

PADM 544: Public Budgeting

Fall 2022

Instructor: James Jimenez, MPA
Class Meeting: Thursday 6:00-8:45; DSH 134
Office Hours: By request, either Zoom or in-person
Email: jjimen03@unm.edu
Phone: (505) 263-4043

Recommended Preparation

- PADM 500 Public Management and Policy

Course Description

The budget is arguably the most important policy tool for presidents, governors, mayors and legislative bodies at all levels of government. The administration and management of public funds within a policy framework is crucial to implementing a political vision. Broadly defined, a budget includes spending decisions and the financial resources to implement those spending decisions. Through operating and capital budgets and other fiscal policy tools political agendas are transformed into programs that impact the lives of Americans. In this light, the budget should be considered a financial tool for achieving a shared vision and a statement of core values.

This course is designed to provide students with a general understanding of important components of public budgeting such as operating budgets, capital budgets, public debt, and budget sustainability. Students will also learn how the processes of budgeting are influenced through the interaction between the branches of government which then determine public budgets and thus public policy priorities.

Students will gain a familiarity with current academic research in public financial administration along with practical knowledge of concepts and analytical approaches. There will be discussion of best practices and smart practices throughout the course. Students will be expected to identify current issues, conduct analysis and develop and then communicate findings and recommendations as they relate to the use of public funds.

Important accommodation note: Anyone requiring special accommodation or assistive technology should advise me within the first week of class, so that reasonable accommodations may be provided.

Course Goals

The primary purpose of this course is to provide students with a deep understanding of how the value statement called the budget is influenced by politics and process. We will begin with a discussion of the legal framework for federal budget policy. After gaining an understanding of the foundations of budgeting, we will delve more deeply into state budgets and touch on local budgets. We will also, by necessity, discuss the often complex relationship between the federal government and sub-national units of

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government.

Technical Skills

In order to participate and succeed in this class, you will need to perform the following basic skills:

- Use Canvas
- Use email
- Open a hyperlink
- Use Microsoft Office Applications
- Use the in-course conferencing tool (Zoom)

Technical Requirements

Computer

- A high speed Internet connection is highly recommended.
- Supported browsers include: [Detailed Supported Browsers and Operating Systems](#)
- Any computer capable of running a recently updated web browser should be sufficient to access your online course. However, bear in mind that processor speed, amount of RAM and Internet connection speed can **greatly** affect performance. Many locations offer free high-speed Internet access including [UNM's Computer Pods](#).
- Microsoft Office products are available free for all UNM students (more information on the [UNM IT Software Distribution and Downloads page](#))

For UNM Canvas Technical Support: (505) 277-0857 (24/7) or visit the [Canvas Info Site](#)

Canvas outages: Unexpected Canvas system outages are rare but, if they occur, I will advise everyone on how to proceed.

Assignments and Grading

Grading in this course is based on performance in the following areas, each of which is described below:

- | | | |
|----------------------------|-----|-----------------------|
| 1. Class participation | 40% | See description below |
| 2. Blog | 30% | Due September 29 |
| 3. Fiscal Analysis Project | 30% | Due December 1 |

I do not give or accept extra credit assignments.

All work, including class discussion, is expected to be consistent with the nature of graduate professional study. This means original work, supported by the readings and your research is to be incisive and rigorous. Plagiarism will result in failure in the course, consistent with the University's and the School's academic honesty policies. See the UNM Student Code of Conduct.

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If you must request an incomplete for the course, you will have until the end of the Spring semester 2023 to complete all requirements for the course.

Office Hours

I do not maintain regular office hours on campus but I am available to meet with you by appointment. Either email me at jjimen03@unm.edu or call or text me at (505) 263-4043 to schedule an appointment.

