

POL 556 Section 80

Political Ethics: The Dynamic Dilemmas of Contemporary Leadership

Professor Jonathan West
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January 4-8, 11-15; 8 a.m. to 12:00 p.m.
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THIS COURSE DOES MEET THE POL 213 REQUIREMENT FOR SBA STUDENTS. IT ALSO COUNTS AS 3 CREDITS TOWARD THE POL MAJOR OR MINOR AND TOWARD THE MPA OR NON-LOCKSTEP MBA. IT ALSO COUNTS FOR SENIOR SEMINAR AND WRITING CREDIT.

COURSE DESCRIPTION AND OBJECTIVES:

This course is designed to give students intensive exposure to issues in political ethics, including scandal, deception, conflicts of interest, misconduct, fraud, waste, whistle-blowing, and abuse of power. Topics will include discussion of moral issues related to political goals and how the method of achieving those goals can sometimes lead to unethical or illegal activity. Among the dilemmas addressed are official disobedience, deception and secrecy, privacy of officials, manipulation, liberty and morality, affirmative action, negative campaigning, distributive justice, money and politics, liberty and life, and others. Our attention will span personal, professional, organizational and societal levels of ethics analysis. We will review ethical theories and apply them to actual cases, which focus on public policy and the officials who create and implement it. Students will learn principles of ethical conduct, to clarify personal values, how morally questionable means are used to achieve political ends, ethical problems in determining and implementing public policy, complexities and ambiguities in moral judgment, and how to make government more accountable and responsive. Profiles of moral exemplars in public life will be examined.

Student learning objectives include:

- *to identify ethical issues and understand their significance
- *to resolve ethical dilemmas by analyzing real cases
- *to identify moral exemplars and comprehend their contributions
- *to apply ethical theories to real-world ethical problems
- *to clarify personal values
- *to learn and appreciate principles of ethical conduct
- *to develop critical thinking skills
- *to demonstrate written and oral communication skills

REQUIRED BOOKS

ICMA. *The Ethics Edge*, J. West & E. Berman, 2nd edition, 2006 (paperback)

Martin & Susan Tolchin. *Glass Houses: Congressional Ethics & the Politics of Venom*. 2002. (paperback)

BASIS FOR EVALUATION

The final grades will be based on the following dimensions:

Dimensions	Undergraduate	Graduate
Final Exam (take-home essay exam due January 25)	40	40
Final Paper (due March 22; approx. 10-15 pages) first Monday after Spring break	40	40
Articles/Cases/People Presented	40	40
Written Abstracts (2 pp. ea.) (brief summaries of oral presentations)	10	10
Quizzes (in class quizzes on readings & lectures)	40	40
Class Participation & involvement (attendance is required at each session; participation is expected)	10	10
Graduate Assignment		20
Total	180	200

COURSE ASSIGNMENTS

1. Each student will be asked to read, analyze, and report on three topics—a case, a person (moral exemplar), and an ICMA book chapter. In each instance students should prepare a two/three page written abstract or PowerPoint handout for distribution to the class. The case and the “person” should be presented orally (approximately 15 minutes) on the date assigned. [note: If more than 15 students enroll, then either the case or “person” can be presented orally, and the second report can be written only. In this event, the student can decide whether the case or the “person” will be presented orally.] When the sign-up sheet for cases is circulated the first time, only one student should select a case from each of the

10 subject areas highlighted in bold/capital letters. (Cases and people are listed on the next pages of this handout). Each case or “person” is available from your instructor. The student preparing the oral report should present the case to the class and lead the discussion of the ethical issues contained in the material. Report assignments will be made on the first day of class. This class provides an opportunity for writing credit.

2. The third report (oral, approximately 15 minutes) will be on an assigned chapter in your *Ethics Edge* textbook or an assigned article. These chapter/article reports should also include a two/three-page abstract or PowerPoint handout for distribution to the class. Chapter or article assignments will be made during the first class meeting.
3. Quizzes, final exam, final paper, and final group project for graduate students (PowerPoint presentation) will be discussed in more detail on the first day of class. Details about class presentations will also be discussed.

