originality of work if such is in doubt.

E. USING THE INTERNET

The Internet, like the electronic computer, is a creation of public administration. The Internet was started by the federal government, especially the National Science
Foundation and Department of Defense, and developed for about two decades before it became commercially popular and useful. It is a rich source of information for practitioners and researchers in public financial management. In preparing class presentations and papers, students are expected to "surf" the net to seek information on their chosen topics and share the results with the class to keep us abreast of this developing resource. Among the best addresses to begin searches is the Association for Government Accountants site: http://www.agacgfm.org/homepage.aspx

You can subscribe to "listservs" which will automatically provide you with bulletins of interest to professionals in the field and you can participate in discussion forums. You should also search for information via such professional organizations as the Government Finance Officers Association http://www.gfoa.org and the International City Management Association http://www1.icma.org/main/sc.asp as well as the numerous state and local sites in Florida and across the world.

F. COURSE EVALUATION

Class Contribution 10%
Papers & Panels (30 points each) 90%

G. TEXTS

To Purchase:


H. ACADEMIC HONOR POLICY:
The Florida State University Academic Honor Policy outlines the University’s expectations for the integrity of students’ academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty members throughout the process. Students are responsible for reading the Academic Honor Policy and for living up to their pledge to “. . . be honest and truthful and . . . [to] strive for personal and institutional integrity at Florida State University.” (Florida State University Academic Honor Policy, found at http://academichonor.fsu.edu/policy/policy.html)

I. AMERICANS WITH DISABILITIES ACT:
Students with disabilities needing academic accommodation should: (1) register with and provide documentation to the Student Disability Resource Center; and (2) bring a letter to the instructor indicating the need for accommodation and what type. This should be done during the first week of class. This syllabus and other class materials can be made available in alternative format upon request. For more information about services available to FSU students with disabilities, contact the Student Disability Resource Center.
J. OUTLINE

Organizing session: 5:30 – 6:30PM Friday May 16th
The schedules for the three weekends will be
  Friday 5:30-8:30 PM
  Saturday 9 AM - 5 PM
  Sunday 1-4 PM
Weekends of:
  May 23- 25
  June 13 - 15
  July 11 - 13

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Organizational Meeting: Introduction: OVERVIEW OF FINANCIAL MANAGEMENT AND INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEMS (FMIS)

Friday May 16th at 5:30 PM
  No readings assigned prior to first class meeting but students should follow-up with the following readings

NOTE: Review the National Association of State Budget Officers Association’s “Budget Analyst Training Program” which is their curriculum for training to become a budget analyst. The recommended practices discussed there relate to many parts of this syllabus. This training manual is available on the course Blackboard site.
****Weekend #1
PANEL TOPIC: FORESIGHT -- ANTICIPATING EXPENDITURES AND REVENUES (Friday evening)

Review NASBO’s “Budget Analyst Training Program” manual, specifically modules number:
4. Economics and the State Budget
5. Revenue and Expenditure Analysis Forecasting
6. Analytical Methods for Budget Analysis (only the parts on forecasting)
(note this training book is available on course Blackboard site.)

- Klay, "Revenue Forecasting," on Blackboard

- William Voorhees, Institutional structures utilized in state revenue forecasting
  *Journal of Public Budgeting, Accounting & Financial Management;* Summer 2002; 14, 2; ABI/INFORM Global pg. 175 (Strozier)

PANEL TOPIC: INFRASTRUCTURE, CAPITAL PROGRAMMING AND BUDGETING, DEBT FINANCING (Saturday Morning)

- Review NASBO’s training modules
  8. Capital Budgets
  9. Debt Financing

  also available at [http://www.epa.gov/](http://www.epa.gov/)
  (The EPA *Guidebook* is a substantial on-line textbook; for debt financing see especially
  the “Comprehensive Financial Tools” section and the sub-sections beginning with “2.
  Tools for Acquiring Capital” starting on p. 95 which discusses types of bonds, loans,
  grants, as well as the subsequent sections on “Tools for Enhancing Credit”, and “Public-
  Private Partnerships.”)

- GFOA, Committee on Governmental Debt Management recommended practices
  [http://www.gfoa.org/services/rp/debt.shtml](http://www.gfoa.org/services/rp/debt.shtml)

  [GAO/AIMD-99-32](http://www.gao.gov/products/GAO-09-3SP)

  Read primarily through Chapter 4; scan the rest to see what it includes for your
  possible future use in practice (note use of Earned Value Management [EVM] project
  management techniques to track costs relative to planned amounts)

- Leslie Wayne, “Tax Bases Shattered, Gulf Region Faces Debt Crisis,” *NY Times*
  September 13, 2005, Business Day, C1, C4 Blackboard

- Don Van Natta, “Firm Acted as Tutor as it Sold Risky Deals to Towns,” NY Times April 7, 2009 (Tennessee town case) Blackboard

