

CALIFORNIA STATE UNIVERSITY, SACRAMENTO

PPA 270: Collaborative Policy Making Fall 2026

Instructor:

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Class Meeting Time and Place:

Thursdays, 6:00 PM-8:50 PM
304 S Street, Sacramento State Downtown Campus, Room 104/5

Office Hours:

By appointment

OVERVIEW

This course is designed to explore, understand, and use the collaborative approach to policymaking and governance. We will consider how this practice may help to resolve intersectoral challenges, produce innovations, and facilitate consensus-inclined action. The course will explore the theory upon which collaborative decision-making is based and examine the benefits and costs of a collaborative approach. Additionally, balancing theory with practice, the course will examine various challenges to collaborative governance. 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. Theories and research that explain the prerequisites, components, and lifecycle of the collaborative approach.
2. A focus on negotiation and conflict management as key components of collaboration.
3. How to facilitate collaboration through stakeholder analysis, facilitating discussions, dispute resolution, consensus-building and interest-based and principled negotiation.
4. How to understand and address key challenges to the collaborative approach.
5. How to engage underrepresented stakeholders and address, in the policymaking process, asymmetries of access to the collaborative approach.

CONDUCT OF THE COURSE

This course centers on student participation. We will make regular use of exercises designed to simulate principles and give students practice in collaborative methods. Students may be asked to take the lead in facilitating class discussions. To be successful, students will need to read course materials prior to class, prepare for the exercises, 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 made available on Canvas.

ASSIGNMENTS AND GRADING WEIGHTS

Assignment due dates are specified in the class schedule section at the end of this syllabus. Course grades will be determined in accordance with the following weights:

Individual Presentation: "What's Missing?"	20%
Paper: "Collaborative Methods"	20%
Group Presentation: "Pathways to Action"	20%
Class Participation Throughout the Course	40%

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 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: Frameworks

SEPTEMBER 3. Introduction: Why Do People Fail to Collaborate?

Readings:

- Ansell, C. and A. Gash. (2007). Collaborative Governance in Theory and Practice. *Journal of Public Administrative Research*.
- *Collaborative Governance Regimes*, Introduction and Chapter 1

Exercise:

- Analysis and Discussion: Failure to Collaborate

SEPTEMBER 10. How Is the Collaborative Approach Different?

Readings:

- Booher, D., Innes, J. (2009). "Collaborative Policymaking: Governance Through Dialogue." *Deliberative Policy Analysis: Understanding Governance in the Network Society*. Cambridge University Press.
- *Collaborative Governance Regimes*, Chapter 2

Exercise:

- Applying "Diversity + Interdependence + Authentic Dialogue" (DIAD) Theory

SEPTEMBER 17. Elements and Varieties of Collaborative Efforts

Reading:

- *Collaborative Governance Regimes*, Chapters 3-4

Exercise:

- Applying "Collaborative Governance Regime" Theory

Part Two: Methods

SEPTEMBER 24. Negotiation and Conflict Management

Readings:

- *Getting to Yes*, Chapter 1
- Sebenius, J. (2009). Six Habits of Merely Effective Negotiators. *Harvard Business Review*.

Exercise:

- Position-Based Negotiation

OCTOBER 1. Principled Negotiation: Basis of Collaboration

Readings:

- *Getting to Yes*, Chapters 2-3

OCTOBER 8. Principled Negotiation: Basis of Collaboration

Readings:

- *Getting to Yes*, Chapters 4-5
- Kennedy, B. (1999). Interest-Based Collective Bargaining: A Success Story. Industrial Relations Centre. Queen's University

Exercise:

- Positional versus Interest-Based Negotiation

OCTOBER 15. Obstacles and Remedies

Reading:

- *Getting to Yes*, Chapters 6-8

Exercise:

- Conflict Mode Self-Assessment

OCTOBER 22. Student Presentations: "What's Missing?"

OCTOBER 29. No class

NOVEMBER 5. Stakeholder Engagement

Reading:

- Straus, *How to Make Collaboration Work*, Introduction and Chapters 1-2

Exercise:

- Who's in? and Who's out?

NOVEMBER 12. Consensus-Building and Process-Mapping

Reading:

- Straus, *How to Make Collaboration Work*, Chapters 3-4

Exercise:

- Group Presentation Work

NOVEMBER 19. Process Facilitation

Reading:

- Straus, *How to Make Collaboration Work*, Chapter 5

Exercise:

- Group Presentation Work

NOVEMBER 26. No class (Thanksgiving Day)

DECEMBER 3. Group Memory

Reading:

- Straus, *How to Make Collaboration Work*, Chapter 6

Exercise:

- Group Presentation Work

DECEMBER 10. Group Presentations: Pathways to Action