**CALIFORNIA STATE UNIVERSITY, SACRAMENTO**

**PPA 272**

**Collaborative Governance Advanced Practice**

**(3 Units)**

**Fall 2021**

Professor Ted Lascher Class meets: Thursdays, 6-8:50 p.m.

(lead faculty member) Sacramento State Downtown,

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Office hours: 4-6 on Mondays that I teach,

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Office hour: 5-6 on Mondays that I teach

This course has two broad goals. First, it offers a practice-driven, highly participatory focus on advanced skills in collaborative policymaking. In doing so, PPA 272 builds on ideas and tools developed in the first collaborative course in our curriculum, PPA 270. It is possible to take PPA 272 as a stand-alone course because we will review PPA 270 concepts, but we will recommend additional reading for students doing so. Please contact Professor Lascher for these recommendations if it applies to you.

Second, PPA 272 offers advanced training in understanding an urban public policy challenge, focusing on the critical contemporary issue of affordable housing. These two goals are developed in different course sections and are subsequently weaved together in the last sessions and final project.

PPA 272 is co-taught to allow faculty with different types of expertise to further the course goals. Ted Lascher has academic training in collaborative policymaking and has previously taught PPA 270. Sarah Rubin has extensive experience as a practitioner of collaborative methods, working for multiple organizations. Rob Wassmer is an urban economist and has focused extensively on affordable housing issues in his teaching, policy advice to practitioners, and research. All faculty members contributed to the design of the course and will be involved in student assessment.

The MPPA program offers a graduate-level Certificate in Collaborative Governance. Students who complete *both* PPA 272 and PPA 270 with passing grades are eligible for the certificate. For those in the MSULD Program, PPA 272 will substitute for the core course requirement of PPA 251: Urban Problems, Economics, and Public Policy. Furthermore, since the MSULD requires PPA 270, all MSULD graduates will earn this certificate.

This syllabus is a living document, subject to revision as the course progresses.

SPECIFIC LEARNING OBJECTIVES

At the end of PPA 272, students will:

1. Distinguish between interest and positional based approaches to negotiation and be prepared to use each as appropriate;
2. Understand and be able to use key elements of public engagement process design;
3. Be prepared to act as facilitators, outreach leaders, and evaluators for collaborative efforts;
4. Understand key aspects of the economics, institutions, and politics that have generated an affordable housing crisis in California;
5. Understand the key challenges facing efforts to improve the amount of affordable housing in California; and
6. Be prepared to use collaborative practices most likely to lead to an increased level of affordable housing.

CONDUCT OF THE COURSE

This course relies heavily on your participation. We will regularly engage in exercises designed to illustrate principles and give you practice in collaborative methods. We may ask you to assume such roles as acting as lead facilitator for a collaborative exercise. Accordingly, it would be best to come to class prepared to participate in conversations about the materials you have read. We will spend a lot of our time applying materials, so please read the materials thoroughly.

IN-PERSON AND REMOTE ATTENDANCE

We will deliver this course in an in-person format that abides by all Pandemic Protocols in place during the meeting times. Per university rules, for fall 2021, students not comfortable with in-person attendance can access courses through remote delivery. The details of this are still in process; we will update you when the details are precise. Nevertheless, be aware that the preferred method of attending PPA courses is in-person. We advise you to obtain the appropriate COVID-19 vaccinations and attend PPA 205 class sessions in person, if possible.

READINGS AND VIDEOS

The following books are required. They will be available at the Hornet Bookstore and may be purchased there; the books will also be available from other outlets such as Amazon.

Connor Dougherty, *Golden Gates: Fighting for Housing in America* (Penguin Books, 2021).

William L. Ury, Roger Fisher, and Bruce Patton, *Getting to Yes: Negotiating Agreement Without Giving In*, 3rd edition (Penguin Books, 2011)

Note: The 2nd edition may also be available and is an allowed substitute.

Shane Phillips, *The Affordable City: Strategies for Putting Housing Within Reach (and Keeping it There)* (Island Press, 2020)

**Professor Wassmer recommends that students read *Golden Gates* before the start of the course.**

Additionally, shorter readings are required and available on Canvas (the University’s learning management system) or otherwise provided to students. A few videos are also required and also accessed through Canvas.

GUEST SPEAKERS

We are likely to include several guest speakers with practitioner experience; details will be forthcoming. Guest speakers may appear in person or via Zoom.

SUMMARY OF ASSIGNMENTS AND GRADING

The course will use various assignments applicable to each of its segments and a more extended final assignment to have students integrate ideas related to collaboration with ideas related to urban economics. Specific assignments and grading weights for each include the following:

Collaborative Practices Unit 40% of the course grade

* Short papers on a key reading 5%
* Short paper on proposing a meeting design 5%
* Paper on “Negotiations from the Margins” case 15%
* Paper on evaluating real-world facilitation 15%

Urban Economics Unit 30% of the course grade

* Four short papers on readings 30% total

Final Paper Integrating the Two Units 20% of the course grade

Class Participation 10% of the course grade

SPECIAL NEEDS RELATED TO DISABILITIES

Should you need assistance with portions of class due to disabilities, please let me know as soon as possible. The University offers services to students with disabilities. We would be glad to refer you to the appropriate campus unit.

