

EST 609 Working Syllabus (as of 1.07.08KE)
SUNY College of Environmental Science and Forestry
Spring 2009

Collaborative Governance for Environmental and Natural Resources Management

EST 609

3 credits

105 Marshall Hall

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Course Description:

The past 30+ years have been marked by a dramatic increase in expectations and experiences for multi-stakeholder involvement in environmental and natural resource decision making and implementation. Traditional consulting with publics via comment and formal public hearings is being augmented by an emphasis on addressing escalated conflicts and minimizing/preventing potential conflicts via mediation or other consensus-based processes. Most recently, the term collaborative governance is being used to characterize a number of these approaches, processes and systems, such as conservation partnering, community forestry, adaptive management, ecosystem-based management and environmental conflict resolution.

Federal and state governments are increasingly recognizing the need within their agencies and within stakeholder communities and the public as well to work collaboratively, to build consensus and to manage conflicts more constructively. They are also learning how difficult this is and seeking better, more efficient and reliable ways to engage people productively. While collaborative governance can often be the key to producing and implementing enduring environmental decisions and policy, it can also be challenging and, when poorly applied, sometimes counter-productive. Collaborative governance demands a lot from managers and participants in terms of leadership, the use of information from multiple sources and disciplines, coordination across multiple institutions and jurisdictions, and integration with existing administrative and regulatory structures.

This course provides an introduction to collaborative governance, its promise and its perils. The primary goal is to help participants become better consumers and producers of collaborative applications and tools and to encourage thoughtful critique, analysis and evaluation. This course is not a skills-building course per se, but it prepares participants to be more productive managers of and participants in collaborative processes.

Course Learning Objectives:

- Understand the theory, history and use of collaborative governance in ENR management
- Distinguish among different modes of public participation, civic engagement, public dispute resolution, shared decision making and network coordination available for ENR management
- Appreciate the limitations and critiques of collaborative governance

- Demonstrate knowledge of strategies and behaviors that lead to productive collaboration
- Assess collaborative potential for specific ENR cases and design appropriate management approaches
- Explore the challenges of ENR leadership and develop own collaborative leadership style
- Develop frameworks for evaluating the performance of collaborative governance for ENR

Class Schedule at a Glance:

Friday Feb 6 1:00-5:00;	Saturday Feb 7 8:30-4:30;	Sunday Feb 8 8:00-12:00
Friday Feb 13 1:00-5:00;	Saturday Feb 14 8:30-4:30;	Sunday Feb 15 8:00-12:00
Friday Mar 27 1:00-5:00;	Saturday Mar 28 8:30-4:30;	Sunday Mar 29 8:00-12:00

Attendance required in all classes for full duration of each scheduled class.

Required Texts (available for purchase from Follett's Orange Bookstore and on reserve at Moon Library):

Scholz, J. T. and B. Stiftel, Eds. (2005). Adaptive Governance and Water Conflict. Washington, DC, Resources for the Future.

Wondolleck, J. M. and S. L. Yaffee (2000). Making Collaboration Work Lessons from Innovation in Natural Resources Management. Washington, DC, Island Press.

Required Text (provided free at first session):

O'Leary, R. and L. B. Bingham (2007). A Manager's Guide to Resolving Conflicts in Collaborative Networks, IBM Center for the Business of Government.

Other Books on Reserve for required chapters or recommended reading:

Beierle, T. A. and J. Cayford (2002). Democracy in Practice. Washington, DC, Resources for the Future.

Bingham, L. B. and R. O'Leary, Eds. (2008). Big Ideas in Collaborative Public Management. Armonk, NY, M.E. Sharpe.

Carpenter, S. L. and W. J. D. Kennedy (2001). Managing Public Disputes A Practical Guide for Government, Business, and Citizen's Groups. San Francisco, Jossey-Bass.

Daniels, S. E. and G. Walker (2001). Working Through Environmental Conflict The Collaborative Approach. Westport, Connecticut, Praeger.

Koontz, T. M., T. A. Steelman, et al. (2004). Collaborative Environmental Management What Roles for Government? Washington, DC, Resources for the Future.

Lax, D. A. and J. K. Sebenius (1986). The Manager as Negotiator. New York, The Free Press.

