

**COLLABORATIVE GOVERNANCE PRACTICUM**  
**SPRING 2016 - ONLINE**  
PA 510/610 (3 Credits)

*Portland State University \* College of Urban & Public Affairs*  
*Hatfield School of Government \* Division of Public Administration*

**Instructors:**



**Laurel Singer** is currently the Director of the National Policy Consensus Center within the Hatfield School of Government at Portland State University. Since coming to the Center in 2006, Laurel has served in various capacities including as Program Manager, the Director of Training and the Director of the Oregon Programs. In her work, Laurel draws on nearly 25 years of experience as a facilitator, mediator and trainer in public service and private practice. She has worked extensively in the human service arena at both the treatment and management level. As part of this work, Laurel helped pioneer the first Parent-Adolescent Mediation program in the Northwest Region. In 2011, she received the Oregon Mediation Association's Bryan Johnston Award in recognition of outstanding service in the public policy mediation field. Laurel holds an M.S. degree in Counseling Psychology from the University of Oregon, and is currently enrolled in the Public Affairs and Policy PhD program at Portland State University.



At the National Policy Consensus Center (NPCC) since 2003, **Steve Greenwood** has more than 35 years of public service at the federal, state and local levels, and has led numerous collaborative processes on issues such as Oregon's urban-rural divide, water allocations in eastern Oregon and Columbia River sediment management. Steve has been a frequent speaker on collaborative governance at conferences and seminars around the country, and holds a Master of Public Administration degree from the Kennedy School of Government at Harvard University. In 1991, Steve received a Fulbright fellowship to assist the government of Portugal on solid waste policy. In 2007, he was the recipient of the Outstanding Alumnus Award from the University of Oregon's Planning, Public Policy and Management Program.



**Craig Shinn** is Professor of Public Administration, and coordinates the MPA specialization in environmental and natural resource management for the Division of Public Administration. Craig is also the Associate Director of PSU's Executive Leadership Institute and Program Director for the Executive Master of Public Administration (EMPA) program. He earned a B.S. from University of Maine; an M.P.A at Lewis & Clarke College; and a Ph.D. at the University of Washington. Craig's research interests center on questions of environmental governance, collaboration,

civic capacity, organization and institutions, social aspects of sustainability and inter-jurisdictional administration of natural resources.

**Course Description:**

Collaborative Governance is a term used to describe a variety of processes in which representatives of all sectors—public, private and non-profit—are convened to work together to achieve solutions to public problems that go beyond what any one sector or party could achieve on its own. In this culminating practicum, students participate in discussions with faculty experts and fellow students as they apply the knowledge and skills gained in core courses to a community-based problem, issue or project of their choosing. Forty percent of coursework will be completed online; 50 service hours will be dedicated to the practicum placement or real-world project identified by the student. Prerequisites for the Practicum course are PA 510 Foundations of Collaborative Governance, PA 510 Collaborative Governance Process & Systems and USP 584 Negotiations in the Public Sector.

**Course Objectives:**

- Apply, test and evaluate the concepts and skills learned in earlier certificate courses in a real-world setting that students personally experience.

**Learning Competencies:**

The following competencies associated with the Public Administration division are listed below. Among the ten divisional competencies, we have **highlighted** those that are related to this course:

- 1. Articulate and exemplify the ethics, values, responsibilities, obligations and social roles of a member of the public service profession.**
- 2. Identify and apply economic, financial, legal, organizational, political, social, and ethical theories and frameworks to the practice of public service leadership, management and policy.**
- 3. Respond to and engage collaboratively with diverse local and global cultures and communities to address challenges in the public interest.**
- 4. Identify and engage with the key elements of the public policy process.**
5. Employ appropriate qualitative and quantitative techniques to investigate, monitor and manage human, fiscal, technological, information, physical, and other resource use.
6. Create and manage systems and processes to assess and improve organizational performance.
7. Conceptualize, analyze, and develop creative and collaborative solutions to challenges in public policy, leadership and management.
- 8. Assess challenges and explore solutions to advance cross-sectoral and inter-jurisdictional cooperation in public programs and services.**

- 9. Demonstrate verbal and written communication skills as a professional and through interpersonal interactions in groups and in society.
- 10. Think critically and self-reflectively about emerging issues concerning public service management and policy.

The Practicum course is a field-based class in which students arrange a practicum placement with their adviser during which they will apply the elements of collaborative governance learned in the pre-requisite courses: *Foundations of Collaborative Governance*, *Collaborative Governance Process & Systems* and *Negotiations in the Public Sector*.

The seminar described in the course outline below is in support of this practicum placement.

### Course Requirements:

### Course Readings

Students may be assigned specific supplemental readings to assist with problems or questions they encounter in their real-world project.

### Assessment and Grading

Students will be graded on the following:

- 10% Participation in Online Group Discussions
- 20% Participation in Field Work
- 10% Reflection Papers
- 10% PebblePad Workbook
- 50% Final Summary Paper (includes products related to project which are identified ahead of time with course adviser)

### Course Outline:

The Practicum course is predicated on organizational placements that are either identified by the student or arranged by the Program Coordinator. All work in the seminar is intended to support this practicum placement.

- Week 1: Identify elements of practice from *Foundations of Collaborative Governance*
  - group process; win-win agreements, civic capacityOnline Group Discussion: *Present project scope or describe what kind of project placement you are seeking*
- Week 2: Identify elements of practice from *Collaborative Governance Process & Systems*
  - phases of collaborative process; framing, charting, meeting prep

**Comment [1]:** This needs to be built out more so students understand their workload/due dates

**Comment [2]:** Can you say more about what Built out means? What more is needed here? this is going to be very difficult as I have literally no more than an hour in the day tomorrow.

**Comment [3]:** It may not be necessary for the new course application. This was really a note to myself that when the course goes live, it will be helpful to add to this brief information about readings, and exercise, and assignments and their due dates. This is one of our take-aways from Craig and Steve's course - Students have shared that a simple outline was not useful to them in managing/planning their workload.

Reflection Paper: *Why are you drawn to this project? What strengths or skills will you contribute to the project team?*

Week 3: Identify elements of practice from *Negotiations in the Public Sector*

Reflection Paper: *Evaluate negotiation content for practicum placement*

Week 4: Training on use of PebblePad Workbook

Begin building workbook for practicum placement

Field Work

Week 5: Field Work

Continue to contribute to workbook

Week 6: Online Group Discussion: *Identify according to practicum placement: phase of collaboration involved; challenges project team is experiencing associated with this phase; strategies project team has identified to deal with challenges they anticipate facing; alternative strategies student might suggest to project team*

Week 7: Field Work

Continue to contribute to workbook

Week 8: Reflection Paper: *Topic relevant to student experiences on practicum placements*

Week 9: Field Work

Continue to contribute to workbook

Week 10: Field Work

Online Discussion Topic/Feedback Session: *What approach will you take to your final summary paper?*

Week 11: Final Summary Paper

Revised 11-12-2015