

PLS 542-Managing Inter-Organizational Relations

Tuesdays, Summer 2007

Instructor: Milan Dluhy

Office hours: Monday and Tuesdays, 2-5 pm or by appointment

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Course Description: This seminar explores the interrelationships between the public sector, the private sector, the non-profit sector, and the educational sectors at the community level. The focus is on identifying crosscutting issues and problems at the community level and developing political support for viable and feasible solutions. Major theories of networking, collaboration, and coalition building are examined within the legal and political context of intergovernmental relations and federalism.

Course Goals:

- To gain an understanding of the day-to-day operations of the intergovernmental and federal system in the U.S.
- To analyze the major theories of networking, collaboration, and coalition building
- To develop strategies for engaging citizen driven policy development and implementation at the community level
- To evaluate strategies at the community level which lead to better results
- To develop, write, and present a “White Paper” on a specific issue at the community level

Assignments and Grade Distribution:

- Weekly Assignments.....45%
- White Paper and Presentation....45%
- Class participation and contributions.....10%

Outline for “White Paper”: (maximum 12 pages although appendices with data or other displays can be added. One page Executive Summary.)

- Problem statement and justification
- Coalition of Support/Network for problem resolution
- Developing consensus using a citizen driven political process
- Strategies for involvement of citizens and other key decision makers
- Analyze and evaluate major policy options for solving problems
- Recommendations and rationale for your solution

Books:

Paul Epstein, et. al. (2006). Results That Matter: Improving Communities by Engaging Citizens, Measuring Performance, and Getting Things Done. San Francisco: Jossey-Bass.

Richard Feiock (2004). Metropolitan Governance: Conflict, Competition, and Cooperation. Washington, D.C. : Georgetown University Press.

Stephen Goldsmith and William Eggers (2004). Governing By Network: The New Shape of the Public Sector. Washington, D.C.: The Brookings Institution.

Lawrence J. O'Toole, Editor (2007). American Intergovernmental Relations, Fourth Edition. Washington, D.C.: Congressional Quarterly Press.

Robert Putnam (2000). Bowling Alone. New York: Simon and Schuster.

Articles (to be handed out):

Milan J. Dluhy (2006). "Connecting Knowledge to Policy: The Promise of Community Indicators," Social Indicators Research, Volume 4.

Milan J. Dluhy and Harvey Averch (1997), "Crisis Management and Decision Making: A Case Study of Hurricane Andrew," reprinted in Hugh Gladwin, et. al., Hurricane Andrew. London: Routledge.

Topics and Assignments:

May 22

Introduction

Community Driven/Citizen Driven Strategies for Getting Results
Improving the Quality of Life in Southeastern North Carolina,

Attend June 1 Conference

Networking and Coalition Models for Getting Results, How to do it?

Community Indicators Movement in U.S. and Western European Community based movement, n=200 in U.S.

Selecting an issue to work on:

Increasing minority student enrollment at UNCW

Developing a ten-year plan to end homelessness in region

Enhancing job status and upward mobility minorities within the region

Focus on high value added jobs and industries in Region
Reducing child and adult abuse
Creating a sustainable city and region, more efficiency and green
development
Developing a regional transit system more efficiently and effectively
without major capital outlays
Increasing residential and high density living in the downtown and
Landfall area so that there is more of a mix use core

May 29
Relations

Legal, Political, & Historical Context of Intergovernmental

Overview of Key Elements of IGR
Selected intergovernmental issues in U.S.

Assignment: Read O'Toole, part I. Write a two-page memo in bullet format that outlines the major features of IGR/Federalism in the U.S. for a group of newly elected city council-people or county commissioners. What are the key things you think they need to know before they start their new job. Present this using power point. Turn in copies of your slides. Also tentatively identify the issue you would like to work on in the community

June 5

Governments as Political Interest Groups

Classical Single Purpose Interest Groups
Political Coalitions
PIGS (Public Interest Groups)
Coalitions for Federal Programs
Exemplars of Long Standing Federal Programs (Mass Transit, Beach Re-nourishment, CDBG, Medicare, Medicaid, Aging programs under Older Americans Act)
Intergovernmental Grant System

Read: O'Toole, Part II, Part III. , Begin Putnam book, i.e., skim first 100 pages.

Assignment: Pick one long-standing federal program and identify the coalition of support for the program. Use congressional hearings, Congressional Quarterly, magazines and journals, and web sites of interest groups and coalitions. Prepare a Table for distribution, which includes the different groups, their concerns or issues (focus), and budget or staff if they have a Washington office. Share copies with colleagues.

June 12

Bowling Alone

Why coalition building and networking is so difficult

What are the major obstacles to Inter-organizational Cooperation
What are the inherent problems in our society to collaboration

Read: Finish Skimming Putnam.

Assignment: In one page, what are the five major obstacles in contemporary society to developing coalitions of support for critical issues of the day or put in another way what stands in the way of positive social action and what must be overcome. Use Putnam's framework. How do we develop a civic culture? That will be our discussion for the day.

*******Report issue area for project.***

June 19

Governing by Networks and Coalitions

Models and Theories

Key Actors in Governmental, Non-profit, and Business Sectors

United Ways, Chambers of Commerce

Downtown Development Corporations,

Alliances of trade groups

Building and sustaining collective action

Read: entire Goldsmith and Eggers book.

Assignment: Using your issue area, identify the major key actors and members of the coalition of support for your issue. Give their position, interests, and values. If there is already opposition to what the proponents are going to support identify them as well. Can be done in Table format. Bring copies for class.

June 26

No class. Work on class project. Collect data on the nature of the problem and issue you will be working. Bring data to class July 3. Start reading Epstein.

July 3
groups)

Designing A Strategy for Engaging Citizens
Organizational Options (501 C3, coalitions, political action

Using forums and other dialogues
Developing position papers
Dissemination and other marketing strategies
Town hall meetings
Web-sites

Read: entire Epstein, et. al. book
Also read Dluhy article in Social Indicators Research.

Assignment: Using your issue, develop at least five strategies for engaging citizens in your issue and maximizing the impact of their input into policy development and implementation process. Power point presentation. Turn in slides.

July 10

No Class. Read Feiock, Chapters 1, 4, 6,7,9,11.

July 17

Regionalism a difficult nut to crack
Localism and narrow interests make collation behavior and the “commons” difficult to establish
Regional strategies that can work

Read: Finish Chapters in Feiock noted above.

Assignment 1: From Feiock, indicate the five major obstacles to Regional Cooperation and then indicate two ways of over coming these obstacles. Two page limit.

Getting the Results Oriented Message Out

Assembling a “White Paper”
Making an oral presentation
Writing an Executive Summary
Creating appendices
Using data in presentations
The limits of power point and how to overcome them
Dissemination of results in community
Op Ed writing (150 words)
Web-site design, what needs to be there
Press releases and press conferences
Social and political marketing of solution

Assignment 2: Go to Internet and find two “White Papers” which will serve as a model for your paper. Bring Papers to class for distribution. Some suggestions include the Jacksonville Community Council, Vision Buncombe, American Enterprise Institute, John Locke Society, Brookings Institution, Urban Institute, etc. They may not always call them “White Papers” but they are relatively short policy papers with recommendations and they almost always use data to make their argument, so stay away from essays.

July 24 everyone presents a 10-15 minute power point presentation on his or her “White Paper”.