O'Leary, R. and L. B. Bingham, Eds. (2003). The Promise and Performance of Environmental Conflict Resolution. Washington, DC, Resources for the Future.

Paul A. Sabatier, W. F., Mark Lubell, Zev Trachtenberg, Arnold Vedlitz, Marty Matlock, Ed. (2005). Swimming Upstream, Collaborative Approaches to Watershed Management. Cambridge, MA, The MIT Press.

Susskind, L. and J. Cruikshank (1987). Breaking the Impasse Consensual Approaches to Resolving Public Disputes. New York, Basic Books.

Required and Recommended Articles and Reports:

(To be provided on Blackboard (under development) or as handouts)

Albert, K. H., T. I. Gunton, et al. (2003). "Achieving Effective Implementation: An Evaluation of a Collaborative Land Use Planning Process." Environments December.

Allen, P. T. (1998). "Public Participation in Resolving Environmental Disputes and the Problem of Representativeness." Risk: Health, Safety & Environment 9: 11.

Booher, D. E. (2004). "Collaborative Governance Practices and Democracy." National Civic Review 93(4): 15.

Brown, H. and R. Linden (2003). "Daring to be Citizen Centered: The Forest Service and Bureau of Land Management are Working Together to Better Serve Their Common Customers-A Breakthrough in Collaborative Governance." The Public Manager 30(4): 4.

Conley, A. and M. A. Moote (2003). "Evaluating Collaborative Natural Resource Management." Society and Natural Resources 16: 15.

Emerson, K., P. Orr, et al. (2009). "Environmental Conflict Resolution Performance and Contributing Factors." Conflict Resolution Quarterly forthcoming.

Heikkila, T. and A. K. Gerlak (2005). "The Formation of Large-scale Collaborative Resource Management Institutes: Clarifying the Roles of Stakeholders, Science, and Institutions." Policy Studies Journal 33(4): 29.

Kemmis, D. (2002). "Science's Role in Natural Resource Decisions." Issues in Science and Technology Online Summer.

Kimmerer, R. W. (2002). "Weaving Traditional Ecological Knowledge into Biological Education: A Call to Action." BioScience 52(5): 7.

Lemos, M. C. and A. Agrawal (2006). "Environmental Governance." Annual Review of Environment and Resources 31(2006): 28.

McGuire, M. (2006). "Collaborative Public Management: Assessing What We Know and How We Know It." Public Administration Review 66 Supplement: 10.

Office of Management and Budget and the President's Council on Environmental Quality (2005). "Joint Policy Memorandum on Environmental Conflict Resolution and Collaborative Problem Solving." <http://www.ecr.gov/Resources/FederalECRPolicy/MemorandumECR.aspx>.

Sirianni, C. (2006). "Can a Federal Regulator Become a Civic Enabler? Watersheds at the U.S. Environmental Protection Agency." National Civic Review 95(3): 18.

Williams, B. K., R. C. Szaro, et al. (2007). Adaptive Management: The U.S. Department of the Interior Technical Guide. A. M. W. Group. Washington, D.C., U.S. Department of the Interior: 72.

Sources for Case Study Reading Assignments:

First Session (Feb 6-8)

1. Kiefer, J. J. and R. S. Montjoy (2006). "Incrementalism before the Storm: Network Performance for the Evacuation of New Orleans." Public Administration Review 66 Supplement: 8.

William L. Waugh, J. and G. Streib (2006). "Collaboration and Leadership for Effective Emergency Management." Public Administration Review 66 Supplement: 9.

Second Session (Feb 13-18)

2. Tipa, G. and R. Welch (2006). "Comanagement of Natural Resources: Issues of Definition from an Indigenous Community Perspective." Journal of Applied Behavioral Science 42: 18.

3. Gerlak, A. K. and T. Heikkila (2006). "Comparing Collaborative Mechanisms in Large-Scale Ecosystem Governance." Natural Resources Journal 46(Summer): 50.

4. Walker, P. A. and P. T. Hurley (2004). "Collaboration Derailed: The Politics of "Community-Based" Resources Management in Nevada County." Society and Natural Resources 17: 735-751.

5. Leach, W. D. and P. A. Sabatier (2005). "To Trust an Adversary: Integrating Rational and Psychological Models of Collaborative Policy Making." American Political Science Review 99(4): 12.