ACADEMIC HONESTY

Academic honesty is expected of each student. Cheating, plagiarism, handing in the same assignment for credit in two different classes, and other forms of academic dishonesty will result in a failing grade for the course and be referred to the UM Honor Council.

PROFILE OF INSTRUCTOR

Jonathan P. West, Ph.D., Northwestern University. Dr. West, a Professor, is Director of the Master of Public Administration program. Teaching interests include American Politics, Public Policy and Public administration. Professor West has taught at American University, the University of Houston, and the University of Arizona. He served as a management analyst in the U. S. Surgeon General’s Office Department of the Army, Washington, D. C. Professor West has published over 100 articles, monographs, and book chapters which have appeared in journals such as Public Administration Review, Administration & Society, Political Research Quarterly, Polity, Policy Studies Journal, and Review of Public Personnel Administration. His books, Quality Management Today: What Local Government Managers Need to Know (1995) and The Ethics Edge (1998, 2007) were published as part of the Practical Management Series by the International City/County Management Association. Sage published his co-authored book, Human Resource Management in the Public Service (2001, 2006, 2010). His co-authored book titled, American Politics and the Environment was published by Addison-Wesley/Longman (2002). His most recent co-authored books are titled, American Public Service: Radical Reform and the Merit System (Taylor and Francis, 2007) and Achieving Competencies for the Public Service: The Professional Edge (M.E. Sharpe, 2004, 2010). Dr. West is a member of the American Political Science Association and the American Society for Public Administration. He has received numerous teaching awards, including the Award for Excellence in Teaching in the Executive MBA Program. He is the Managing Editor of a journal titled, Public Integrity published by M.E. Sharpe and co-sponsored by the American Society for Public Administration, the Council of State Governments, the Ethics Resource Center, The Council on Government Ethics Laws, and the International City/County Management Association.

Date	Reading Topic	Reading to be Read Before Day Assigned
Jan 4	Introduction: Set Up The Ethics Wars A-1 Ethics: Time to Revisit the Basics A-2 The Six Pillars of Character A-3 Moral Compassing Video: The Ethical Edge; Do Unto Others	ICMA, Articles 1-3; ICMA case #3. TT, pp. ix-xi, 1-19. D. Shalala article on Blackboard
Jan 5	The Apple and Other Temptations A-4 The Ethical Professional: Cultivating Scruples A-5 An Ethics-Based Approach to Leadership A-6 Leadership Ethics Cases: Violence Persons: none Video: Under Orders/Under Fire 1	ICMA, Articles 4-6; ICMA case #2 & #7 TT, pp. 21-34.
Jan 6	Joe McCarthy & the Ethics Process Abscam & the Keating Five A-7 Political Prudence and Ethical Leadership A-8 Demonstrating Ethical Leadership by Measuring Ethics A-9 The Corruption Continuum Cases: Deception & Privacy of Officials Persons: Lowell Weicker, James Florio, Henry Gonzalez, Elliot Richardson Video: Under Orders/Under Fire 2	ICMA, Articles 7-9; ICMA case #1 TT, pp. 35-59.
Jan 7	The New Rules & the Ethics Wars A-10 Fatal Choices: The Routinization of Deceit, Incompetence and Corruption A-11 Building a Strong Local Government Ethics Program A-12 Ethics Management in Cities and Counties Cases: Manipulation & Civil Disobedience Persons: Michael Synar, Jesse Ventura, Nicholas Murnion, John McCain/Russell Feingold Video: To Defend a Killer	ICMA, Articles 10-12; ICMA case #6 TT, pp. 60-75.

