DRAFT
PUAD 703/GOVT 753
Third Party Government
ONLINE Spring 2019

Schar School of Policy and Government   Dr. Sheldon Edner
George Mason University   Spring Semester, 2019

ONLINE ACCESS INFORMATION:

This is an asynchronous online class (no face to face meetings, all course work is completed through internet based teaching technology, and students progress individually through assignments). To login to the Blackboard system you will have to activate your GMU login and email system. Upon admission to the university instructions will be or were sent to you on how to do this.

GMU's online teaching system is Blackboard, which is accessed through the GMU main webpage (GMU.edu). On the webpage in the right hand corner you will see a list of subject topics. Look for "My Mason". Clicking on this link will take you to the "My Mason" Portal, which will link directly to Blackboard. In the center of the Portal welcome screen there is a secure Mason Login box which will take you to the primary information screen for the Portal. After logging in click on the "Courses" tab in the upper right hand quadrant of the screen. This will take you to your course listing for the current term. Clicking on the listing for this course (PUAD 703/GOVT 753) will take you to the home page for the course. From there follow the instructions for the course and access FAQ and Blackboard Help.

INSTRUCTOR INFORMATION:

Cell Phone – (202) 491-8340
E-mail: sedner@gmu.edu
Office Hours: Virtual Office Hours

The instructor will return all email and phone contacts within 24 hours or less. More immediate responses are available through virtual office hours which can be scheduled directly with me.

Important Dates

- Last day to add classes: Tuesday January 29, 2019
- Last day to drop class without tuition penalty Sunday February 21, 2019

Student Engagement:

Students are expected to maintain active engagement in the course. At a minimum, students shall visit the course site at least one time per week during the course. Additionally, students are expected to read all weekly announcements and submit contributions to discussion boards,

journals and wikis on time. Meeting these standards constitutes will make a significant contribution to your overall grade.

Course Description/Overview:

This is a core requirement for the MPA degree. We have built the course around applied network management practice and research in intergovernmental relations and/or interorganizational relations.

In the past half century, conducting the "public's business" has become even more complex, as governments at all levels have been called upon to address social and economic problems that go well beyond their capacity and legitimacy. At the same time, the complexity of the problems today often extend beyond national boundaries, requiring government to work with international agencies, networks of nonprofits and governmental units in other countries.

Not surprisingly the archetypical model that has guided public administration for decades—where the authorization, financing and implementation of programs happens within a hierarchical government organization—has given way to a governance model characterized by dispersed networks of public and private actors working on problems more or less purposively, coherently and collaboratively. In this environment government's role is often one of activating, orchestrating, steering, or simply setting the stage for others to act rather than implementing programs directly. These complex governance arrangements have profound implications for managers trying to achieve public objectives while remaining attentive to democratic concerns like equity, accountability, and transparency. Questions shift from what program can address this problem to what tools (e.g., grants, contracts, tax credits and regulations), strategies and networks can best achieve our public objectives. Put simply, succeeding in these collaborative management environments requires different skills and disciplines than those with more traditional environments. This new environment entails a shift from management and control skills to "enablement skills" required to engage multiple partners in collaborative governance projects and programs.

By the end of the course you will:

- Understand the implications of relying on third parties for achieving public objectives while attending to concerns such as equity and accountability.
- Examine the different tools the government has at its disposal to structure the action of third parties in achieving public objectives, including the features of the tool, historical use of tools in different problem domains, the strengths and limitations of each tool.
- Examine public problem solving networks and understand the strength of these networks for achieving public objectives, including the different roles played by various actors as well as their capacity and interests.
- Understand the complexity of managing across organizational boundaries and the challenge of marshaling the support of their own organization and finding ways to incentivize, stimulate, cajole, enable, or perhaps even mandate participation by independent third parties who answer to different constituencies and subscribe to widely different priorities and values.

Be able to identify strategies for managing power, authority, resources, timelines, organizational relationships and multi-organizational goals in the context of unpredictable results and outcomes.

