Collaborative Policy Making: Advanced Practice
Spring 2019
Thursdays
6:00 pm - 8:50 pm
Downtown Campus Classroom #108
Instructor:
Dr. Sara McClellan

Course Overview

PPA 272 is a practice-driven and highly participatory course focused on advanced skills in collaborative policy-making. Topics include situation assessment, process design, negotiation, facilitation, cross-cultural dynamics, and ethics. Through scenarios, simulations, case studies, and class dialogue, students will explore how to apply the theories learned in PPA 270. You will demonstrate your understanding of course content through participation, group projects, and individual work products. If you complete PPA 270 and PPA 272 with passing grades you will be eligible for the Certificate for Collaborative Governance awarded by California State University Sacramento.

Course Format
This course will rely heavily on student participation. We will regularly engage in exercises designed to illustrate principles and give you practice in collaborative methods. You may take the lead in facilitating class discussions. Come to class prepared to participate in conversations about the materials you have read. We will spend a lot of our time on application of materials, so please read materials thoroughly.

Required Texts
You may purchase books through the campus bookstore or online. You will also need to access some course content (podcasts, etc.) via Canvas.

New Books:

Book Retained from PPA 270:
Assignments

**Writing Expectations:** Please submit well written and proofread papers on time and with appropriate citations (using APA format). Each type-written paper should include a cover page containing your name, email, and the assignment title. Use a standard 12-point font, pagination, double-spacing and standard margins. Unless otherwise described in assignment instructions, papers should be analytical in nature, and you should use the theories and concepts from class to illuminate a particular situation. I may return papers that do not meet these expectations.

**Collaborative Portfolio Assignment**

You will work on a team to study and engage with one or more multi-organizational collaborative initiatives in our state or region throughout the semester. These will likely be messy, complex undertakings that follow uncertain timelines and are subject to unanticipated changes in direction. As such, a key learning objective will be to navigate ambiguity and uncertainty with patience and flexibility. Your team will draw on case information and course content to develop a Collaborative Portfolio of analysis papers on the following topics:

1. Issue and Context (due February 7)
2. Stakeholder and Facilitator Characteristics (due February 21)
3. Meeting Design/Analysis (due March 14)
4. Collaborative Process (due April 4)
5. Progress Assessment (due May 2)

**Late Assignments**
I will not accept late assignments unless you experience a highly unusual circumstance. At my discretion, I might give a make-up assignment if you notify me of your circumstances and request this modification in advance. Whether or not I assess a penalty depends on the reason (e.g., a family emergency constitutes a good reason; a competing requirement for another course does not).

**Academic Honesty**
I take issues of academic honesty (including plagiarism) seriously and you should as well. If you are unfamiliar with the specifics of University policy in this area I recommend you review the appropriate section of the University Policy Manual: [http://www.csus.edu/umanual/AcademicHonestyPolicyandProcedures.htm](http://www.csus.edu/umanual/AcademicHonestyPolicyandProcedures.htm)

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<tr>
<th>PPA LEARNING OBJECTIVES</th>
<th>APPLICATION IN PPA 272</th>
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<td>(1) a. Construct clear definition of problems</td>
<td>Analyze a public policy controversy and identify varied understandings of—or perspectives on—the problem; determine the extent to which this controversy or problem is amenable to a collaborative approach.</td>
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<td>(1) e. Draw upon multiple disciplines to understand and address policy and administrative problems</td>
<td>Develop a sophisticated sense of the form(s) and functioning of multi-organization collaboration and stakeholder engagement by applying theoretical concepts and approaches from multiple disciplines; explore the benefits and limitations of different theoretical perspectives on organizational collaboration.</td>
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<td>(2) a. Use different analytical skills and tools strategically</td>
<td>Apply a variety of tools and frameworks to better understand organizational and collaborative goals and design and apply collaborative techniques; design and/or analyze a basic collaborative policy-making process.</td>
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(2) b. Work effectively in groups
Explore common group dynamics and strategies for managing them; apply different theoretical and applied approaches to group process; negotiate from an interest-based perspective, including demonstrating empathetic, accurate listening and building productive teams.

(2) c. Understand the critical role of effective public sector leadership
Identify and describe the complex conditions facilitators navigate as they design and implement collaborative initiatives; identify and practice a facilitator’s main tasks in preparing for a collaborative policy-making process.

(2) d. Frame and present problems to different audiences to optimize understanding
Explore and practice different ways of framing and presenting problems, options, and new information to different types of stakeholder groups.

(2) f. Use and articulate a confident style of oral presentation
Practice leading meetings and other forms of group process using a variety of tools, examples, and relevant collaborative theories.

(3) a. Understand your obligation to advance public value
Integrate concepts of public responsibility, resource stewardship, and collaborative process to explore public value creation in multi-party initiatives.

(3) b. Consider the ethical dimensions of choices in public policy and administration
Identify various ethical dilemmas that can arise in collaborative policy-making and explore strategies for addressing them.

(3) d. Understand the significance of diversity in effective public governance in California
Articulate the benefits of stakeholder diversity in collaborative policy-making processes; be aware of common cross-cultural challenges that may arise during a collaborative policy-making process and explore techniques for bridging them.