Jan 8	Sex—the Sin of Hypocrisy A-13 Partisan Politics, Ethics, and the Home Rule Charter A-14 Ethics Training in U.S. Cities A-15 Ethical Challenges in Privatizing Government Cases: Policy Analysis and Distributive Justice Persons: Hilda Solis, Gerald Ford, John Lewis, Harvey Wiley Video: Taking on the Kennedys	ICMA, Articles 13-15; ICMA case #4 TT, pp. 77-100.
Jan 11	Toricelli, the CIA, & the Intelligence Committee Forgery: The Case of the Purloined Stationary A-16 Private Life and Public Office A-17 Public Cynicism: Manifestations & Responses A-18 Current Issues in Ethics Cases: Equal Opportunity Persons: Paul Appleby, George Marshall/J. Edgar Hoover & Austin Tobin/Robert Moses, George Hartzog Video: Street Fight	ICMA, Article 16-18; ICMA case #5 TT, pp. 101-124.
Jan 12	The Noble Lie: Modern Ethical Dilemmas Cases: Liberty & Morality; Liberty & Life Persons: Beverly Myers, Elsa Porter & Elmer Staats; William Ruckelshaus, C. Everett Koop, Marie Riggianti, Eliot Spitzer, Gloria Flora Video: TBA	ICMA Techno Quiz Appendix TT, pp. 125-142.
Jan 13	The Politics of Venom ICMA Code Graduate Student Reports Distribute Final Exam Questions	ICMA, Code; TT, pp. 143-164.
Jan 14	TBA Student Reports Video: TBA	None
Jan 15	TBA Student Reports Video	None

Date	<i>Government Case</i>	Name
	1. VIOLENCE	
1/5	G1 The Decision to Use the Atomic Bomb	
1/5	G2 Alternatives to the Bomb	
1/5	G3 Bombing the Bunker in Baghdad	
1/5	G4 Intervention in Somalia	
1/5	G5 Why Attack Iraq	
1/5	G6 Interrogating Detainees	
	2. DECEPTION AND SECRECY	
1/6	G7 Disinformation for Qaddafi	
1/6	G8 The Iran-Contra Affair	
1/6	G9 George W. Bush on Iraq's Nuclear Weapons	
1/6	G10 A Standard of Candor	
1/6	G11 A Tale of Two Task Forces	
	3. PRIVACY OF OFFICIALS	
1/6	G12 The Confirmation of Justice Thomas	
1/6	G13 The Investigation & Impeachment of President Clinton	
	4. MANIPULATION	
1/7	G14 Crafty Communications	
1/7	G15 Lyndon Johnson, Master Manipulator	
1/7	G16 The Texas Redistricting Caper	
1/7	G17 Statesmanship or Sap? Al Gore in Florida in the 2000 Election	
	5. OFFICIAL DISOBEDIENCE	
1/7	G18 The Odd Couple	
1/7	G19 George Shultz and the Polygraph Test	
1/7	G20 George Shultz and the Iran-Contra Affair	
1/7	G21 Agent Rowley Blows the Whistle	
1/7	G22 The Space Shuttle Challenger	
1/7	G23 The Space Shuttle Columbia	
	6. POLICY ANALYSIS	
1/8	G24 Saving the Tuolumne	
1/8	G25 The Risks of Asarco	
1/8	G26 The Calculator	
1/8	G27 Listening to the City: What Should Be Built at Ground Zero?	
	7. DISTRIBUTIVE JUSTICE	
1/8	G28 Defunding Organ Transplants in Arizona	
1/8	G29 Rationing in Public: The Oregon Health Plan	
1/8	G30 Welfare Reform in Wisconsin	
1/8	G31 Death and Taxes	

	8. EQUAL OPPORTUNITY	
1/11	G32 Affirmative Action at AT&T	
1/11	G33 Affirmative Action at the Michigan Law School	
1/11	G34 The Vouchers that Made Milwaukee Famous	
1/11	G35 A Golfer's Handicap?	
	9. LIBERTY AND MORALITY	
1/12	G36 Decriminalizing Marijuana for Medical Use	
1/12	G37 Tossing Dwarfs in Illinois	
1/12	G38 Making a Marriage Gay	
1/12	G39 The Controversial Curriculum	
	10. LIBERTY AND LIFE	
1/13	G40 Administering Abortion Policy	
1/13	G41 Abortion in South Dakota	
1/13	G42 Regulating Abortion Late in the Term	
1/13	G43 Federal Funding for Stem Cell Research	
1/13	G44 Ethics without Borders? Clinical Trials of AZT	

