

## CALIFORNIA STATE UNIVERSITY, SACRAMENTO

### PPA 270: Introduction to Collaborative Policy Making Fall 2022

#### Instructor:

Josh Rosa  
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(916) 531-5723

#### Class Meeting Time and Place:

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

#### Office Hours:

Thursdays, 8:50 PM-10:00 PM  
304 S Street, Sacramento State Downtown Campus

## 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 traditional “wicked” policy controversies, produce policy innovations, and facilitate consensus-based action. The course will explore the theory on which collaborative decision-making is based and examine the benefits and costs of a collaborative approach. Additionally, the course will examine various challenges to collaborative governance. Balancing theory with practice, this course draws upon the expertise and insights of practitioners by also engaging a variety of guest speakers including government managers, elected officials, and nonprofit leaders, who have led or participated in multistakeholder decision-making processes. 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. How to facilitate collaboration through stakeholder analysis, facilitating discussions, conflict resolution, and interest-based and principled negotiation.
3. How to understand and address key challenges to the collaborative approach.
4. How to engage underrepresented stakeholders and address asymmetries of access to the collaborative approach.

## CONDUCT OF THE COURSE

This course will rely heavily on student participation. We will make regular use of exercises designed to illustrate 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 class 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 posted on Canvas or otherwise made available.

## ASSIGNMENTS AND GRADING WEIGHTS

I use multiple assessment methods in the course. There will be four short written assignments, with deadlines specified in the class schedule section at the end of this syllabus. Additionally, the course includes a group project presentation. I will also assess general class participation including exercises and class discussion. Finally, there will be a take-home final examination. 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:

Analysis: Failure to Collaborate	10%
Proposal: Collaborative Problem-Solving	10%
Analysis: Decision-Making Meeting	10%
Analysis: Dealing with Difficult People	10%
Group Project Presentation	20%
Class Participation Throughout the Course	20%
Take-home Final Examination	20%

## 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>.

## 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**

SEPTEMBER 1. Introduction: The Promises and Perils of Collaborative Efforts

#### Read:

1. Ansell, C. and A. Gash. "Collaborative Governance in Theory and Practice," in *Journal of Public Administrative Research*, 18: 543-571. 2007.
2. *Collaborative Governance Regimes*, Introduction, chapter 1, and case study of addressing Tucson jet flight noise on pp. 87-92

SEPTEMBER 8. Why Do People Fail to Collaborate and How Is the Collaborative Approach Different?

#### Read:

1. *Collaborative Governance Regimes*, chapters 2-3
2. "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)

SEPTEMBER 15. Elements of a Collaborative Approach & Varieties of Collaborative Efforts

Assignment Due: Analysis of Failure to Collaborate

#### Read:

1. DIAD model, Five Stages of Collaborative Decisions on Policy Issues, Conditions Favorable to Initiate an Interest-Based Collaborative, and for Authentic Dialogue
2. *Collaborative Governance Regimes*, chapter 4

Introduce Group Project

SEPTEMBER 22. Traditional Negotiation and its Discontents, Part One

Assignment Due: Proposal: Collaborative Problem-Solving

Read:

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

SEPTEMBER 29. Traditional Negotiation and its Discontents, Part Two

1. *Getting to Yes*, chapters 2-3

Negotiation Exercise: The Two-Dollar Game

OCTOBER 6. Interest-Based and Principled Negotiation, Part One

Read:

1. *Getting to Yes*, chapters 4-5
2. Brenda L. Kennedy "Interest-Based Collective Bargaining: A Success Story," Industrial Relations Centre, Queen's University, 1999

OCTOBER 13. Interest-Based and Principled Negotiation, Part Two

Read:

1. *Getting to Yes*, chapter 6-end
2. Jennifer W. Reynolds, "Breaking BATNAS: Negotiation Lessons from Walter White," New Mexico Law Review (2015)

Guest Speaker: Steve Hansen, former Sacramento City Councilmember

OCTOBER 20. Collective Visioning

Read:

1. *Collaborative Governance Regimes*, chapter 5
2. *Enough Talk: An Action Plan for the Toronto Region*

Guest Speaker: Staci Anderson, President and CEO, PRO Youth and Families

## **Part 2: Deeper into Collaboration Skill Building**

OCTOBER 27. Equity and Public Engagement

Read: Straus, *How to Make Collaboration Work*, chapters 1-2

Guest Speaker: Megan Scheid, Deputy City Manager, City of Roseville

NOVEMBER 10. Assessing Suitability for Collaboration and Conducting Stakeholder Analysis

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
3. BSR, "Stakeholder Mapping," 2011
4. WWF, "Stakeholder Analysis," 2005
5. USAID, "Collaboration Mapping: A Facilitation Guide," 2018

NOVEMBER 17. Setting up and Facilitating an Effective Collaborative Meeting

Read: Straus, *How to Make Collaboration Work*, chapters 3-4

Assignment Due: Meeting Analysis

Group Project: Session #1

Guest Speaker: Mayor Pro Tem Eric Guerra, City of Sacramento

NOVEMBER 24. No class, Thanksgiving Day

DECEMBER 1. Evaluating Costs and Benefits of Collaboration

Read: Straus, *How to Make Collaboration Work*, chapters 5-6

Assignment Due: Analysis: Dealing with Difficult People

Group Project: Session #2

DECEMBER 8. Group Presentations & Course Wrap-Up

Group Project: Session #3. Final group presentations

*Take home final assignment due electronically no later than 5 p.m. on Friday, December 16.*