Seminar: Devolution, Privatization, and the New Public Management
CRP 4120/6120, AEM 4330/6330, FGSS 4110/6110
Fall 2015, 4 credit hours

For Fall 2015 this course will co-meet with CRP 5074 Economic Development Workshop

Class meeting location: 208 W. Sibley Hall, Wednesday/Friday 10:10 am – 11:50 am

Professor: Mildred Warner, 215 W. Sibley Hall, 5-6816, mew15@cornell.edu

Office hours: Wednesday 2:30 – 4:30 and Friday 2:00 – 4:00 or by appointment

Class Website: http://blackboard.cornell.edu

Restructuring Local Government Website: http://www.mildredwarner.org/gov-restructuring

Course Description

Devolution, decentralization and privatization of government services are international trends. This seminar will review these trends in a national and international context and focus on the local public sector response. Concerns for efficiency as well as changing notions of the appropriate role for the public sector drive these shifts. Privatization and public private partnerships are perhaps the most controversial form of restructuring. Special attention will be given to the implications of these shifts for citizenship and urban governance, especially under austerity.

Decentralization and devolution reflect efforts to promote government responsiveness to citizens – by bringing decisions closer to the community, and to promote economic competitiveness by encouraging developmental over redistributive investments. While decentralization of service delivery is presented as a means to enhance citizen access and involvement, it also helps justify the shrinking of the social welfare state, especially in times of fiscal crisis. Current policies promote network governance involving coalitions of government, private and non profit and citizen actors. Planners are often key architects of these initiatives and need to be aware of their potential and their limitations. Many cities face deteriorating infrastructure and fiscal stress, and as commitment to social welfare erodes, cities are left with increasing responsibilities. New solutions will be critical for planners to help cities address the challenge of linking investments in infrastructure, economic and human development with more participatory forms of governance.

Learning Goals

1. Students will develop an understanding of urban governance and service delivery in a comparative global context that gives attention to emerging trends in infrastructure finance and provision. Measure: Students will read, discuss and summarize relevant literature.

URS Goals: Historical and Global Comprehension/World Citizenship
MRP Goals: The Future (Emerging Trends)/ Growth and Development/Global Dimensions of Planning

2. Students will refine their critical thinking and writing skills to address critical topics in urban governance, service delivery and finance. Measure: Written Papers and Group Projects. URS: Writing, Critical Thinking/Complex Problem Solving MRP: Critical Thinking, Research, Written, Oral and Graphic Communication

Assignments
As a discussion based seminar, class participation is essential. Students will have read materials prior to class and be prepared to discuss them.

Reading Summaries – Students will be expected to prepare short written summaries (1-2 single spaced pages) of readings several times during the semester. These must be posted to File Exchange (under Group “Entire Class”) on Blackboard 24 hours before class or students will be docked a letter grade. Some of these summaries may be selected for editing and posting to the Restructuring Local Government Website. Discussion between classes may occur on the class website discussion board. Students will be evaluated on the basis of their participation (both questions raised and insights offered).

All students will write four papers for the course and several shorter article summaries. This gives you a chance to practice various types of writing: summative, synthesis, professional, academic research. Students are welcome to rewrite assignments to improve their writing skills (and raise their grade) if they choose. The goal is to help you become a better writer.

Theory Paper – Select a theoretical issue and discuss its implications based on the theoretical readings in the course. This is essentially an exam where you choose the question that helps you integrate across the readings in the course and shows me your ability to write a critical synthesis demonstrating knowledge of the material. You must use at least 5 sources. (5 double spaced pages – bibliography can be one extra page). Due as hard copy in class on Oct 21.