Note: These cases will be on Reserve in the Richter Library or provided by your instructor

Date	MORAL EXEMPLAR	Student Name
1/6	Lowell Weicker—U.S. Senator; Governor of Connecticut	
1/6	James Florio—Governor of New Jersey	
1/6	Henry Gonzalez—U.S. Congressman from Texas	
1/6	Elliot Richardson—U.S. Cabinet Officer	
1/7	Michael Synar—U.S. Congressman from Oklahoma	
1/7	Jesse Ventura—Governor of Minnesota	
1/7	Nicholas Murnion—Prosecuting Attorney, Garfield County, Montana	
1/7	John McCain & Russell Feingold—U.S. Senators	
1/8	Hilda Solis—California State Legislator	
1/8	Gerald R. Ford—U.S. President	
1/8	John Lewis—U.S. Congressman from Georgia	
1/8	Harvey W. Wiley—Assistant U.S. Budget Director	
1/11	Paul Appleby—Assistant U.S. Budget Director	
1/11	George C. Marshall—Secretary of State & Secretary of Defense; J. Edgar Hoover—Director of FBI	
1/11	Austin Tobin—Edex Director of the Port of NY Authority; Robert Moses—MYC Parks Commissioner, NYC Construction Coordinator, Member of City Planning Commission	
1/11	George Hartzog—Director of National Park Service	
1/12	Beverlee A. Myers—Director of California State Department of Health Services, Chair of the Dept of Health Services at UCLA’s School of Public Health	
1/12	Elsa Porter—Assistant Secretary of the U.S. Dept of Commerce, Member of the National Academy of Public Administration	
1/12	Elmer Staats—Director of the U.S. General Accounting Office, Chairman of the Board of the Harry S. Truman Scholarship Foundation	
1/12	William D. Ruckelshaus—Director of the U.S. Environmental Protection Agency	

1/12	C. Everett Koop—Surgeon General of the U.S. Public Health Service	
1/12	Marie Righianti—Chair of the Board of Pardons & Paroles for the National Office of Social Responsibility	
1/12	Eliot Spitzer—New York State Attorney General	
1/12	Gloria Flora--	

POL 556—Inter-session 2010—Politics and Ethics

Quiz Schedule*

Quiz 1 (Tues) Day 2 Jan 5

Quiz 2 (Wed) Day 3 Jan 6

Quiz 3 (Thurs) Day 4 Jan 7

Quiz 4 (Fri) Day 5 Jan 8

Quiz 5 (Mon) Day 6 Jan 11

Quiz 6 (Tues) Day 7 Jan 12

***Note: The lowest quiz grade is dropped**

DATE	ICMA CHAPTER	NAME
1/6	A-1 Ethics: Time to Revisit the Basics	
1/6	A-2 The Six Pillars of Character	
1/6	A-3 Moral Compassing	
1/6	A-4 The Ethical Professional: Cultivating Scruples	
1/6	A-5 An Ethics-Based Approach to Leadership	
1/6	A-6 Leadership Ethics	
1/7	A-7 Political Prudence and Ethical Leadership	
1/7	A-8 Demonstrating Ethical Leadership by Measuring Ethics	
1/7	A-9 The Corruption Continuum	
1/8	A-10 Fatal Choices: The Routinization of Deceit, Incompetence, and Corruption	
1/8	A-11 Building a Strong Local Government Ethics Program	
1/8	A-12 Ethics Management in Cities and Counties	
1/9	A-13 Partisan Politics, Ethics, and the Home Rule Charter	
1/9	A-14 Ethics Training in U.S. Cities	
1/9	A-15 Ethical Challenges in Privatizing Government	
1/12	A-16 Private Life and Public Office	
1/12	A-17 Public Cynicism: Manifestations and Responses	
1/12	A-18 Current Issues in Ethics	
1/13	App ICMA Code App Selected Ethical Codes, Principles, & Standards	

Note: These articles are found in your textbook *The Ethics Edge*, 2nd edition, 2007