Grading

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<tr>
<th>Assignment</th>
<th>% of Grade</th>
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<tr>
<td>Collaborative Portfolio: Issue and Context Analysis</td>
<td>15%</td>
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<tr>
<td>Collaborative Portfolio: Stakeholder and Facilitator Characteristics</td>
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<tr>
<td>Collaborative Portfolio: Meeting Design/Analysis</td>
<td>15%</td>
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<tr>
<td>Collaborative Portfolio: Process Description</td>
<td>15%</td>
</tr>
<tr>
<td>Collaborative Portfolio: Progress Assessment</td>
<td>15%</td>
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<tr>
<td>Learning Reflections</td>
<td>10%</td>
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<tr>
<td>Engagement in Discussions, Activities, etc.</td>
<td>15%</td>
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Total: 100%

Students with Disabilities
Should you need assistance with portions of class due to a disability(ies), please let me know as soon as possible. The University offers services to student with disabilities and I would be glad to refer you to the appropriate campus unit.

Class Participation & Absences
We have a tremendous opportunity to learn from each other. The best way to do that is to be prepared for class and willing to share your own thoughts and experiences. You will receive a reduced class participation grade if you consistently fail to engage in class participation.

I expect you to attend all class sessions unless you have a compelling reason not to do so. Please notify me in advance if you need to miss a class. If you have to be late, leave early, or miss a class for an emergency, please let me know. Except under unusual circumstances, I will penalize you one full grade if you miss three classes and give you a failing grade if you miss more than three classes.
# PPA 272 Course Outline and Schedule

* All journal articles, videos, reports, etc. listed below are available via Canvas.

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<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings (TBD)</th>
<th>Assignments</th>
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<tr>
<td><strong>Assessing Readiness and Preparing for Multi-Party Collaboration</strong></td>
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| Week 1 January 24, 2019 | Identifying likely benefits and challenges; mapping the political landscape | • Deetz speech (transcript) on the “Rise of Stakeholder Governance Models” (available in Canvas)  
• Gray & Purdy, Chapters 1 & 2  
• 30-minute documentary on ‘How Operation Ceasefire Transformed Urban Policing’ (The New Yorker): [https://www.youtube.com/watch?v=CuKHAVqm1Gw](https://www.youtube.com/watch?v=CuKHAVqm1Gw) | |
| Week 2 January 31, 2019 | Framing collaborative engagements and setting initial expectations | • Malhotra, Part I: The Power of Framing (Chapters 1-6)  
| Week 3 February 7, 2019 | Determining facilitator criteria; identifying and selecting facilitator(s) | • Kaner, Part I: Grounding Principles (Chapters 1-3)  
and Part II: Facilitator Fundamentals (Chapters 1-9)  
Collaborative Portfolio Paper 1: Issue and Context Analysis | |
| **Designing Multi-Party Collaborative Process** | | | |
• Gray & Purdy, Chapter 9  
• Wallestad, A. (2017). Governing a Collaborative Organization: [https://ssir.org/articles/entry/governing_a_collaborative_organization](https://ssir.org/articles/entry/governing_a_collaborative_organization) | |
| Week 5 February 21 | Establishing group process agreements and ground rules; building relationships | • de Bono, E. (Chapters 1-3)  
• Gray & Purdy (Chapter 5) | Collaborative Portfolio Paper 2: Stakeholder and Facilitator Characteristics |
| Week 6 February 28 | Designing meeting process and agenda(s) | • de Bono, E. (Skim Chapters 4-43)  
• Kaner, Part II: Facilitator Fundamentals (Chapters 10-14)  
• HBR Article: How to Design an Agenda for an Effective Meeting: [https://hbr.org/2015/03/how-to-design-an-agenda-for-an-effective-meeting](https://hbr.org/2015/03/how-to-design-an-agenda-for-an-effective-meeting) | |

No Class on March 7 – Project Work (Sara at ASPA Conference)
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<tr>
<th>Week 7</th>
<th>March 14</th>
<th>Developing a project plan or process map</th>
<th>Kellogg, W. K. (2004). <em>Using logic models to bring together planning, evaluation, and action: logic model development guide</em>. Kellog Foundation.</th>
<th><strong>Collaborative Portfolio Paper 3: Meeting Design/Analysis</strong></th>
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<td>No Class March 21: Spring Break</td>
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| Week 8  | March 28 | Applying procedural strategies to facilitate collaboration and resolve conflict | Malhotra, Part II: The Power of Process (Chapters 7-12)  
Healthy Rivers Plan for Change Example, NZ (2015). | **Facilitating Difficult Group Interactions** |
| Week 9  | April 4  | Navigating power differentials and cross-cultural dynamics | Malhotra, Part III: The Power of Empathy (Chapters 13-19) | **Collaborative Portfolio Paper 4: Process Description** |
| **Improving Collaborative Process** | | | | |
| Week 13 | May 2    | Engaging in action research and reflection | Kaner, Part III: Sustainable Agreements (Chapters 15-17) | |
| Week 14 | May 9    | TBD | No Reading | **Learning Reflections** |