Second Paper: Group Paper Due November 11 (topic and work plan due Sept 25) – Practical policy analysis. Work in groups (minimum 4 people) and develop a 15-30 double spaced page report suitable for a professional practitioner audience on the web (maximum 8000 words with bibliography, appendices and case studies can be in addition to the word limit). Topics can look at new forms of providing or financing public services. Topics could be: club or neighborhood based approaches, shared services, meeting the needs of informal settlements, a report on the pros and cons of contracting or mixed public/private management techniques in public works or infrastructure provision (current interest is especially high in water privatization and PPPs for highway infrastructure), or how cities are responding to fiscal stress. Identify the key issues and discuss them in depth. Bring in practical case material. Conduct original research (secondary and primary sources). Develop a presentation for the class (presentations Nov 4 and 6). Revise based on group feedback and turn in full report on Nov 11. As a web document it can have hotlinks, appendices, etc. Alternative to the Final Paper Some students will opt to edit
and improve their group paper en lieu of completing the final paper for the course. This could involve creating a shorter, desktop published issue brief for the web. If you would like to do this, discuss with me, as it depends on the quality of your original group report.

Book Review – Read and summarize a new book. Work in groups. Some groups will split up with 1-2 page summaries of each chapter and then a summary of the entire book. Others will write their summaries in the format of a professional book review (less than 1000 words), suitable for publication in a journal. Present to class Nov 18-20.

Final Paper (for Undergraduates): Synthesis Paper– Analyze one of the following themes – decentralization, state rescaling, regionalism, citizenship – from the last third of the course. Give particular emphasis to discussing the implications for governance and citizenship (5 double spaced pages with bibliography). Due Dec. 16.

Final Paper (for Graduates): Original Research Paper – Graduate students will outline a research paper on a topic of their own choosing. Write a concept paper outlining your focus and argument (3-4 pages) and include an annotated bibliography (3-4 pages). The final paper will not be more than 8 double spaced pages. Due Dec. 16.

Grading
All Students
Class Participation 25%
   Discussion in Class and on Website (5%)
   Article Summaries (20%)

   Theory Paper 20%
   Group Paper 30%*
   Book Review 5%
   Final Paper 20%

*For the group project paper, peer grading will form half of the group paper grade. Each member will submit via paper or email a list with each team member’s name, what they contributed, and a letter grade.

Ethics
Collaborative learning is the goal of this class. Group projects and class discussion depend on full participation of all students. Failure to deliver your component of the work on time undermines the learning experience of others and therefore constitutes an ethics violation of the class code (and will result in a grade reduction). If you find that you cannot complete an assignment for which you volunteered, then post a request to switch with someone to the class list and most likely someone will pick up for you. If not, you are still responsible. Grades for class participation and peer grading for the group project reflect this collaborative learning framework.
**Academic Integrity:** Each student in this course is expected to abide by the Cornell University Code of Academic Integrity. Any work submitted by a student in this course for academic credit will be the student’s own work. Citation of sources is fundamental to the academy – when in doubt, cite. Use your own words. If you use a direct quote from an author, cite the author including page number. *Students caught plagiarizing will be given an F.* Each student in this course is expected to abide by the Cornell University Code of Academic Integrity. See [http://cuinfo.cornell.edu/Academic/AIC.html](http://cuinfo.cornell.edu/Academic/AIC.html)

**Academic Accommodation:** In compliance with the Cornell University policy and equal access laws, I am available to discuss appropriate academic accommodations that may be required for students with disabilities. Requests for academic accommodations are to be made during the first three weeks of the semester, except for unusual circumstances, so arrangements can be made.

**Ownership and Posting of Course Materials** – Lectures and other course materials developed in this class or posted on Blackboard are intellectual property belonging to the author. Students are not permitted to buy or sell any course materials. No taping of lectures is allowed unless permission is explicitly granted by the instructor. Such permission is only for the student’s own study purposes. No additional posting of course materials is allowed without the express permission of the instructor. Such unauthorized behavior constitutes academic misconduct. Some materials developed by the class will be published to my website, but only after they have been thoroughly vetted and approved by me.

**Computer/Phone/Tablet Use in Class**

Computers, tablets and smart phones can be disruptive to class discussion and cause students to not be fully present. Thus, computers, tablets and smart phones may be used in this class *only if* they are used to take notes or to enhance class discussion. Violators will be called out.

**Readings**

Most of the readings for class are articles available on line through the Cornell Library System – on reserve in the Fine Arts Library, or linked via Blackboard.

