COLLABORATIVE GOVERNANCE AND PUBLIC MANAGEMENT
PPD 283, Pol Sci 222A, Mgmt 291

Fall term, 2012
Time: Tuesdays 6-8:50
Location: SSPA 1179

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Office Hours: Tuesdays 4:30 – 5:30 and Wednesdays 4:00 – 5:00

PLEASE NOTE: The official syllabus in on the Course Website:
https://eee.uci.edu/12f/54570

What policy issues interest you? Increasing access to healthcare? Dealing with global climate change? Reducing poverty? Controlling immigration? Regulating banking? Regardless of the policy area, policy analysis, policy-making and policy implementation all play important roles. . Public management plays a role in all three of these processes. While public management has traditionally been oriented primarily to policy implementation, current emphasis on collaborative governance means that public management is increasingly implicated in policy analysis and policy-making.

The above world cloud reflects many of the issues we deal with in this course. The goal in this course will be to learn about how processes and structures affect policy issues of interest to you.

Public managers manage people and programs that provide public services. These managers are increasingly being asked to make more effective use of public resources. The demand for public services is high, but resources, including non only material and financial resources but also psychological resources such as trust in government and confidence that public efforts will be effective, are scarce. In this context, many public managers are exploring collaborative governance and inventing ways of managing that alter the relationships within organizations, between organizations, between sectors and with the public so that more people, information and other resources can be included in efforts to address public problems. These collaborative efforts require rethinking fundamental management issues. This course explores the management issues raised by collaborative governance with special emphasis on inclusive management. Inclusive management emphasizes making connections among people, across issues and over time. This emphasis enables managers to make productive use of resources that are often unavailable.

Class preparation involves reading journal articles and book chapters and applying concepts from these readings to the analysis of cases, many of which have been written specifically for this course. Most of class time is spent in discussion and group learning exercises.   A project in which each student chooses a manager to study, gathering data through interviews and direct observation, is a central feature of the course.

ASSIGNMENTS

Prepare for class by reading the assigned readings, thinking about the discussion questions and noticing public management issues that are discussed in the media or that you have knowledge of through other means and their relation to the topics being discussed in class. The readings are available on the website.

Class participation is an important part of the course. Class participation will be evaluated according to attendance, preparation, constructive involvement in class discussion, respect for the contributions of others, and contributions to the learning of the entire class throughout the quarter. Please note that volume of participation alone is not sufficient to receive a good grade. Not participating, however, will ensure a poor grade. A common form of participation includes contributing to class discussions, both in large and small group settings.   Other forms of participation are, however, welcome. For example, one could prepare something in writing for distribution to class members. One could also prepare a brief presentation on a topic of particular interest. If you would like to do a presentation in class, talk with the professor about scheduling it. Other forms of contributing to the class are also welcome. Self and peer evaluations will provide input for assessing class participation.

There are 3 short (250-500 word) assignments due over the course of the term.   You may choose any 3 class sessions between October 16 and November 20 for these assignments. I advise you to spread the dates out so that you can benefit from feedback on these assignments. In general, the assignments involve relating the readings to a specific case or policy issue. Specific assignments will be handed out in class.

The final project consists of a written report about a public manager whose style you admire or would like to know more about. You will describe the management style of this manager in relation both to the internal organization and the external stakeholders and other relevant groups.   You will provide specific examples of how the manager enacts his/her style, and you will assess the effects of this style on the ability to accomplish tasks in the short and long term, on the effectiveness and morale of the organization and on the creation of resources in the organization and within the relevant community.   You will also explore 1 of the topics discussed in class (e.g., negotiation, building relationships, public engagement, inter-agency collaboration, etc), find additional readings on that topic and relate your knowledge to understanding the manager you are writing about (i.e., how the manager uses social capital or how the manager could use social capital). Students will give in-class presentations on November 27. These presentations will focus on describing the manager's style. Each report should also include one or more ideas of topics that could be developed. The written report is due December 12. It should be approximately 2500 words.

Grades will be based on class participation, written and oral assignments according to the following distribution:

Class participation: 25 points
Short assignments: 30 points (10 points each)
Final project: 45 points (20 points presentation; 25 points paper)

READING LIST AND SCHEDULE OF CLASSES

October 2: Introduction to collaborative governance and inclusive public management

October 9: Creating Public Value: Strategic Triangles and Competing Values
        Moore, M. 1995. *Creating Public Value,* Cambridge, MA: Harvard University Press: pages 13-76

        Feldman, M. and A. Khademian. 2002. To manage is to govern. *Public Administration Review, 62*(5): 541-555.