Course Structure:

The course will be conducted as a graduate level seminar. This requires active and informed participation by everyone in the class. All students will be expected to have read and thoughtfully considered each week's reading assignments. Effective participation in discussion assignments and wikis will be critical to course success. In addition, students will make presentations of their own research/analysis and provide constructive advice to their peers using Power Point, Kaltura and Blackboard Collaborate.

Course Requirements:

There will be one principal writing assignment required for this course. A paper focused on student assessments of the network context and successful third party management styles will be submitted at the end of the term.

Module 1 will require every participant (including the instructor) to post a personal introduction on the course wiki.

For modules 2-9 sessions will alternate between:

1. Graded discussion forums which will expect all students to choose one of three questions and provide a primary post of 300 words and two secondary comments of 150 words on the primary posts of their colleagues (you pick two other primary posts to comment on).

2. Graded analyses of third party cases which will expect all students to choose one of three questions and provide a primary post of 300 words and two secondary comments of 150 words on the primary posts of their colleagues (you pick two other primary posts to comment on).

For modules 10-13 the class will be broken into four groups. Each week a group will be expected to record, using Power Point, Blackboard Collaborate or Kaltura, a 20-minute video summarizing the readings for one of the modules of the course. This video will be uploaded to Blackboard for the other students to review and will be the subject of a wiki for that module. Groups not involved in the video effort for that module will comment on the video in the wiki. The submitted video will be graded utilizing the rubric provided. Student comments to the wiki will also be evaluated.

Finally, active engagement/participation is expected of each student in each module. Such participation should be premised on a careful and thoughtful reading of all required texts. At a minimum, students shall visit the course site at least one time per week during the course. Additionally, students are expected to read all weekly announcements and submit contributions to discussion boards on time. Finally, Module 14 will focus on a general discussion by all course participants on a set of questions related to writing the final paper.

Completing the module 1 introduction (25 points) and the module 14 discussion (75 points) and constitutes 10 percent of the overall course grade.

Course Evaluation:

The final grade for this course will be based on:

1. Submitted group video assignment (150 points);
2. Student comments on videos (3 at 50 points each for a total of 150 points);
3. Discussion board participation (4 at 50 points each)
4. Case analyses (4 at 50 points each);
5. Course engagement (Self-introduction, Module 14 and effective participation (a total of 100 points);
6. Management context and styles paper (200 points).

Total points for the class assignments 1000 points. Grades will be assigned based points earned:

A+ = 97.5-100 %	B = 86-83.5%
A = 97-93.5 %	B- = 83-80%
A- = 93-90 %	C = 79-75%
B+ = 89-87.5 %	F = 74 % and below

Course Policies

LATE SUBMISSIONS: Due dates for all assignments are indicated in the detailed syllabus! Late submissions are generally not accepted. However, upon prior arrangement with and approval of the instructor an alternative submission date may be arranged.

MAKE UP WORK: There is no make-up work unless prior approval is sought from and provided by the instructor.

MAKE UP TESTS: There are no examinations for the course.

EXTRA CREDIT: There is no extra credit work for the course.

INCOMPLETES ASSIGNMENTS: All assignments must be attempted in order to get partial credit. Failure to attempt discussion boards will lead to a score of "0" (zero) credit. Failure to submit required papers will earn zero points.

INCOMPLETION OF COURSE REQUIREMENTS: Failure to submit assignments for the course will lead to a reduction in overall course grades of one full level (an "A" will be reduced to a "B"). Failure to submit multiple assignments will lead to failing the class.

FAILURE TO MAINTAIN ENGAGEMENT: Failing to access Blackboard less than three times per week on average during the term will lead to a reduction of the engagement grade to "0" points.

FAILURE TO COMPLY WITH GMU HONOR CODE: Not following the GMU Honor Code will lead to a grade of "F" for the course. Faculty in the Schar School have zero tolerance for academic dishonesty and will strictly enforce Mason's honor code.