Books listed for the ‘book fest’ part of the course will be read by only a few members of the class. Wait to purchase (or borrow) until the class has divided into groups and the book for each group is selected. All book fest books will be on reserve in the Fine Arts Library.
COURSE OUTLINE

Aug 26    Introduction: Overview of Course


August 28    Austerity and Fiscal Stress


Recommended

Tax Caps in Other States: Lessons for New York - By Hector Chang and Christine Wen, Cornell University


http://usj.sagepub.com/content/early/2014/01/23/0042098013519505.full.pdf+html

http://cjres.oxfordjournals.org/content/7/1/17.full.pdf+html

Bankrupt Cities, Municipalities List and Map


http://search.proquest.com.proxy.library.cornell.edu/docview/856831231

http://search.proquest.com.proxy.library.cornell.edu/docview/856831476/

**Sept 2 Growth Machine, Austerity Machine or Pragmatic Municipalism?**


Kim, Yunji and Warner, M.E. 2015. Geographies of Stress after the Great Recession (on Blackboard)


**Recommended**

Sept 4 Measuring Well Being - Guest Lecture by Yunji Kim

Social Indicators for New York Local Governments - By Ana Huckfeldt, Irene Hung & Roya Sabri, Cornell University. 2014.


Recommended
http://www.tandfonline.com/doi/pdf/10.1080/14649350220117780

http://www.planning.state.ri.us/documents/comp/CommunityIndicators.pdf

Sept 9 Local Economic Development after the Recession


Recommended
Can START-UP NY jumpstart the NY economy? Nidhi Subramanyam, Department of City and Regional Planning, Cornell University.

**Sept 11**  
**Privatization Trends**


http://www.tandfonline.com/doi/full/10.1080/10967494.2014.935231


**Recommended**


http://www.tandfonline.com/doi/full/10.1080/10967494.2014.935242#.VAMhpUijkXw

http://www.envplan.com.proxy.library.cornell.edu/epc/fulltext/c30/c11166.pdf


Kishimoto, S., Lobina, E. and Petitjean, O. 2015. Our public water future: The global experience with remunicipalisation TNI, PSIRU, Multinationals Observatory, MSP and EPSU


Sept 16 Group Work Session
Form Groups and Decide Your Group Project Focus. Read Examples of prior student work on my website

Sept. 18 Contracting Challenges: Cost Savings, Competition, Contract Design, Power


Recommended

http://search.proquest.com.proxy.library.cornell.edu/docview/197173069/fulltextPDF

Sept 23 Theoretical Bases for Privatization: New Public Management


Recommended


Feigenbaum, Harvey B. and Jeffrey R. Henig. 1994. “The Political Underpinnings of
http://www.jstor.org/stable/2950672


http://proquest.umi.com/pqdweb?index=37&did=709222&SrchMode=3&sid=8&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1187200565&clientId=8424&aid=9

http://proquest.umi.com/pqdweb?index=5&did=35514668&SrchMode=3&sid=1&Fmt=2&VInst =PROD&VType=PQD&RQT=309&VName=PQD&TS=1187213135&clientId=8424&aid=1

http://arp.sagepub.com/cgi/content/abstract/35/2/103


**Sept 25 ** Group Work Plan Due. Two – three page outline due (Focus, outline, plan of work, data sources, analysis plans)

**Sept 25 ** Public Choice Theory and Consumer Sovereignty

http://www.jstor.org.proxy.library.cornell.edu/stable/1826343


Recommended


**Sept 30 Voluntary Bargaining and Transaction Costs**


**Recommended**


Kidd, Jeremy, Kindergarten Coase (March 10, 2014). Available at SSRN: [link](http://ssrn.com/abstract=2421621) or [link](http://dx.doi.org/10.2139/ssrn.2421621)


**Oct. 2 Club Goods**


Additional Optional Reading: Practical Applications of Market Based Approaches: CIDs, BIDs, TDRs


**Oct 7 Governance by Network**


Recommended

http://jpart.oxfordjournals.org.proxy.library.cornell.edu/content/10/2/359.full.pdf+html