- Mary Williams Walsh, “Bond Advice Leaves Pain in Its Wake,” NY Times February 16, 2009 (New Mexico case) Blackboard

PANEL TOPIC: TREASURY MANAGEMENT, RISK MANAGEMENT, PENSION SYSTEMS (Saturday Afternoon)

- Nicholas Greifer and Jeffery Vieceli, Best Practices in Treasury Management
  APRIL 2000 • GOVERNMENT FINANCE REVIEW
  http://www.gfoa.org/services/dfl/samples/CASH-Treasuryapr00.pdf

- National Assn. Of State Retirement Administrators, Public Pension Systems:
  Statements of Key Investment Risks and Common Practices to Address Those Risks
  Blackboard

- GFOA, Committee on Retirement and Benefits Administration recommended practices
  http://www.gfoa.org/services/rp/corba.shtml

- GFOA, Committee on Cash Management recommended practices (look under Treasury
  and Investment Management best practices) http://www.gfoa.org/services/rp/cash.shtml

- GAO, “State Pension Plans: Similarities and Differences Between Federal and State
  (focus on initial report more than lengthy appendices)

- Limiting Small Town Liability: A Risk Management Primer for Small Town Leaders
  ©The National Center for Small Communities, 2002  Blackboard
  Also: http://www.riskinstitute.org/peri/component/option,com_bookmarks/itemid,44/catid,57/navstart,0/task,detail//mode,0/id,637/search,*/

- Paul Wallis, Risk Management: Achieving the Value Proposition, Government Finance
  Review 28:1 (February 2012) 37-42  Strozier

- Carlos Moncada, “Pinellas' Large Fund Reserve Raises Questions,” Tampa Tribune
  Mar 12, 2007 Blackboard

- Mary Williams Walsh, “N.J. Pension Fund Endangered by Diverted Billions,” NY
  Times, Published: April 4, 2007 Blackboard
- Mary Williams Walsh and Louise Story, “U.S. Inquiry Said to Focus on California Pension Fund,” NY Times Published: January 7, 2011

PANEL TOPIC: TAXES AND OTHER REVENUE SOURCES (Sunday Afternoon)

- Review NASBO’s training module  Blackboard
3. Funding State Services

An extensive 70+ page introduction to all forms of S&L taxation and user fees. Written by an advocacy nonprofit seeking to reduce regressivity in funding of S&L governments.

also available at http://www.epa.gov/
(an excellent and detailed introduction to a great many taxes and other financing tools. Written to facilitate the funding of environmental programs but the discussion of alternative revenue sources is applicable to all areas of government financing. Read especially the section on “Comprehensive Financial Tools.” Dozens of taxes and other revenue sources are discussed; read closely about the major taxes and familiarize yourself with as many as possible of the others.)

- Florida Property Tax Inequities, Lakeland Ledger article 9/18/05
Blackboard

Blackboard
Weekend #2
PANEL TOPIC: DEVELOPMENTS IN ACCOUNTING– emphasis on roles of CFOs and financial reporting under GASB 34 (Friday Evening)

- GFOA Committee on Accounting, Auditing, and Financial Reporting recommended best practices http://www.gfoa.org/services/rp/ccafr.shtml

- Government Accounting Standards Board (GASB), WHY GOVERNMENTAL ACCOUNTING AND FINANCIAL REPORTING IS— AND SHOULD BE—DIFFERENT (a GASB white paper on differences between government and for-profit financial reporting) http://www.gasb.org/jsp/GASB/Page/GASBSectionPage&cid=1176156741271

- Chief Financial Officers Council (read about the federal CFOC’s history and purpose) https://cfo.gov/about-cfoc/

- Cheryl Fournier, Finance Director, City of Saco, Maine -- GASB 34 discussion on web site http://www.sacomaine.org/departments/finance/gasb34.shtml


- Paul Favaro, “Beyond Bean Counting: The CFO’s Expanding Role,” Blackboard

PANEL TOPIC: DEVELOPMENTS IN PERFORMANCE AUDITING AND SEA REPORTING (Saturday Morning)


FINANCIAL PARTNERING FOR SOCIAL/ENVIRONMENTAL OBJECTIVES


PANEL TOPIC: PRIVATIZATION/PROCUREMENT (Saturday Afternoon)


- GAO, "CPA Audit Quality: A Framework for Procuring Audit Services," AFMD-87-34, August 18, 1987; access at http://www.gao.gov/ (another “classic,” still timely about purchasing professional services; this report shook up the CPA profession)

- Bowden and Klay, "Contracting for 21st Century Infrastructure," *Public Budgeting and Financial Management*; Fall 1996; 8, 3; Blackboard


- Carole Pettijohn, Yuhua Qiao, “Procuring technology: Issues faced by public organizations,” *Journal of Public Budgeting, Accounting & Financial Management*; Fall 2000; 12, 3; Strozier
- see site of Florida Association of Public Purchasing Officers for links to government purchasing offices in Florida
  http://www.fappo.org/

- Summary of Seattle’s Tolt River Water Treatment Facility, Design-Build-Operate Project; Blackboard
  Note: This is a procurement project I plan to talk about in the class. It shows what really talented and professional procurement people can accomplish for taxpayers.

