Collaborative Governance: Nonprofit, For-Profit, and Public Sectors

PAD 6600-001  
Thursday 4:00-6:45pm  
School of Public Affairs  
Lawrence Street Building, Classroom 500  
Danielle M. Varda, Ph.D.  
danielle.varda@ucdenver.edu  
Office Hours: Wed 3:30-4:30pm and by appointment

Course Description: Organizations across all sectors increasingly respond to complex problems through involvement in networks which potentially offer innovative and flexible responses. Unfortunately, managing networks is not necessarily the same as managing a single organization. Knowing ways of managing within and across organizations are essential to effective performance in a networked system. This course focuses on collaborative governance as interactions across nonprofit, for-profit, and public sectors, with analyses and applications.
This course seeks to provide students with:

1. Understanding of the basic language and concepts of networks;
2. Understanding of the advantages and challenges of using networks to address public problems;
3. Basic skills to necessary to design, manage, and evaluate networks.
4. Opportunities for shared experiences among students and speakers from different professions, different levels of government, and the public, private, and nonprofit sectors;

By the end of this course, the student will be able to:

1. Identify the fundamental changes in public management that have led to the increasing usage of intergovernmental, interagency, and intersectoral networks;
2. Understand the differences between managing hierarchies and managing networks;
3. Practice and apply various techniques and tools for improving collaborative governance processes;
4. Suggest courses of action for improving performance of collaborative governance in a network setting.

This class will model collaboration by coordinating guest speakers and student assignments with an MPA class at the University of North Carolina Wilmington taught by Professor Laurie Paarlberg. At various times during the semester, we will connect with our UNCW colleagues to share guest speakers and make group presentations. In addition, you will be assigned to a group that will be composed of both UNCW and UCD students to work through a network simulation.

Required Texts: (all can be purchased at the Auraria bookstore or through various on-line sites)

- Huxham, Chris and Vangen, Siv. (2005). Managing to Collaborate. Routledge. (if you do not want to purchase this book, most chapters are available in a variety of journals, which have been identified in the syllabus).

Other resources, such as additional cases or journal articles, will be available on Blackboard or through the library electronic databases.

Communication: There are several ways to communicate with me—by phone, stop by the office (although I’m not always there) but the quickest way is to send me an e-mail. It is necessary for all students to have a UCD e-mail account, because I will be sending announcements, changes, updates through E-MAIL.

Format: If you send me an e-mail, it is very helpful if you begin your subject heading for each e-mail with the course number and then what it pertains to.

eg: Subject: PAD 6600: Question about readings

NING: We will be using NING for our communications with UND. You will get an email invitation to join the site, but it can also be found here: http://uncw-ucdcollaboration.ning.com/

Blackboard: We will be using Blackboard as a place to post readings and upload assignments. If you are looking for course resources, check here. Blackboard provides online assistance on how to most effectively configure your web browser.

Participation: To maximize the effectiveness of this course, your participation in all class discussions and activities is expected. Come to class prepared, having read the readings and ready to participate in class discussions. Participation is evaluated on the quality, not quantity, of your interactions. You will not receive “points” for being present or absent.

Project Teams; Each student will be assigned to a project team at the beginning of the semester. Your team will be composed of both UNCW and UCD students. Your team will be responsible for finding creative and effective solutions to long distance collaborative. Your grade will be based upon both your final group assignments, as well as your write-up of your collaborative learning experience. The Ning site provides a forum for you to share documents and have online discussions with your project team.

General Guidelines for Written Papers

Please utilize the following criteria for submitting all written assignments: Assignments that do not follow these guidelines will reflect a lower grade: (1) Word processed, double-space text; (2) Use 12-point type (Times New Roman is preferred); (3) 1 inch margins all around; (4) Include all team member names in the header of the report & paginate in the footer: (5) Proofread, spell-check and ensure that your written assignment is professional in appearance; (6) Use APA citations for attribution of writing, or ideas of other authors must be indicated through the use of citations. Citation resources: http://library.uncw.edu/web/research/citation/citingsources.html

PLAGARISM: ALL WORK MUST BE STUDENT’S OWN. Any student who is caught plagiarizing another’s work will receive “0” points for that assignment and may be subject to University disciplinary action. FOR FURTHER INFORMATION ABOUT PLAGARISM—WHAT IS IS AND HOW TO AVOID IT see UCD’s Academic Honor Code:

Tips for Effective Writing in PAD 6600

1. Be upfront and clear about the purpose of your writing and the direction it will take—providing an introduction to your paper and your findings.
2. Use theoretical concepts to support your analysis and recommendations. Draw upon network concepts to support your analysis.
3. Demonstrate that you read the course material by referencing the readings (both required and anything additional that you access to complete your paper).

C Paper: Demonstrates that the student read the course material; “Given what we know now, the manager should have obviously done something different.”

B Paper: The student understands key concepts; “The manager should have taken different action based upon logical reasoning or common experience.”