**Oct 9 Corporatization**


**Oct 14 Infrastructure as Universal?**


Recommended


**Oct 16 Review Session**

**Oct 21 Theory Paper Due. Begin to Form Groups for Book Fest**

**Oct 21 New Forms of Infrastructure Financing**


See Table 1, p 19 for list of elements in PPP enabling legislation


Recommended
http://s3.amazonaws.com/mildredwarner.org/attachments/000/000/413/original/d116ae904347207d0dd8d5916616045


http://heinonline.org.proxy.library.cornell.edu/HOL/Page?handle=hein.journals/nwjlsopo6&collection=journals&id=47

http://usj.sagepub.com/content/48/14/2975.full.pdf

**October 23 Group Work Session**

**October 26 – Special Lecture**  
**Lisa Hanley, 115 W Sibley 1:00 -2:30 pm**  
“Conceptualizing the Social Enterprise Landscape: Insights from Colombia, Mexico, Kenya and South Africa”

**Oct 28 Fiscal Decentralization: Empirical Evidence - Guest Lecture by Yuanshuo Xu**


Recommended


Environment and Planning A 44(6) 1363-1388


October 30 Decentralization: Challenges and Opportunities


Recommended


Nov 4 and 6 Group Project Presentations (Group Reports Due Nov 11)

Nov 11  Straightjacketing the State


http://search.proquest.com.proxy.library.cornell.edu/docview/208559569

Chapter 8 Trade agreements and investor protection: A global threat to public water
Satoko Kishimoto - See more at: http://www.municipalservicesproject.org/publication/our-public-water-future-global-experience-remunicipalisation#sthash.yENCEIjC.AT56jhla.dpuf
http://www.municipalservicesproject.org/userfiles/OurPublicWaterFuture_Chapter_eight.pdf

Recommended

http://aas.sagepub.com/content/39/2/127.full.pdf


Nov 13 Re-centralization Challenges


Recommended


Pastor, Manuel, Chris Benner and Martha Matsuoka 2009. This could be the start of something big: How social movements for regional equity are reshaping metropolitan America, Cornell University Press: Ithaca, NY. (Book on Reserve) Summaries found at http://cms.mildredwarner.org/summaries/pastoretal2009

http://usj.sagepub.com/content/early/2013/07/11/0042098013493480.full.pdf


http://usj.sagepub.com/content/early/2013/08/19/0042098013493481.full.pdf


http://uar.sagepub.com/content/42/2/249.full.pdf

http://jpe.sagepub.com/content/28/3/341.abstract

**Nov 18-20 Book Fest**

Class divides into groups and each reads one book and leads class discussion. Write a 5 page summary of the book suitable for a book review in a journal. All books on reserve in Fine Arts Library.


**Nov 23 (Monday)  Progressive Planning**

http://plt.sagepub.com.proxy.library.cornell.edu/content/8/1/32.full.pdf+html


http://eau.sagepub.com/content/16/1/27.full.pdf+html

**Recommended**

http://pas.sagepub.com/content/vol26/issue4/


http://jpe.sagepub.com/cgi/content/abstract/25/2/200


[http://urban.uiuc.edu/faculty/miraftab/miraftab/IPS-Miraftab.pdf](http://urban.uiuc.edu/faculty/miraftab/miraftab/IPS-Miraftab.pdf)


[http://dx.doi.org/10.1016/S0962-6298(01)00072-5](http://dx.doi.org/10.1016/S0962-6298(01)00072-5)

[http://www.northwestern.edu/ipr/publications/community/stepback.html](http://www.northwestern.edu/ipr/publications/community/stepback.html)

[http://www.demos.org/publication.cfm?currentpublicationID=0E23549B-3FF4-6C82-521EE468A7FE57E0](http://www.demos.org/publication.cfm?currentpublicationID=0E23549B-3FF4-6C82-521EE468A7FE57E0)

**Dec 2 - 4  Citizenship and the State**


http://soc.sagepub.com.proxy.library.cornell.edu/content/24/2/189.full.pdf+html

Recommended


(For more on the concept of accumulation by dispossession) 

Dec 16 Final Paper due