GRADING

Class Participation (40%)

Your class participation grade will have four elements to it. (1) On the first day of class, I will assign to you a mini-case from the Rubin text for presentation to the class. More details on this assignment will be posted in Canvas (10%). (2) You are required to present to the class a news story on a public budget or finance topic of your choice (10%). (3) You are expected to read all assigned material prior to class and to engage in discussion during class (10%). (4) I will post questions on the discussion board in Canvas on two different occasions and expect you to respond. More details will be provided. To participate in the discussion, you must attend class so please let me know in advance if you must miss a class.

Blog (30%)

This assignment requires you to write a blogpost of between 500 and 700 words. The topic must be some facet of public finance or budgeting of your choosing but must be approved by me. The blog is due by midnight September 29 and is to be emailed to me at jjimen03@unm.edu. You will lose a full grade for each day it is late. Your proposed topic is due on September 15. A separate document will provide more information on this assignment.

Fiscal Analysis Project (30%)

Working in pairs or solo, students will prepare a financial condition analysis of a state government. You will present a summary of your findings in class in addition to providing me a written report. The written report is due December 1; your presentations are to be presented on December 1 or December 8. A separate handout describing the requirements of the fiscal analysis project will be posted on the Canvas site for the class. You will lose a full grade for each day your course project is late.

Grading Scale

Final grades will be based on the sum of all possible points as noted above. Percentage of available points:

90-100	A
80-89	B
70-79	C

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<70 F

Student Learning Outcomes

The following MPA core learning outcomes are addressed in this course. By the end of the course, students will be able to:

- Demonstrate familiarity with basic budgeting processes, concepts, and models.
- Distinguish among key administrative resource concepts such as efficiency and effectiveness, inputs, outputs, outcomes, budgeting and finance in public programs.

Course Policies

No late/makeup Assignments: Late or makeup assignments won't be accepted. Under an extraordinary circumstance only, I may consider a late submission for partial credit.

Time/Workload Commitment: This is a core course of the MPA program that requires independent work and study. To successfully learn the course material, graduate students should commit at least 10 hours per week to the course outside of class.

Electronic Devices: Turn off cell phones during class. A computer only is permitted for class-related work only, such as participating in class or taking notes. Don't use your computer for other purposes during class.

Student Feedback: Your feedback on the course is welcome and appreciated. You will be asked for your feedback through various channels, formal and informal, throughout the semester.

Email Communication: Using your UNM email account is encouraged for electronic communication.

Syllabus Changes: This syllabus may be updated as needed. I reserve the right to change any of the content of the syllabus, at any time, including grading rubrics, re-weighting, and assignments. Assignments may be changed or added at any point. If a change is made, I'll update the syllabus. Check online for the most recent syllabus.

University Policies

Title IX: Gender Discrimination

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are considered "responsible employees" by the [Department of Education](#) (see pg. 15). This designation requires that any report of gender discrimination which includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the [Office of Equal Opportunity](#).

[Read more about campus policy regarding sexual misconduct.](#)

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Academic Integrity and Consequences: The University of New Mexico believes that academic honesty is a foundation principle for personal and academic development. All University policies regarding academic honesty apply to this course. Academic dishonesty includes, but is not limited to, cheating or copying, plagiarism (claiming credit for the words or works of another from any type of sources such as print, internet or electronic database, or failing to cite the source), fabricating information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of tests and exams, submitting work of another person or work previously used without informing the professor, or tampering with the academic work of other students. All course assignments are independent, individual work. Student assignments will be checked for originality through the UNM Safe Assign system. The University's statement on academic honesty and the consequences for failure to comply are available in the Catalog and the Pathfinder.

UNM Administrative Mandate on Required Vaccinations: All students, staff, and instructors are required by UNM Administrative Mandate on Required Vaccinations to be fully vaccinated for COVID-19 as soon as possible, but no later than September 30, 2021, and must provide proof of vaccination or of a UNM validated limited exemption or exemption no later than September 30, 2021 to the [UNM vaccination verification site](#). Students seeking medical exemption from the vaccination policy must submit a request to the UNM verification site for review by the UNM Accessibility Resource Center. Students seeking religious exemption from the vaccination policy must submit a request for reasonable accommodation to the UNM verification site for review by the Compliance, Ethics, and Equal Opportunity Office. For further information on the requirement and on limited exemptions, see the [UNM Administrative Mandate on Required Vaccinations](#).