        Case: Jerome Miller (parts A and B)

October 16: Comparing ways of managing collaboration:

Barzelay, M. 1992. *Breaking through bureaucracy*: Chapter 1 (pages 3-12)

Kettl, Donald. 1997. "The Global Revolution in Public Management: Driving Themes, Missing Links." *Journal of Policy Analysis and Management* 16 (3): 446-62.

Feldman, Martha and Anne Khademian. 2000. "Management for Inclusion: Balancing Control with Participation." *International Public Management Journal* 3 (2): 149-68.

Case: Ways of budgeting

Barzelay, M. 1992. *Breaking through bureaucracy*: pages 130-131, 82-86 and 169-173

Gianpaolo Baiocchi. 2003. Participation, Activism and Politics: The Porto Allegre Experiment in Fung, Archon and Erik Olin Wright (eds) *Deepening Democracy.* New York: Verso. Chapter 2 (pages 45-76).

October 23: Identifying stakeholders
Bryson, John M. 2004. What To Do When Stakeholders Matter. *Public Management Review* 6(1) 21-53.

Case: Chancellor Drake hires a law school dean?

Denhardt, Robert and Janet Denhardt (2000). The New Public Service: Serving rather than Steering, *Public Administration Review* 60 (6): 549-559.

October 30: Agency collaboration: Repertoires and smart practices
Bardach, Eugene. 1998. Getting agencies to work together: The practice and theory of managerial craftsmanship. Washington, D. C.: Brookings Institution Press. Chapters 1 and 2.

Pipkin reading

Case: Border towns and collaborative repertoires

Recommended reading:

Lejano, Raul P. and Helen Ingram. 2009. Collaborative networks and new ways of knowing. *Environmental science & policy* 12(6): 653–662

Bigley, George and Roberts, Karlene. 2001. The Incident Command System: High-Reliability Organizing for Complex and Volatile Task Environments, Academy of Management Journal, Vol. 44(6): 1281-1299.

November 6: Building relationships: Managing employees for collaboration
Behn, Robert D. 2000. Performance, People and Pay. Bob Behn's Public Management Report http://www.hks.harvard.edu/thebehnreport/

Feldman, Martha S. and Anne M. Khademian 2003. Empowerment and cascading vitality. In Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn (eds.) *Positive organizational scholarship*. San Francisco: Barrett- Koehler Publishers, 2003: 343-358.

Baker, Wayne. 2000. *Achieving Success Through Social Capital.* San Francisco: Jossey-Bass. Chapters 1 and 5.

Case: Worline, Monica and Sarah Boik. 2006. Leadership lessons from Sarah: values-based leadership as everyday practice. In Cameron and Hess (eds), *Leading with Values: Positivity, Virtue, and High Performance*. Cambridge Univ. Press, pp 108-31.

2nd Case: Animal Nuisance

November 13: Managing public engagement: who and how?

Kelli L. Larson and Denise Lach. 2010. Equity in Urban Water Governance Through Participatory, Place-Based Approaches. *Natural Resources Journal* Vol. 50: 407-430.

Quick, Kathryn S. and Martha S. Feldman. 2011. Distinguishing participation and inclusion. *Journal of Planning Education and Research* 31(3): 272-290.

Case: Building Healthy Communities

Recommended Reading: Innes, Judith E. and David E. Booher. 2010. Using local knowledge for justice and resilience. In *Planning with Complexity: An Introduction to Collaborative Rationality for Public Policy.* New York: Routledge, pp. 170-95.

Wheatley, Margaret and Debbie Frieze. 2011. Leadership in the Age of Complexity: From Hero to Host. *Resurgence Magazine*, Winter 2011.

November 20: Framing, Narrating and Resourcing

Thacher, David. 2001. Equity and community policing: a new view of community partnerships. *Criminal Justice Ethics* 20: 3-16.

Feldman, MarthaS. and Kathryn S. Quick. 2009. Generating resources and energizing frameworks through inclusive public management. *International Public Management Journal* 12 (2): 137-71.

Case: Microfinance.

Recommended reading: Abolafia, Mitchel Y. Framing Moves: Interpretive Politics at the Federal Reserve. Journal of Public Administration Research and Theory, Vol. 14, no. 3:349–370

November 27: Class presentations for final projects

December 4: Negotiating

Alfredson, Tanya and Azeta Cungu, 2008. Negotiation Theory and Practice: A review of the literature. Food and Agrictultura Organization of the United Nations.

Case: TBA.

Recommended Reading:

O'Leary, Rosemary and Lisa Blomgren Bingham. 2007. A manager's guide to resolving conflicts in collaborative networks. IBM Center for the Business of Government.

Forester, John. 2009. Cultivating surprise and the art of the possible: the drama of mediating differences. *Dealing with Differences: Dramas of Mediating Public Disputes*. New York: Oxford Univ. Press, pp. 37-56.