Required Readings:

There are five books available at the bookstore or from other sources of the student's choosing.

Robertson, David, Federalism and the Making of American , 2nd edition, (New York: Taylor, 2018)

Bromberg, Daniel, ed., Problem Solving with the Private Sector: A Public Solutions Handbook (New York: Routledge Press, 2016)

Agranoff Robert, Collaborating to Manage: A Primer for the Public Sector (Washington, DC, Georgetown University Press, 2012)

Erik Hans Klijn and Joop Koppenjan, Governance Networks in the Public Sector (New York: Routledge, 2016)

Goldsmith and Eggers, Governing by Network (Washington, DC, Brookings Institution, 2004)

Other reading assignments will be available electronically for the course:

Provan and Lemaire, "Core Concepts and Key Ideas for Understanding Public Sector Organizational Networks: Using Research to Inform Scholarship and Practice" *Public Administration Review*, September/October 2012, Vol. 72, Number 5 (http://onlinelibrary.wiley.com.mutex.gmu.edu/doi/10.1111/j.1540-6210.2012.02595.x/full).

Salamon, Lester, The Tools of Government, Chaps 1 and 22 (e-reserves).

Lisa Bingham and Rosemary O'Leary, "A Managers Guide to Resolving Conflicts in Collaborative Networks" (Washington, D.C.: IBM Center for the Business of Government, 2007) [download from website www.businessofgovernment.org]

Recommended:

John Donahue, The Privatization Decision (New York, Basic Books, 1989)

H. Brinton Milward and Keith G. Provan, "A Manager's Guide to Choosing and Using Collaborative Networks" (Washington, D.C.: IBM Center for the Business of Government, 2006) [download from website www.businessofgovernment.org]

Robert Agranoff, <u>Managing Within Networks</u> (Washington, DC, Georgetown University Press, 2007)

<u>Student Expectations**</u>

Academic Integrity: Students must be responsible for their own work, and students and faculty must take on the responsibility of dealing explicitly with violations. The tenet must be a foundation of our university culture. [http://masononline.gmu.edu/student-resources/academicintegrity].

Honor Code: Students must adhere to the guidelines of the George Mason University Honor Code [See http://oai.gmu.edu/the-mason-honor-code2/].

MasonLive/Email (GMU Email): Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account. [See https://masonlivelogin.gmu.edu].

Patriot Pass: Once you sign up for your Patriot Pass, your passwords will be synchronized, and you will use your Patriot Pass username and password to log in to the following systems: Blackboard, University Libraries, MasonLive, myMason, Patriot Web, Virtual Computing Lab, and WEMS. [See https://password.gmu.edu/index.jsp].

University Policies: Students must follow the university policies. [See http://universitypolicy.gmu.edu].Responsible Use of Computing - Students must follow the university policy for Responsible Use of Computing. [See http://universitypolicy.gmu.edu/policies/responsible-use-of-computing].

University Calendar: Details regarding the current Academic Calendar. [See http://registrar.gmu.edu/calendars/index.html].

Students with Disabilities: Students with disabilities who seek accommodations in a course must be registered with the George Mason University Disability Resource Center (DRC) and inform their instructor, in writing, at the beginning of the semester [Please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.

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**Students are expected to follow courteous Internet etiquette at all times;
see http://www.albion.com/netiquette/corerules.html for more information regarding these expectations.

<u>Religious Holidays:</u>

The GMU policy on the observance of religious holidays can be accessed at the following web addressed: http://ulife.gmu.edu/calendar/religious-holicay-calendar.

Since this course does not "meet face to face" it is up to the individual student to manage their time and schedule to complete assigned course work by assigned dates. Required submissions that fall on a GMU recognized holiday may be submitted early or no later than the day after the holiday. Religious observances lasting more than a single day should be discussed with the

instructor before submission deadlines to negotiate alternative submission dates.

