
CP 209 Methods of Collaborative Planning
Syllabus

Tuesdays 3:30 -6:30
3 units

Room 106 Wurster

Four books are required for this course, available at the Cal Student Store and on reserve in the Environmental Design Library on the 2nd floor of Wurster Hall.

Michael Doyle and David Straus, How to Make Meetings Work: The New Interaction Method. Jove Books, NY 1976;

Roger Fisher, William Ury and Bruce Patton Getting to Yes: Negotiating Agreement Without Giving In Penguin NY, 1991;

Lawrence Susskind and Jeffrey Cruikshank, Breaking Robert's Rules: The New Way to Run your Meeting, Build Consensus and Get Results. Oxford University Press 2006.

David Straus How to Make Collaboration Work Berrett-Koehler San Francisco 2002.

There will also be a course reader available at Krishna Copy on Telegraph a couple of blocks south of Dwight on the corner of Parker. (There is a parking lot behind the building). The reader will not be bound, but in three hole punch so you can bring readings for the day to class. There will be a charge for the role play exercises, which I will purchase once I know how many students there are. This should not be a large expense.

Class Web Site

There will be a class web site where course materials will be posted and where there will be a calendar, noting role plays. Instructions are as follows:

1. Open a web browser to <http://bspace.berkeley.edu>
2. Click the Login through CalNet button
3. Enter your CalNet ID & Passphrase to authenticate.

You will see a tab for the class. Click on it to navigate the site. Let me know immediately if you have problems.

Course materials and announcements will be posted on the web site and due dates will be on its calendar. When you register for the class you will be automatically on a listserve. Notifications about the next week's class will be made via this list serve and posted on the web site. If you are not able to register right away please send me your email address for these notices.

Reading is to be completed prior to the class date where it is listed.

There will be a class blog at <http://community.livejournal.com/cp2092007/>

See the Course Requirements handout for information about how to use this blog. One of the

class requirements is to post reflections on readings and class exercises in this blog each week.

My email is jinnes@berkeley.edu . Office hours are from 1:30- 3:30 in room 314A Wurster (inside room 314E). I recommend you use the signup sheet on the door of 314E rather than simply drop by. There will be no office hours Jan. 23rd but they will be held instead on Friday the 26th from 11-12 and 1:30-2:30.

Teaching approach

The emphasis in this class will be on learning by doing and reflecting and by participation in discussion and joint reflection. Brief lectures will be given. There will typically be an in-class role play simulation. To participate in a simulation properly will require thoughtful preparation on your part. You will get the scenarios and your confidential role information in class the week before each role play. In most cases you will need to allocate 30-60 minutes to reading and thinking about them before class. This kind of work cannot be done without preparation and imagining how the dialogue will go. We will try to have adequate time for reflection and reaction in class after these simulations, but our three-hour time frame will often not be sufficient. The blog will provide the opportunity to continue the discussion after class. Such reflections are a critical part of the learning. The goal is for all of you to become self aware, reflective practitioners constantly inquiring and learning as you go.

January 16. INTRODUCTION TO THE COURSE. BEGINNING MEETING MANAGEMENT

Discussion of students' background and interest in the course.

Reading due today:

Doyle and Straus, op cit. chapters 1-7

Lecture/Discussion

Purpose and philosophy of the course and relevance of the skills to different planning roles. Review of the syllabus and plan for the course. Review of course requirements

Meeting management methods. The Doyle and Strauss Interaction method for meetings

Class Exercise

January 23. MEETING MANAGEMENT AND BEGINNING NEGOTIATION

Meeting critique due today before noon by email.

Discussion:

Reports on meeting observations.

Lecture/Discussion

Meeting Management principles and Practices

Introduction to the Conflict Resolution field.

Reading:

Doyle and Strauss, op. cit., Chapters 11-16

E. Franklin Dukes, Resolving Public Conflict, Chs. 2-4, Manchester University Press, 1996. p 13-61. A good brief history.

Class Exercise:

Business eggs.

For Next week:

Negotiated Development in Redstone (2 party negotiation). Scenario in the reader. Confidential roles to be distributed in class.

February 6. NEGOTIATION PRINCIPLES: INTEREST-BASED BARGAINING

Reading:

Fisher, Ury and Patton, op cit. Chs. 1-7, pp 3-128.

Lecture/Discussion

Interest-based bargaining. Concepts and Rationale. BATNA.

Class Exercise:

Negotiated Development in Redstone. Role Play simulation in pairs.

For Next Week

Take and score the Keirsey Bates Temperament test and make a record of what your personality type is. (ie, ENFJ or ISTP). You will find this in pages 1-13 in the Keirsey reading below. You can also take the online test at

<http://www.advisorteam.com/>

This will tell you for free whether you are NF, or NT etc. and give you a description. Think about how your temperament type may affect your ways of working with others. Think about the how the likely temperament type of others you are close affects their ways of interacting with you. Most people find this exercise both interesting and practical for both professional and personal relationships.

