

Teaching Ethics in Public Administration

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Master of Public Administration

- 187 students
- Mostly non-traditional students with regular jobs.
- High percentage of active or retired military personnel.
- Six graduate certificates

Graduate Certificate in Homeland Security and Emergency Management

- Second best performing graduate certificate in the School of Public Affairs.
- Focus on the first responders and retiring military personnel.
- Focus on strategic issues, not tactical issues.

Addressing DFEI Principles in the PA Curriculum

- PAD 5001 Introduction to Public Administration and Policy.
- PAD 5960 Introduction to Homeland Security and Emergency Management.

PAD 5001 Introduction to Public Administration and Policy

- Required class.
- Taken preferably in the first or second semester at latest.
- 30-34 students at the beginning of the semester, 26-30 finish semester.

PAD 5960 Introduction to Homeland Security and Emergency Management

- Offered only in the fall semester.
- 10-15 students.
- Mostly active or retired military, first responders.
- Focus on strategic approach, not tactical approach.
- Terrorism is one of the many topics!

PAD 5001 Syllabus

- Three books assigned:
 - Classics of Public Administration by
 - Politics of Administrative Process by David Kettl
 - Bad Blood: The Tuskegee Syphilis Experiment by James Jones.
 - Weekly journal readings.

PAD 5001 Assignments

- Weekly summary of journal and chapters from the Classics of the Public Administration.
- Blackboard discussions.
- Mid-term: Book review (Bad Blood).
- Final project: Research paper.

Our focus in PAD 5001: Bad Blood: The Tuskegee Syphilis Experiment

- Tuskegee, Macon County, Alabama
- Public Health Service started study in 1932
- 600 African-American sharecroppers enlisted. 399 had Syphilis and 201 did not.
- Original timeframe of the study: Six month
- Study ended: 1972.

Tuskegee Syphilis experiment in Public Administration

- Bad Blood is not a classic textbook designed for a classroom.
- It is rarely assigned in Public Administration classes
- Of 28 students in PAD 5001 this year, none read the book before, and only six were familiar with the experiment itself.

PAD 5960 Syllabus

- One text book assigned:
 - The Great Deluge: Hurricane Katrina, New Orleans, and the Mississippi Gulf Coast by Douglas Brinkley.
- Weekly journal readings.

Assignments

- Weekly summary of journal readings.
- Mid-term book review (The Great Deluge: Hurricane Katrina, New Orleans, and the Mississippi Gulf Coast).
- Final Project: Policy paper.

The Great Deluge in HS and EM

- The Great Deluge is not a classic textbook designed for a classroom.
- Not aware that it is assigned in HS and EM classes.
- Of 10 students in PAD 5960 this year, none read the book before, most were familiar anecdotally with issues during the Hurricane Katrina.

Applying DFEI Principles to the Book review

- Why the Tuskegee Syphilis Experiment is important for the field of Public Administration?
- How does DFEI Principles relate to the field of Public Administration?
- Why “Great Deluge” is important for first responders and generally government organizations during natural disasters?

Principles

- **Integrity:** Act with honesty in all situations
- **Trust:** Build trust in all stakeholder relationships
- **Accountability:** Accept responsibility for all decisions
- **Transparency:** Maintain open and truthful communications
- **Fairness:** Engage in fair competition and create equitable and just relationships
- **Respect:** Honor the rights, freedoms, views, and property of others
- **Rule of Law:** Comply with the spirit and intent of laws and regulations
- **Viability:** Create long-term value for all relevant stakeholders

PAD 5001: Quotes

- “The most important step we can take is never forgetting that this happened and teaching future generations, so it never will occur again.”
- Keeping all of this information hidden, along with other acts, displayed the lack of integrity that officials acted with.
- As far as trust, one could argue that even though through deception and manipulation, trust was built between the medical field and the patients/black community. The black community trusted that the medical field was acting in their best interest, trusting them to treat them, protect them, and do as much as they could to cure their “bad blood.” This all backfired when the experiment was exposed and the black community realized they had been lied to, manipulated, and used, and the trust was broken.

PAD 5001 Quotes

- Accountability is something that was certainly missing -the officials in charge did not recognize that they were doing anything wrong, but rather acted as if they were doing society a favor. Even after the experiment was exposed and everyone knew exactly what happened, those involved did not take accountability for their actions.
- **It is important whether or not the principles that I just listed were followed during this experiment because these principles are what should make up public administration.** Jay Shafritz (2017) defines public administration as “the implementation of government policy and also an academic discipline that studies this implementation and prepares civil servants for working in the public service. With that being said, in my opinion, public administration is more than that. I am of the belief that public administration is just as much leadership as it is administration.

PAD 5001 Quotes

- This almost complete trust in Nurse Rivers provided opportunities for deceit of the subjects. The subjects would believe anything she said, without knowing they were not getting treated or if they were going in for a spinal tap. This deceit provided the traction for the success of the experiment. Nurse Rivers believed she was still doing right by following the orders of her bosses.
- We can all learn from this study, not just the progression of events but the evolution into the today's code of ethics. This shows how the progression of events, one minor unethical decision at a time can contribute to a 4-decade progression of unethical behaviors affecting hundreds if not thousands.

PAD 5001 Quotes

- Through Bad Blood, Jones unequivocally proves to readers that the exploitation of impoverished and undereducated African American men through the Tuskegee Syphilis experiments was a travesty of exponential proportions for human rights and ethical principles.
- I found the book very easy to read and enlightened me on a subject I knew very little about. I also found the added chapter compelling. I lived through the AIDS epidemic and can see the similarities of the two controversies. Let's hope we do a better job in our journey of medical advances in keeping in mind the human component of medical experiments.

PAD 5960 Quotes

- Landrieu also deserves the recognition received for his actions in showing respect and compassion for his state constituents by refusing to be sidelined and searching for a way to be useful and relevant.
- Mayors of other cities like Bay St. Louis Mayor Eddie Favre did all he could, unlike Mayor Nagin who did everything he could to save only himself. Mayor Favre displays qualities like trust, accountability, fairness and respect, and mostly he displays a lot of integrity.

PAD 5960 Quotes

- After the eye passed the Police was in complete disarray, as more than 200 NOPD officers fled New Orleans prior to the hurricane making landfall. They didn't exemplify a single ethical example either. They betrayed the trust of their people, who they were supposed to serve and protect by abandoning their post.
- For the most part the press operated with integrity and had the people's trust, as individuals were seeking out members of the press to tell their stories, so they could get the help they so desperately needed.

PAD 5960 Quotes

- There is so much to discuss on this point, but for brevity, this review will focus on Mayor Nagin's endangerment of the city through his delayed evacuations due to concern for the legal impact an evacuation would have on the hotel industry. His concern for economics and lawsuits is the antithesis of the concept of trust.
- In the effort to review the book through the prism of ethical issues, one is drawn to the story of Bay St. Louis Mayor, Eddie Favre. During the course of the landfall of Hurricane Katrina, Favre would display the very essence of accountability for his role as mayor

Results

- 37 book reviews were submitted.
- Book reviews ranged from 6 to 15 pages in length (maximum allowed).
- All students incorporated DFEI principles in the review as well as critique of the book and experiment itself.
- Some students did not develop connection between experiment and public administration.
- Students understood importance of ethics during natural disasters response.

Future work

- More guidance to students to connect these two case studies to the field of public administration and their jobs.
- Developing journal paper around book “Bad Blood,” and its importance in teaching public administration.