Student Privacy:

Family Educational Rights and Privacy Act (FERPA): The Family Educational Rights and Privacy Act of 1974 (FERPA), also known as the "Buckley Amendment," is a federal law that gives protection to student educational records and provides students with certain rights. [See http://registrar.gmu.edu/ferpa].

Student Services:

University Libraries: University Libraries provides resources for distance students. [See http://library.gmu.edu/for/online and http://infoguides.gmu.edu/distance_students].
Writing Center: The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing. [See http://writingcenter.gmu.edu]. You can now sign up for an Online Writing Lab (OWL) session just like you sign up for a face-to-face session in the Writing Center, which means YOU set the date and time of the appointment! Learn more about the Online Writing Lab (OWL).
Counseling and Psychological Services: The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See http://caps.gmu.edu].

Technology Requirements

Hardware: You will need access to a Windows or Macintosh computer with at least 2 GB of RAM and to a fast and reliable broadband internet connection (e.g., cable, DSL). A larger screen is recommended for better visibility of course material. You will need speakers or headphones to hear recorded content and a headset with a microphone is recommended for the best experience. For the amount of Hard Disk Space required to take a distance education course consider and allow for the storage amount needed to install any additional software and space to store work that you will do for the course. If you are considering the purchase of a new computer, please go to http://compstore.gmu.edu/pdfs/TechGuide.pdf to see recommendations.

Software: You will need a browser and operating system that are listed compatible or certified with the Blackboard version available on the myMason Portal. See supported browsers and operating systems. Log in to myMason to access your registered courses. Online courses typically use Acrobat Reader, Flash, Java, and Windows Media Player, QuickTime and/or Real Media Player. Your computer should be capable of running current versions of those applications. Also, make sure your computer is protected from viruses by downloading the latest version of Symantec Endpoint Protection/Anti-Virus software for free at http://antivirus.gmu.edu. Students owning Macs or Linux should be aware that some courses may use software that only runs on Windows. You can set up a Mac computer with Boot Camp or virtualization software so Windows will also run on it. Watch

http://support.apple.com/kb/VI54?viewlocale=en_US about using Windows on a Mac. Computers running Linux can also be configured with virtualization software or configured to dual boot with Windows. Note: If you are using an employer-provided computer or corporate office for class attendance, please verify with your systems administrators that you will be able to install the necessary applications and that system or corporate firewalls do not block access to any sites or media types.

Course-specific Hardware/Software: Check the syllabus for your course or contact the instructor prior to the start of the course to find out about specific technical requirements for your class. Hardware or software required for your course or program may be available for purchase at Patriot Computers (the University's computer store that offers educational discounts and special deals).

There are no specific technical software requirements for this course beyond standard word processing software.

HONOR CODE POLICY

The Honor Code policy endorsed by the members of the Department of Public and International Affairs relative to the types of academic work indicated below is set out in the appropriate paragraphs:

- Quizzes, tests and examinations. No help may be given or received by students when taking quizzes, tests, or examinations, whatever the type or wherever taken, unless the instructor specifically permits deviation from this standard.

- Course Requirements: All work submitted to fulfill course requirements is to be solely the product of the individual(s) whose name(s) appears on it. Except with permission of the instructor, no recourse is to be had to projects, papers, lab reports or any other written work previously prepared by another student, and except with permission of the instructor no paper or work of any type submitted in partial fulfillment of the requirements of another course may be used a second time to satisfy a requirement of any course in the Department of Public and International Affairs. No assistance is to be obtained from commercial organizations which sell or lease research help or written papers. With respect to all written work as appropriate, proper footnotes and attribution are required.

DISABILITIES

If you have a documented learning disability or other condition that may affect academic performance you should: 1) make sure this documentation is on file with Office of Disability Services (SUB I, Rm. 4205; 993-2474;http://ods.gmu.edu) to determine the accommodations you need; and 2) talk with me to discuss your accommodation needs.