February 13. THE ROLE OF TEMPERAMENT IN COLLABORATION. BEGINNING MEDIATION

Readings:

David Keirsey, Please Understand Me II: Temperament, Character and Intelligence, Prometheus Nemesis Books Co. DelMar CA 1998. pp 1-13. Please take this test and score yourself.

Isabel Briggs Myers with Peter B. Myers. Gifts Differing: Understanding Personality Types Davies Black Publishing Palo Alto CA. 1995. Ch. 4-8. pp. 53-81. (Additional suggested reading. Not in the reader.)

Kimberlee Kovach “Mediation” Ch. 19 in The Handbook of Dispute Resolution ed by Michael L. Moffitt and Robert C. Bordone, Jossey Bass San Francisco 2005, pp. 304-317.

Robert A. Baruch Bush and Joseph Folger The Promise of Mediation , Jossey Bass, San Francisco 1994, Ch 3 Solving Problems, the Limits of Current Mediation Practice and Ch. 4 Changing People not Just Situations: A Transformative View of Conflict and Mediation, pp. 55-112.

Program on Negotiation at Harvard Law School. “ A Brief Outline of the Mediation Process.”

Discussion of Temperament Types

Video

“In the Shadow of the City”. Bruce Patton mediating between a funder and director of a nonprofit organization working on community development in Africa.

Discussion of Video

For Next Week

Seoul Food in Urbana. Scenario and roles handed out.

February 20th. INTRODUCTION TO COLLABORATIVE PLANNING AND CONSENSUS BUILDING

Readings:

Lawrence Susskind and Jeffrey Cruikshank Breaking Robert’s Rules, Oxford University Press, 2006. Ch 1" Why Break Robert’s Rules?", Ch 2 “What is Consensus and Ch. 3 “Getting The Right People to the Table” pp 3-60.

David Straus. How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions Berrett-Koehler Publishers Inc, San Francisco 2002. Ch.2 “Involve the Relevant Stakeholders” pp. 37-56 and Ch. 3 “Build Consensus Phase by Phase” pp. 57-80

Center for Collaborative Policy, “Five Stages” & “Interest-Based, Consensus-seeking, Multi-party Complex Collaborative Policy-making”

Class Exercise:

Seoul Food in Urbana

For Next Week: Harborco scenario and roles to be handed out.

February 27th . PRINCIPLES FOR COLLABORATION

Readings:

- Lawrence Susskind and Jeffrey Cruikshank Breaking the Impasse, Basic Books, NY. 1987, Chs. 1-3, Introduction, Theory and Practice of Dispute Resolution, and Sources of Difficulty pp 3-79.
- Judith Innes and David Booher. "Collaborative Policy Making: Governance Through Dialogue" Ch. 1 in Deliberative Policy Analysis: Understanding Governance in the Network Society Maarten Hajer and Hendrik Wagenaar eds. Cambridge University Press 2003. pp 33-59.
- John Bryson, Barbara Crosby and Melissa Middleton Stone, "The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature" Public Administration Review December 2006 Special Issue, pp 44-55.

Lecture/Discussion

Basic principles of collaborative dialogue and multiparty dispute resolution.

Class Exercise

Harborco Role Play

For Next Week

Homelessness in Niceville. Scenario and Roles to be handed out.

March 6th FACILITATION IN COLLABORATIVE PLANNING

Readings

- Roger M Schwarz., The Skilled Facilitator: Practical Wisdom for Developing Effective Groups Jossey Bass, San Francisco, 1994, "Group Facilitation and the Role of the Facilitator, pp. 3-18.
- Susskind and Cruikshank Breaking Robert's Rules Ch 5. "The Importance of Facilitation" pp. 83-113.
- John Forester "Making Participation Work When Interests Conflict" Journal of the American Planning Association 72, 4, 447-456, 2006.

Facilitator Guidelines by Innes and Booher

Lecture/Discussion

Facilitation Techniques.

Class Exercise

Homelessness in Niceville

For Next Week

Humboldt Scenario and Roles to be handed out. Note that stakeholders will need to meet ahead of time and will need phone conversations with the facilitator.

March 13. HUMBOLDT: MEDIATING A REGIONAL DEVELOPMENT DISPUTE

Guest Facilitator: Mary Selkirk, Center for Collaborative Policy

Reading

Susskind et. al, op. cit Ch. 6 by David Laws and “Representing Stakeholder Interests” pp. 241-285.

For Next Week

Westville. Mediation Strategies in Community Planning. Scenario and Roles to be handed out.