A Paper: The student expands class readings. “The manager should have done “x” because of the cause and effect that theory/concept “y” implies.” Also demonstrates that the student has explored

Grades:

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<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>94% +</td>
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<tr>
<td>A-</td>
<td>90-93%</td>
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<td>B+</td>
<td>87-89%</td>
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<td>B</td>
<td>84-86%</td>
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<td>B-</td>
<td>80-83%</td>
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<td>C+</td>
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<td>C</td>
<td>74-76%</td>
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<td>C-</td>
<td>70-73%</td>
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You will have 4 assignments due throughout the semester. These include Part 1 and 2 of the Network Analysis, a Groups Experience Reflection, and a Book Review. Each assignment will include a written component and the Network Analysis (Part 1 and 2) will also include an oral presentation. (Doctoral students should expect some variations on 1 or more of the assignments, to be discussed with the instructor.)

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Date</th>
<th>Points</th>
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<tr>
<td>Participation: Including Getting to Know Your Team</td>
<td>ongoing</td>
<td>10</td>
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<tr>
<td>Network Analysis --Part I (Group)</td>
<td>10/7</td>
<td>25</td>
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<tr>
<td>Network Analysis - Part II (Group)</td>
<td>11/11</td>
<td>25</td>
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<tr>
<td>Reflection on Group Experience (Individual)</td>
<td>11/28</td>
<td>15</td>
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<tr>
<td>Book Review (Individual)</td>
<td>12/9</td>
<td>25</td>
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Policies on late assignments:

- LATE ASSIGNMENTS WILL automatically lose 20% point value.
- No assignments will be accepted 1 week after original due date.
- NO INCOMPLETES WILL BE GIVEN WITHOUT DOCUMENTATION OF NEED.
**Class Schedule & Readings/Assignments** (subject to change based upon guest speaker availability, acts of nature and other interesting world events.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
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READ: Goldsmith and Eggers: Ch1: The New Shape of Government  
READ: Goldsmith and Eggers. Ch 2: The Advantages of the Network Model  
(**) READ: Kamensky, Ch 1 |
| **Week 4** 9/16 | Tools to Evaluate Networks | READ: http://www.partnertool.net  
Lab Activity: PARTNER; UCINET |
| Co-location: Introductions/PARTNER Intro | | |
| Out of Class Activity: Use the NING site to get to know your partners | | |
| Week 5 9/23 | **Collaborative Governance**  
**READ:** Huxham and Vangen (2004): Ch 3 & 5  
| --- | --- |
| Week 6 9/30 | **Networks Membership**  
**READ:** Huxham and Vangen , ch 8  
**Co-location:** Guest Speaker: Darrin Hicks (UC Denver) –“thoughtful inclusion”  
http://www.du.edu/ahss/schools/com/facultystaff/Hicks_Darrin.html |
| Week 7 10/7 | **Network Leadership, Power, and Positions**  
**READ:** V and G (2004): Ch 10 & 12  
**Co-location:** Student Presentations: Simulation Assignment 1 |
| Week 8 10/14 | **Network Management / Managing Aims and Purpose**  
**READ:** Huxham and Vangen (2004): Ch 6 & 7  
**Week 9**  
10/21  
**Negotiation and Conflict Resolution in Networks**  
**READ:** V and G (2004): Ch 14  
**READ:** O'Leary and Bingham () A Manager’s Guide to Resolving Conflicts in Collaborative Networks.  
**Co-location:** GUEST SPEAKER: Calvin Peck and Suzanne Dorsey. Collaborating Across Contentious Issues—the Case of Bald Head Island.

**Week 10**  
10/28  
**Facilitating Network Trust & Identity**  
**READ:** V and G (2004): Ch 9 & 11  
**Co-Location:** Guest Speakers: Frankie Roberts and Kim McLaughlin Smith – Collaborating amid Diversity

**Week 11**  
11/4  
**Networks and Outcomes**  
**READ:** Agranoff, Ch 8: Do Networks Perform?  
**READ:** Goldsmith and Eggers, Ch 6: Networks and the Accountability Dilemma  
**READ:** Outcome Mapping: http://www.idrc.ca/en/ev-26586-201-1-DO_TOPIC.html  
**Co-location** Guest Speaker: Ayelet Talmi  
Measuring Systems of Care Outcomes (WONDERbabies)
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<tr>
<th>Week 12</th>
<th>Final RFP Presentations</th>
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<tr>
<td>11/11</td>
<td>Co-location: Final Student Presentations</td>
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<tr>
<td>Week 13</td>
<td>No In Class Meeting – Start on Books for Book Clubs (Informal Book Club Meeting Optional)</td>
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<td>Week 14</td>
<td>Thanksgiving – No Class</td>
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<td>Week 15</td>
<td>Network Challenges</td>
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<tr>
<td>12/2</td>
<td>READ: Goldsmith and Eggers, Ch 3</td>
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<td>Network Challenges Panel</td>
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<td>Week 16</td>
<td>Book Clubs Discuss/Share</td>
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<td>12/9</td>
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