LECTURE/DISCUSSION TOPICS: (1) COMPUTERS IN BUDGETING AND FINANCIAL MANAGEMENT
(Sunday Afternoon)


(2) FINANCIAL MONITORING

- ICMA, "Financial Trend Monitoring System," class handout

  Recommend:
  Brookline, MA Financial Trend Report

- Maricopa County (Phoenix), AZ, Financial Condition Reports (award winner)

- Florida Auditor General, Financial Condition Assessment Procedures, especially Appendix C. Guide for Analysis of Financial Indicators
  http://www.myflorida.com/audgen/pages/fca_procedures.htm

*****Weekend #3

PANEL TOPIC: BENCHMARKING, INTERNAL CONTROLS, AND OTHER TOOLS (Friday evening)
(e.g. Activity Based Costing, Value Analysis, Management/Internal Controls, Reengineering, Change Management)

- New York Office of the Controller, “Internal Controls”
  http://www.osc.state.ny.us/localgov/pubs/internal_controls.pdf#search='Internal%20Controls'

  http://www.osc.state.ny.us/localgov/pubs/red_flags_fraud.pdf

- Assn. Of Certified Fraud Examiners, 2012 Report to the Nation
  http://www.acfe.com/rttn.aspx

- Sarah A. Holmes, Jeffrey W. Strawser, Sandra T. Welch, “Fraud in the governmental and private sectors,” Journal of Public Budgeting, Accounting & Financial Management; Fall 2000; 12, 3  Strozier

- David Ammons,” A Public Sector Test of the Private Sector's Approach to Benchmarking,” ICMA 2009  Blackboard


- US GAO, Creating Value Through World-class Financial Management, GAO/AIMD-00-134. April 2000

PANEL TOPIC: COMMUNICATING, SENSE MAKING, AND PROMOTING ETHICAL BEHAVIOR IN PUBLIC FINANCIAL MANAGEMENT  (Saturday Morning)
(Doctoral students are expected to read the Miller book and lead this panel discussion. Masters students need only read my book review of Miller’s 1991 book)

- Gerald Miller, Government Budgeting and Financial Management in Practice: Logics to Make Sense of Ambiguity, CRC Press, 2011  (doctoral students only)


Review NASBO’s training modules
11. Communicating Fiscal Issues
12. Ethics and Standards of Professional Conduct
13. Interpersonal Skills for Budget Analysts

- See especially: NASBO Standards of Professional Conduct
The National Association of State Budget Officers (NASBO) has developed standards of professional conduct in order to enhance the performance of all persons engaged in public budgeting. These are discussed in Module 12 of the Budget Analyst Training Manual (page 173)

Blackboard

PANEL TOPIC: THE CURRENT STATUS OF BUDGET THEORY AND PRACTICE (Saturday Afternoon)

- Rubin, Class, Tax, and Power, entire book

- Review NASBO’s training modules
1. Fundamentals of Budgeting
2. Operating Budgets
6. Analytical Methods for Budget Analysis
7. Decision Making in the Budget Process
10. The Federal Budget

- National Assn. Of State Budget Officers (NASBO), Budget Processes in the States, 2008 Blackboard


- National Advisory Committee on State and Local Budgeting, Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting (peruse the listed governments’ web sites for examples of best practices)
http://www.gfoa.org/services/nacslb/

Articles especially for Doctoral Students:


- Philip G Joyce, “The future of federal budgeting: What will the government do? How will it make its choices?” *Journal of Public Budgeting, Accounting & Financial Management*; Spring 1997; 9, 1  Strozier

- Shapiro, Isaac and Robert Greenstein, *The Widening Income Gulf*, Center on Budget and Policy Priorities, 1999  [http://www.cbpp.org/9-4-99tax-rep.htm](http://www.cbpp.org/9-4-99tax-rep.htm) (an example of a problem that will be on national budgeters’ agendas eventually; is it there now? What does that suggest about budget theory?)


**LECTURE/DISCUSSION TOPICS: (1) STRATEGIC MANAGEMENT AS A FRAMEWORK FOR BUDGETING AND FINANCIAL MANAGEMENT (Sunday Afternoon)**


**(2) NONPROFITS**

*Greater Twin Cities United Way* Checklist of financial practices for directors of nonprofits to use to assess the activities of their nonprofit: Blackboard