ACADEMIC HONESTY

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

DISTRACTIONS

Please do not use cell phones or surf the Web during class unless we give you explicit permission to do so. You are welcome to use your computer to take notes and for other purposes specified by your instructor.

LATE ASSIGNMENTS AND MISSED CLASSES

We will accept late assignments (or allow for a make-up examination) only in unusual circumstances. At our discretion, a student who misses a deadline may qualify for a make-up assignment. Whether or not we assess a penalty depends on the reason (e.g., a family emergency constitutes a good reason; a competing requirement for another course does not).

We expect students to attend all class sessions unless they have a compelling reason not to do so. You should notify Professor Lascher or Wassmer (depending on who is teaching that night) in advance if you need to miss a class. Except under very unusual circumstances, a student who misses three classes will be penalized for one entire grade (e.g., an A- for the course will become a B-). A student who misses more than three classes will receive a failing grade.

CLASS SCHEDULE

SEPTEMBER 2: INTRODUCTION AND REVIEW OF PPA 270 IDEAS (Ted & Sarah)

**Readings**

* Summary of Key PPA 270 Ideas
* California Consortium on Public Engagement, “Civic Engagement in California,” 2015

# SEPTEMBER 9: THINKING ABOUT INTERESTS AND INTEREST-BASED NEGOTIATION, PART ONE (Ted & Sarah)

# *Assignment, Due September 7: Summary of Key points from Lax and Sebenius*

**Readings**

* *Getting to Yes,* selections
* Lax, D. and J. Sebenius. 1986. “Creating Value, or Where Do Joint Gains Really Come From?” In *The Manager As Negotiator: Bargaining for Cooperation and Competitive Gain*. New York: The Free Press. Pp. 88-116

# SEPTEMBER 16: THINKING ABOUT INTERESTS AND INTEREST-BASED NEGOTIATION, PART TWO (Ted & Sarah)

# *Assignment, Due at the beginning of class*: paper on “Negotiating from the Margins”

**Readings**

* *Getting to* Yes, selections
* “Negotiating from the Margins: The Santa Clara Pueblo Seeks Key Ancestral Lands,” Kennedy School of Government Case Study

SEPTEMBER 23: PUBLIC ENGAGEMENT PROCESS DESIGN, PART ONE (Ted & Sarah)

**Readings**

* To come

SEPTEMBER 30: PUBLIC ENGAGEMENT PROCESS DESIGN, PART TWO (Ted & Sarah)

***Assignment, Due September 28: Propose a Meeting Design***

**Readings**

* To come

# OCTOBER 7: FACILITATION (Ted & Sarah)

**Readings**

* Institute of Local Government handout on facilitation
* Brian Adams, “Working through disagreement in deliberative forums,” *The Social Science Journal*, 2015

# OCTOBER 14: OUTREACH, DATA GATHERING, AND EVALUATION (Ted & Sarah)

# *Assignment Due at the Beginning of Class*: evaluating a rea- world facilitation

# Readings

# To come

OCTOBER 21: Documenting the Public Policy Problem OF Affordable Housing in CA (Rob)

**Readings**

* *Golden* Gates: Preface, Chapter 1 – Members of the Public, Chapter 1 – Organizing the Unorganizable
* CA Budget & Policy Center – [Housing Affordability & Homelessness](https://calbudgetcenter.org/issues/housing-affordability-homelessness.).

* CA Housing and Community Development – [California’s Housing Future: Challenges and Opportunities: Final Statewide Housing Assessment 2025](https://www.hcd.ca.gov/policy-research/plans-reports/docs/sha_final_combined.pdf).

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* CA FWD – [Building Racial and Economic Equity through Home Ownership.](https://cafwd.org/resources/building-racial-and-economic-equity-through-home-ownership/)

* Cal Matters – [Californians: Here’s Why Your Housing Costs Are So High](https://calmatters.org/explainers/housing-costs-high-california/?utm_medium=email&utm_source=CalMatters%20Newsletters&utm_campaign=6bfc880f61-EMAIL_CAMPAIGN_2021_04_16_10_45&utm_term=0_faa7be558d-6bfc880f61-151209652&mc_cid=6bfc880f61&mc_eid=789e065aef).

october 28: The Economics of Housing (Rob)

**Readings, Video, and Podcast**

* *Golden Gates*: Chapter 3 – *No Hay Peor Lucha…,* Chapter 5 – Sue the Suburbs, Chapter 7 – Old Ways, Chapter 8 – The Valued Added Investor
* Economic Topic Videos – [Housing Supply and Demand](https://www.youtube.com/watch?v=hcJ3-bYxoI4).

* Lincoln Institute Land Matter Podcast – [Housing at a Time of Crisis](https://www.lincolninst.edu/publications/articles/2020-07-land-matters-podcast-housing-crisis),

NOVEMBER 4: State Politics and Institutions Related to Housing (Rob)

**Readings and Podcast**

* *Golden Gates*: Chapter 6 – The Second Housing Package, Chapter 10 – The Rent is Too Damn High
* RCG - Housing is Critical Infrastructure: [Social and Economic Benefits of Building More Housing](https://cdn.nar.realtor/sites/default/files/documents/Housing-is-Critical-Infrastructure-Social-and-Economic-Benefits-of-Building-More-Housing-6-15-2021.pdf).