March 20 . CONFLICT ASSESSMENT

Due Today: 1-2 page commentary on the Draft Assessment by Booher and Folk-Williams in the light of the Carpenter and Kennedy and Susskind and Thomas Larmer Chapters and any reflections of your own. Please email to the instructor last name first in the file name and post to the blog.

Readings:

Susan L. Carpenter and W.J.D. Kennedy Managing Public Disputes Jossey Bass, San Francisco, 2001. Ch 4 “Analyzing the Conflict” pp 71-91.

Lawrence Susskind and Jennifer Thomas-Larmer, “Conducting a Conflict Assessment” Ch 2 in The Consensus Building Handbook Sage, Thousands Oaks, 1999, pp. 99-136.

David E. Booher and John Folk-Williams. Final Draft Assessment Report: Reforming the Mandate Reimbursement Process Center for Collaborative Policy, California State University Sacramento, March 2006.

<http://www.csus.edu/ccp/projects/recent.htm#mandate>

Class exercise

Westville Community Mediation

For April 3

The Farrakhan Negotiation scenario and roles to be handed out.

March 27th. Spring Break

April 3. NEGOTIATING WHEN RACE IS AN ISSUE. GENDER IN NEGOTIATION

Reading

Google Louis Farrakhan to get an understanding of his positions and arguments and the purposes of his work. This will be needed for informed participation in the role play.

Anthony Wanis-St. John “Cultural Pathways in Negotiation and Conflict Management” Ch 8 in

Moffitt and Bordone op.cit. pp. 118-134.

Deborah Kolb and Linda Putnam “ Negotiation Through a Gender Lens” Ch 9 in Moffitt and Bordone, op. cit. Pp 135-139.

Edward Chang and Jeannette Diaz-Veizades Ethnic Peace in the American City: Building Community in Los Angeles and Beyond. Ch. 5 . “ Building Cross-Cultural Coalitions: The Black-Korean Alliance (BKA) and the Latino-Black Roundtable (LBR)”, New York: New York University Press 1999, pp 105-128.

Class Exercise

The Louis Farrakhan Negotiation

For Next Week

Beaumont Incinerator. Scenario and roles to be handed out. Note that substantial preparation time is required

April 10. ENVIRONMENTAL JUSTICE

Reading.

Patrick Field, Howard Raiffa, and Lawrence Susskind. “Risk and Justice: Rethinking the Concept of Compensation” Working Paper, Program on Negotiation at Harvard Law School.

Consensus Building Institute, Using Dispute Resolution Techniques to Address Environmental Justice Concerns: Case Studies. Case 5 “Chevron Memorandum of Understanding (Richmond CA)”, Case 6 “Unocal Good-Neighbor Agreement (Crockett & Rodeo CA)” and “Negotiating Environmental Justice Agreements” U.S. Environmental Protection Agency, Washington, DC. 2003, pp. 49-77.

Class Exercise

Beaumont Incinerator. (This will require the whole class period. Readings may be discussed in the discussion of the exercise or on the blog)

April 17. PROCESS DESIGN AND THE DESIGN OF FORUMS, ARENAS AND COURTS FOR COLLABORATIVE PLANNING. CASE EXAMPLES

Readings

Straus, *op. cit.* Ch. 4 “ Design a Process Map” pp. 81-105.

John Bryson and Barbara Crosby “Policy Planning and the Design and Use of Forums, Arenas, and Courts” Environment and Planning B, 20, 2, 1993, pp 123-252.

Susan L. Podziba “Social Capital Formation , Public Building and Public Mediation” an Occasional Paper of the Kettering Foundation.

Judith Innes and Sarah Connick. “The San Francisco Estuary Project” Case 5 in Consensus Building Handbook, Lawrence Susskind, Sarah McKearnon, and Jennifer Thomas-Larmer, eds. Sage Publications: Thousand Oaks, 1999 pp. 801-827.:

Straus, op. cit. Ch. 7 “Facilitative Leadership” pp. 145-164.

Class Exercise:

On creating forums and arenas and designing complex collaborative processes. Doing the reading will be critical to this exercise. Please bring it in with you.

For Next Week

Development Dispute at Menehune Bay. Scenario and Role Play to be handed out.

April 24. PUTTING IT ALL TOGETHER. REACHING AGREEMENT

Reading

Susskind and Cruikshank. Breaking Robert’s Rules. Ch.6 “Confirming Agreement has been Reached” and Ch. 7 “ Crafting Nearly Self-Reinforcing Agreements” pp 114-153.

Class Exercise

Development Dispute at Menehune Bay

May 1. OVERVIEW AND REFLECTIONS ON THE SEMESTER.

Lessons Learned. Debates. The Future for Collaborative Planning and Governance

Reading

No additional reading. Catch up on readings missed.

Discussion.

Exam to be emailed to class members tonight. Due back by email by 5 pm May 8 last name first in the file name.