

CALIFORNIA STATE UNIVERSITY, SACRAMENTO**PPA 270:
Introduction to Collaborative Policy Making****Fall, 2019**

Professor Ted Lascher
Tahoe Hall Room 3036
916-278-4864
tedl@csus.edu

Class meeting time and place:
Mondays, 6-8:50, Sacramento State
Downtown, 304 S Street, Room 108
Office hours: Mondays 4:00-6:00
at 304 S Street and by appointment

OVERVIEW

This seminar is designed to explore, understand, and use the collaborative approach to policy-making and governance. We will consider how this form and practice may help to break out of traditional “wicked” policy controversies and produce policy innovations and sometimes consensus for action. Collaboration may also be used in a more limited way, e.g. to create a dialogue or develop a vision. The seminar will explore the theory on which collaborative decision-making is based and the components of a collaborative approach, maintaining realism about what collaboration can deliver, at what cost. Additionally, the course will examine specific challenges to collaborative governance such as difficult people who may sabotage it. There will be a heavy emphasis on applying concepts through classroom exercises, review of case studies, and analysis of real time collaborative efforts

PPA 270 is designed as the first class in a two-course sequence. The second is PPA 272, focused on advanced practice. Students who complete both courses with satisfactory grades will be eligible for the Collaborative Governance Certificate.

SPECIFIC LEARNING GOALS

At the end of PPA 270 it is expected that students will understand:

1. The basic theories and ideas that guide the collaborative approach.
2. Key components of the collaborative approach.
3. How collaboration may operate differently in varied situations
4. How to engage in interest-based and principled negotiation.
5. How to address key challenges to the collaborative approach.

6. The overall advantages and tradeoffs of the collaborative approach

CONDUCT OF THE SEMINAR

This course will rely heavily on student participation, with an emphasis on active learning. To be successful, students will need to read class materials prior to class, prepare for exercises and the like and engage fully in each session.

READINGS

Three books are required and may be purchased at the Hornet Bookstore. The books are:

Emerson, Kirk and Tina Nabatchi. 2015. *Collaborative Governance Regimes*. Washington: Georgetown University Press.

Robert Fisher, William Ury, and Bruce Patton. 1991. *Getting to Yes: Negotiating Agreement Without Giving In*, Second Ed. Penguin Books.

Straus, David. 2002. *How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions*. San Francisco: Berrett-Koehler Publishers.

Further readings will be posted on Canvas or otherwise made available.

ASSIGNMENTS AND GRADING WEIGHTS

I use multiple assessment methods in the course. There will be a short written assignment due at the beginning of the second session as well as papers on negotiation and effective meetings. Additionally, students will participate in a group project aimed at analyzing a real world collaborative effort; specifics regarding that project will be forthcoming. As well, there will be a take-home final examination. I will also assess general class participation including exercises and class discussion.

Tentative assignment due dates are specified in the class schedule section at the end of this syllabus. Depending especially on the availability of guest speakers, I may tweak assignment dates.

Course grades will be determined in accordance with the following weights:

Take home final exam	25%
Paper on negotiation	20%
Paper on effective meetings	20%
Group project presentation	20%
Class participation	10%
Short assignment on failure to collaborate	5%

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 student with disabilities and I would be glad to refer you to the appropriate campus unit.

ACADEMIC HONESTY

I take issues of academic honesty (including avoiding 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 on-line University Policy Manual: <http://www.csus.edu/umannual/AcademicHonestyPolicyandProcedures.htm>.

DISTRACTIONS

Please do not use cell phones or surf the Web during class. You are welcome to bring a laptop computer to take notes or for other purposes specified by your instructor, but I may prohibit laptops if they are being used inappropriately.

LATE ASSIGNMENTS AND MISSED CLASSES

I will accept late assignments (or allow for a make-up examination) only in unusual circumstances.

I expect students to attend all class sessions unless they have a compelling reason not to do so. You should notify me in advance if you need to miss a class. Unless truly exceptional circumstances exist, a student who misses three classes will be penalized one entire grade (e.g. an A- for the course will become a B-), and a student who misses more than three classes will receive a failing grade.

CLASS SCHEDULE

Part One: The Basics of Collaboration

AUGUST 26. Introduction: The Promises and Perils of Collaborative Efforts

Read: 1) "Public Conversations and Legislative Deliberations: Oregon's Governor Barbara Roberts Takes on Fiscal Reform," Kennedy School of Government Case Study, Harvard University, 1235.0 & 1235.1 (regular case plus sequel); 2) *Collaborative Governance Regimes*, Introduction, chapter 1, and case study of addressing Tucson jet flight noise on pp. 87-92

SEPTEMBER 2. No class, Labor Day

SEPTEMBER 9. Why Do People Fail to Collaborate and How Is the Collaborative Approach Different?