UNM Requirement on Masking in Indoor Spaces: All students, staff, and instructors are required to wear face masks in indoor classes, labs, studios and meetings on UNM campuses, see [masking requirement](#). Instructors teaching in classrooms must wear a mask when entering and leaving the classroom and when moving around the room. When vaccinated instructors are able to maintain at least six feet of distance, they may choose to remove their mask for the purpose of increased communication during instruction. Students who do not wear a mask indoors on UNM campuses can expect to be asked to leave the classroom and to be dropped from a class if failure to wear a mask occurs more than once in that class. With the exception of the limited cases described above, students and employees who do not wear a mask in classrooms and other indoor public spaces on UNM campuses are subject to disciplinary actions.

Communication on Change in Modality: The President and Provost of UNM may direct that classes move to remote delivery at any time to preserve the health and safety of the

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students, instructor and community. Please regularly check UNM Learn for updates about our class and <https://bringbackthepack.unm.edu> for UNM updates about COVID-19 and the health of our community.

Accommodation Statement: In accordance with University Policy 2310 and the Americans with Disabilities Act (ADA), academic accommodations may be made for any student who notifies the instructor of the need for accommodation. It is imperative that you take the initiative to bring any such needs to my attention since I'm not legally permitted to inquire. Students who may need assistance in emergency evacuations should contact me as to the most appropriate procedures to follow. If you need accommodation based on how course requirements interact with the impact of a disability, you should contact me to arrange an appointment as soon as possible. At the appointment, we can discuss the course format and requirements, anticipate the need for adjustments, and explore potential accommodations. I rely on the Disability Services Office for assistance in developing strategies and verifying accommodation needs. If you haven't previously contacted them, I'd encourage you to do so. Contact the Accessibility Resource Center at 277-3506 or arcsrvs@unm.edu for more information.

Copyright Issues

All materials in this course fall under copyright laws and should not be downloaded, distributed, or used by students for any purpose outside this course.

Virtual Meeting Recordings and Guest Participant Policy:

Technology will be used for virtual meetings in this course and our use of such technology is governed by the Family Educational Rights and Privacy Act of 1974 (FERPA), the UNM Acceptable Computer Use Policy, UNM Computer Use Guidelines, and UNM's Student Code of Conduct. Sharing Electronic video and/or audio recording of the class with participants outside of the class is not permitted without written consent of the instructor and each participating student individually. The form to obtain written consent is available at <https://registrar.unm.edu/forms/ferpa-consent.pdf>. If a student in the course is uncomfortable with completing the FERPA consent waiver, then the student should talk with their advisor or instructor to determine whether successful participation in the class is still possible, or whether another course will meet the student's degree requirements.

If permission for electronic video and/or audio recording is granted, any distribution of the recording is prohibited. You may not share class recordings with anyone outside of this course and doing so may result in disciplinary action. Students with specific electronic recording accommodations authorized by the University of New Mexico Accessibility Resources Center do not require instructor permission; however, the instructor must be notified of any such accommodation prior to recording. A record of all

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meetings and recordings is kept and stored by UNM, in accordance with these policies. Guest instructors and other participants may also attend our class meetings. Your instructor will not share course access in relation to class activities outside of the course participants, which include your fellow students, TAs/GAs, and any guest instructors, guest students, or community-based learning partners that we may engage with to achieve the stated course objectives.

The following guest participants are identified below by their name, title, and affiliation:

Heather Ferguson, Executive Director, Common Cause New Mexico

The following course objectives will be achieved by engaging with guest participants:

- 1) A deeper understanding of how political campaign contributions are made.
- 2) A deeper understanding of how political campaign contributions influence public budgets.

UNM Resources

[CAPS Tutoring Services](#)

CAPS is a free-of-charge educational assistance program available to UNM students enrolled in classes. Online services include the Online Writing Lab, Chatting with or asking a question of a Tutor.

