PPA 272

**Collaborative Policy Making:
Advanced Practice**

Spring 2019

Thursdays
6:00 pm - 8:50 pm

Downtown Campus Classroom #108

Instructor:
Dr. Sara McClellan

PUBLIC POLICY & ADMINISTRATION AT SACRAMENTO STATE

Instructor: Dr. Sara McClellan

Office Hours: Thursdays from 3:30pm-5:45pm and by appointment: www.saramcclellan.com/appointments

Office Location: Downtown Campus, #226

Cell: (530)500-5506

Email: sara.mcclellan@csus.edu

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:

- de Bono, E. (1999). *Six Thinking Hats.* Little, Brown and Company.

- Gray, B., & Purdy, J. (2018). *Collaborating for Our Future: Multistakeholder Partnerships for Solving Complex Problems.* Oxford University Press.

- Kaner, S. (2014). *Facilitator's Guide to Participatory Decision-making* (3rd ed.). John Wiley & Sons.

- Malhotra, D. (2016). *Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts Without Money or Muscle.* Berrett-Koehler.

Book Retained from PPA 270:

- Fischer, R., Ury, W., & Patton (1981). *Getting to Yes: Negotiating Agreement Without Giving in.* Penguin Group.

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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

PPA LEARNING OBJECTIVES	APPLICATION IN PPA 272
(1) a. Construct clear definition of problems	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.
(1) e. Draw upon multiple disciplines to understand and address policy and administrative problems	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.
(2) a. Use different analytical skills and tools strategically	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.

(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

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

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.

Date	Topic	Readings (TBD)	Assignments
Assessing Readiness and Preparing for Multi-Party Collaboration			
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	
Week 2 January 31, 2019	Framing collaborative engagements and setting initial expectations	• Malhotra, Part I: The Power of Framing (Chapters 1-6) • Weaver, L. (2014). The promise and peril of collective impact. *The Philanthropist*, *26*(1).	
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			
Week 4 February 14, 2019	Determine collaborative governance roles, stakeholders, and structures	• Cornforth, C., Hayes, J. P., & Vangen, S. (2015). Nonprofit–public collaborations: Understanding governance dynamics. *Nonprofit and Voluntary Sector Quarterly*, *44*(4), 775-795. • Gray & Purdy, Chapter 9 • Wallestad, A. (2017). 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	
No Class on March 7 – Project Work (Sara at ASPA Conference)			

Week 7 March 14	Developing a project plan or process map	• Kellogg, W. K. (2004). *Using logic models to bring together planning, evaluation, and action: logic model development guide.* Kellog Foundation.	**Collaborative Portfolio Paper 3:** Meeting Design/Analysis
**No Class March 21: Spring Break**		
**Facilitating Difficult Group Interactions**		
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).	
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
Week 10 April 11	Applying interpersonal communication strategies to resolve conflict	• Patterson, K. (2002). *Crucial conversations: Tools for talking when stakes are high.* New York, NY: McGraw-Hill (Chapter 6—available via Canvas).	
Week 11 April 18	Navigating tensions and unanticipated events	• Huxham, C. (2003). Theorizing collaboration practice. *Public Management Review*, *5*(3), 401-423. • Eisenberg, E. M. (1995). A communication perspective on interorganizational cooperation and inner-city education. In L. C. Rigsby, M. C. Reynolds & M. C. Wang (Eds.), *School-Community Connections: Exploring Issues for Research and Practice*. San Francisco, CA: Jossey-Bass Publishers (available via Canvas).	
**Improving Collaborative Process**		
Week 12 April 25	Establishing and applying metrics; communicating progress	• Frey, B. B., Lohmeier, J. H., Lee, S. W., & Tollefson, N. (2006). Measuring collaboration among grant partners. *American Journal of Evaluation*, *27*(3), 383-392.	
Week 13 May 2	Engaging in action research and reflection	• Kaner, Part III: Sustainable Agreements (Chapters 15-17)	**Collaborative Portfolio Paper 5:** Progress Assessment
Week 14 May 9	**TBD**	No Reading	**Learning Reflections**