Assignment Due: short analysis of failure to collaborate

Read: 1) *Collaborative Governance Regimes*, chapters 2-4; 2) Berlin and Carlstrom, "Why Is Collaboration Minimized at the Accident Scene?" *Disaster Preparation and Management: An International Journal* (2011)

SEPTEMBER 16. Elements of a Collaborative Approach & Varieties of Collaborative Efforts

Read: 1) DIAD model, Five Stages of Collaborative Decisions on Policy Issues, Conditions Favorable to Initiate an Interest-Based Collaborative, and Conditions for Authentic Dialogue; 2) *Collaborative Governance Regimes*, chapter 5

Guest Speaker: Adam Sutkus, Office of Emergency Services

SEPTEMBER 23. Traditional Negotiation and its Discontents

Read: 1) *Getting to Yes*, chapter 1; 2) James Sebenius, "Six Habits of Merely Effective Negotiators," *Harvard Business Review* (2001)

Guest Speaker: Megan MacPherson, City of Roseville

Simple Negotiation Exercise (to be distributed and conducted during class)

Video to Be Viewed in Class: "Just Go with It" movie clip

SEPTEMBER 30. Interest Based and Principled Negotiation, Part One

Read: 1), *Getting to Yes*, chapters 2-5; 2) Brenda L. Kennedy “Interest-Based Collective Bargaining: A Success Story,” Industrial Relations Centre, Queen’s University, 1999

More Complex Negotiation Exercise (to be distributed and conducted during class)

OCTOBER 7. Interest Based and Principled Negotiation, Part Two

Paper Due: negotiation analysis

Read: 1) case study materials to be provided; 2) *Getting to Yes*, chapter 6-end; 3) Jennifer W. Reynolds, “Breaking BATNAS: Negotiation Lessons from Walter White,” *New Mexico Law Review* (2015)

Videos to Be Viewed in Class: 1) Jamie Bissonnette Lewey interview; 2) “Breaking Bad” segment

Part 2: Deeper into Collaboration Skill Building

OCTOBER 14. Assessing Suitability for Collaboration

Read: 1) Center for Collaborative Policy, “Assessment Report: Government, Culture and Climate of California State University, Sacramento; 2) Center for Collaborative Policy, Water Forum Assessment

Guest Speaker: Alex Cole-Weiss, Consensus and Collaboration Project, Sacramento State

OCTOBER 21. Conducting Stakeholder Analysis

Read: 1) Amelia Gomez, “An Assessment Of Mitigation Strategies to Address Environmental Impacts of Homeless Encampments,” 2019 MPPA thesis, selections; 2) BSRr, “Stakeholder Mapping,” 2011; 3) WWF, “Stakeholder Analysis,” 2005; 4) USAID, “Collaboration Mapping: A Facilitation Guide,” 2018

Guest Speaker: Amelia Gomez (MPPA 2019), State Water Board

OCTOBER 28. Setting up an Effective Collaborative Meeting

Paper Due: analyzing effective meetings

Guest Speaker: Andrew Sturmfels (MPPA 2012), Department of General Services

Read: Straus, *How to Make Collaboration Work*, chapters 1-4

NOVEMBER 4. Facilitating an Effective Collaborative Meeting

Read: Brian E. Adams, "Working Through Disagreement in Deliberative Forums," *The Social Science Journal* 52 (2015), pp. 229-238

Video to Be Viewed in Class: National Issue Forums selections

Part 3: Addressing Three Specific Challenges & Course Wrap-Up

NOVEMBER 11. No class, Veterans' Day

NOVEMBER 18 Challenge 1: Legal Restrictions on Collaborative; Challenge 2: Dealing with Difficult People

Read: 1) Steven B. Quintanilla, "The Ralph M. Brown Act First Hand," *Western City*, February, 1999; 2) Lauri Diana Boxer-Maco, "Too Much Sun? Emerging Challenges Presented by California & Federal Open Meeting Legislation to Public Policy Consensus-Building Processes;" 3) Aaron James, *A**holes: A Theory*, selections (Doubleday, 2012); 4) Benjamin Studebecker, "A Critique of Aaron James' "A**hole Theory"

Review again: *Getting to Yes*, chapter 7-end

NOVEMBER 25. Challenge 3: Involving Reluctant People and People Who Find Participation Difficult

Read: John Hibbing and Elizabeth Theiss-Morse, *Stealth Democracy*, selection

Guest Speaker: Sarah Rubin, Department of Conservation

DECEMBER 2. Group Presentations & Course Wrap-Up

Final group presentations

Note: If we do not finish up group presentations today we will complete them on

December 9

*Take home final assignment due electronically no later than 5 p.m. on Friday,
December 13*