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* EconTalk Podcast: [J. Schuetz on Land Regulation and the Housing Market.](https://www.econtalk.org/jenny-schuetz-on-land-regulation-and-the-housing-market/)

* Vox – [Biden’s Innovative Idea for Tackling Skyrocketing Housing Process](https://www.vox.com/22369761/biden-infrastructure-american-jobs-act-housing-prices-rents-bubble-race-to-the-top).

* UCLA Lewis Center – [How Cities Can Use CA’s Housing Law…](https://escholarship.org/uc/item/45g8b2pv)

[No class NOVEMBER 11: Veterans Day]

November 18: City and Citizens Interest in Local Housing (ROB)

**Readings and Podcast**

* *Golden Gates*: Chapter 9: Sonja for Supervisor, Epilogue – Neighbors for More Neighbors
* EconTalk Podcast – [K. Einstein on Neighborhood Defenders](https://www.econtalk.org/katherine-levine-einstein-on-neighborhood-defenders/).

* Gimme Shelter Podcast – [The Case for Local Control Over Housing](https://podcasts.apple.com/us/podcast/case-for-local-control-over-housing-susan-kirsch-juan/id1280087136?i=1000454018783).

* Planet Money Podcast – [Yes in My Backyard](https://www.npr.org/sections/money/2018/07/27/633238360/episode-856-yes-in-my-backyard).

[No Class NOVEMBER 25: Thanksgiving Holiday]

december 2: A Path Toward More Affordable Housing in California (Rob, Ted & Sarah)

**Readings**

* Urban Land Institute – [Yes in My Backyard: How States and Local Communities Can Find Common Ground in Expanding Housing Choices and Opportunities](https://americas.uli.org/yes-backyard-new-urban-land-institute-report-outlines-states-cities-can-find-common-ground-expanding-housing-choices-opportunities/).
* Florida Housing Coalition – [Avoiding and Overcoming Neighborhood Opposition to Affordable Rental Housing](https://nlihc.org/sites/default/files/AG-2021/02-10_Avoiding-Overcoming-Opposition.pdf).
* *The Affordable City*: Section 1 – Principles and General Recommendations; Section 2 – Policies

DECEMBER 9: DEALING WITH THORNY ISSUES, ESPECIALLY IN THE AREA OF HOUSING, AND COURSE WRAP-UP (Ted, Sarah, & Rob)

**Readings**

* Aaron James, *Assholes: A Theory*, selections
* Others to come

**Student Services Information and Links**

1. [Services to Students with Disability (SSWD)](https://www.csus.edu/student-affairs/centers-programs/services-students-disabilities/)  
   *“Sacramento State is committed to ensuring an accessible learning environment where the course or instructional content is usable by all students and faculty. If you believe that you require disability-related academic adjustments for this class, please immediately contact Services for Students with Disabilities (SSWD) to discuss eligibility. A current accommodation letter from SSWD is required before any modifications, above and beyond what is otherwise available for all other students in this class will be provided.”*
2. [Student Health and Counseling Services](https://www.csus.edu/student-life/health-counseling/)  
   *“Your physical and mental health are important to your success as a college student. Student Health and Counseling Services (SHCS) in The WELL offers medical, counseling, and wellness services to help you get and stay healthy during your time at Sac State. SHCS offers Primary Care medical services, including sexual and reproductive healthcare, transgender care, and immunizations; urgent care for acute illness, injuries, and urgent counseling needs; pharmacy for prescriptions and over-the-counter products; mental health counseling, including individual sessions, group counseling, support groups, mindfulness training, and peer counseling; athletic training for sports injury rehabilitation; wellness services, including nutrition counseling, peer-led health education, and wellness workshops, and free safer sex supplies; violence and sexual assault support services. Most services are covered by the Health Services fee and available at no additional cost.”*
3. [Crisis Assistance & Resource Education Support (CARES)](https://www.csus.edu/student-affairs/crisis-assistance-resource-education-support/)  
   *“If you are experiencing challenges with food, housing, financial or other unique circumstances that are impacting your education, help is just a phone call or email away. The CARES office provides case management support for any enrolled student*
4. [Drop and Withdrawal Policy](https://www.csus.edu/academic-affairs/internal/_internal/_documents/drop-and-withdrawal-policy.pdf)
5. [Grading Policy](https://www.csus.edu/umanual/acad/umg05150.htm)
6. [Academic Advising](https://www.csus.edu/student-life/academic-advising/)

[Information Resources and Technology](https://www.csus.edu/information-resources-technology/)

[Support Centers and Programs](https://www.csus.edu/student-affairs/centers-programs/services-students-disabilities/)

[Reading & Writing Center](https://www.csus.edu/undergraduate-studies/writing-program/reading-writing-center.html)

[Student Rights and Responsibilities](https://www.csus.edu/umanual/student/stu-0119.htm)