CAPS Online Learning Assistant (OLA) – if this course has a tutor assigned, substitute the following:

This course has tutoring services incorporated into the course. Please see the “OLA Central” link in the course menu on the left for more details.

[UNM Libraries](#)

[Student Health & Counseling \(SHAC\) Online Services](#)

[For Military-Connected Students](#)

There are resources on campus designed to help you succeed. You can approach any faculty or staff for help with any issues you may encounter. Many faculty and staff have completed the GREEN ZONE training to learn about the unique challenges facing military-connected students. If you feel that you need help beyond what faculty and/or staff can give you, please reach out to the Veterans Resource Center on campus at 505-277-3181, or by email at vrc@unm.edu.

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Course Materials

Textbooks

1. The Politics of the Public Budgeting: Getting and Spending, Borrowing and Balancing, Irene Rubin. DC: Congressional Quarterly Press, 9th edition.
2. Public Budgeting Systems, Lee, R.D., Johnson, R.W., and Joyce, P.G., 10th edition.

Readings – From time to time I may add readings based on local, state or federal government budget developments.

- August 25 **Course overview, expectations, grading and the importance of budgeting in public policy, the budget as a values statement, Rubin mini-case and news article assignments.**
- September 1 **Introduction to public budgeting** – the meaning of politics in budgeting and the process and characteristics of budgeting.
Lee, Chapters 1, 2,
Rubin, Chapter 1
Additional Reading Assignment: U.S. Constitution – Preamble, Article 1 and Article 2; NM Constitution – Articles 3, 4 and 5.
- September 8 **Politics and Process: Revenues** – Don't tax you, don't tax me. Tax the man behind the tree! Why is raising taxes fraught with politics? What are the primary types of taxes levied by governments?
Lee, Chapters 3, 5, 6
Rubin, Chapter 2
- September 15 **YOUR BLOG TOPIC IS DUE**
- Politics and Process: Budget Process and Cycles** – How should we spend \$7 billion? Who is in charge of this mess?
Lee, Chapters 4
Rubin, Chapter 3
- September 22 **Politics and Process: Changing the Process and Expenditures**– Why change budget process? What is the budget request and how is it structured?
Lee, Chapter 7
Rubin, Chapters 4, 5

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- September 29 **YOUR BLOG IS DUE**
- Politics and Process: The Decision Process** – What are the best strategies for getting a budget approved?
Lee, Chapter 8
- October 6 **Politics and Process: Balancing the Budget** – Is it really that hard to balance the budget?
Rubin, Chapter 6
- Politics and Process: The Role of the Legislature** – How does the Legislature approve a budget?
Lee, Chapter 9
- October 13 **Performance and Participatory Budgeting** – Is performance budgeting just a data gathering exercise or a real accountability tool?
- October 20 **Politics and Process: The Federal Budget** – How do 536 people agree on anything? Why has Congress been unable to approve the budget on time?
Lee, Chapter 10
- October 27 **Budget Execution and Financial Management** – How do governments keep providing services in a volatile economy?
Lee, Chapters 11, 12
- November 3 **Capital budgeting** – Is it pork barrel spending or necessary infrastructure?
Lee, Chapters 13, 14
- November 10 **Politics of Adaptation** – What happens when revenues don't materialize?
Lee, Appendix: COVID Crisis and the Economy
Rubin, Chapters 7, 8
- November 17 **FISCAL ANALYSIS PROJECT UPDATES**
- The Politics of Intergovernmental Relations:**
Lee, Chapter 15
- Politics and Reform** - Can the process be fixed?

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Rubin, Chapter 9

November 24

THANKSGIVING DAY - NO CLASS

December 1

ALL FISCAL ANALYSIS PROJECTS ARE DUE
Fiscal Analysis Projects presentations. (10 minutes each)

December 8

Fiscal Analysis Projects presentations. (10 minutes each)