Raymond, L. (2006). "Cooperation without Trust: Overcoming Collective Action Barriers to Endangered Species Protection." Policy Studies Journal 34(1): 20.

Third Session (Mar 27-29)

6. Camacho, A. E. (2008). "Beyond Conjecture: Learning about Ecosystem Management from the Glen Canyon Dam Experiment." Nevada Law Journal 8(2): 22.

Lovich, J. and T. S. Melis (2007). "The State of the Colorado River Ecosystem in Grand Canyon: Lessons from 10 Years of Adaptive Ecosystem Management." International Journal of River Basin Management 5(3): 14.

7. Gunton, T. I., J. C. Day, et al. (2003). "Evaluating Collaborative Planning: the British Columbia Experience." Environments December.

Finnigan, D., T. I. Gunton, et al. (2003). "Planning in the Public Interest: An Evaluation of Civil Society Participation in Collaborative Land Use Planning in British Columbia." Environments December.

Albert, K. H., T. I. Gunton, et al. (2003). "Achieving Effective Implementation: An Evaluation of a Collaborative Land Use Planning Process." Environments December.

8. Margerum, R. D. (2007). "Overcoming Locally Based Collaboration Constraints." Society and Natural Resources 20: 17.

Selected Source Websites:

The Alliance for Regional Stewardship www.regionalstewardship.org

AmericaSpeaks www.americaspeaks.org

Civic Navigator www.civiconavigator.com

Dialogue www.powerofdialogue.com

Everyday-Democracy www.everyday-democracy.org

Florida Conflict Resolution Consortium www.consensus.fsu.edu

Institute for Environmental Negotiation <http://www.virginia.edu/ien/>

International Association for Public Participation www.iap2.org

Kettering Foundation www.kettering.org

National Policy Consensus Center www.policyconsensus.org

Public Conversation Project www.publicconversations.org

U.S. Institute for Environmental Conflict Resolution www.ecr.gov

Participants' Responsibilities and Evaluation Criteria:

Participation 30% Given the special class scheduling for this course, active participation is essential. This consists of required attendance at all classes, preparation for class, active engagement in class discussions, exercises and small group activities, timely completion of assignments, and being productive and contributing team members and discussion leaders. This will be based on self-assessment as well as class and professor evaluations.

Special Case Study Assignments and Discussion Facilitation 20% Participants (in pairs) will take responsibility for reading selected empirical articles or chapters, preparing 3-5 powerpoint slides for e-distribution and presentation to the class, and facilitating a class discussion. Assignments will be set up during the first weekend of classes. This will be evaluated based on class and instructor evaluations.

Collaborative Group Assignments 20% It wouldn't be much of a course on collaborative governance without some kind of collaborative group projects. These will be identified by Feb 15 for final presentation in March 29 class. Evaluation criteria will be determined by the class. It is expected that participants will work together in groups of 4-6 on these projects based on mutual interests.

Paper 30% A final paper (15-20 pages) is required for this course, submitted electronically at the end of the semester. The purpose of the paper is to enable participants to integrate their learning from the course with their own professional or academic experiences and interests. The topics will be approved and graded by the instructor.

Course Schedule and Topics (subject to modification as needed)

CLASS	Friday February 6	1:00-5:00	INTRODUCTION Background/theory, history, context, use Range of modes - commonalities and distinctions Basic principles for collaborative governance
CLASS	Saturday February 7	8:30-4:30	PLAYERS (PUBLIC, PRIVATE, CIVIC STAKEHOLDERS) Networks and intergovernmental cooperation Partnerships & collaboration - strategies and behaviors Public participation and civic engagement
CLASS	Sunday February 8	8:00-12:00	PURPOSE AND PARADOX OF COLLABORATION Collaboration and Conflict Conflict styles, negotiation theory
CLASS	Friday February 13	1:00-5:00	INFORMATION, SCIENCE AND KNOWLEDGE Adaptive management Integrating science and information Working with different cultures and indigenous communities
CLASS	Saturday February 14	8:30-4:30	PROCESS DESIGN & DYNAMICS Conflict prevention, management and resolution Conflict/situation assessment Collaborative Learning
CLASS	Sunday February 15	8:00-12:00	CHALLENGES Politics and Power Representation and Representativeness Trust and Legitimacy Management challenges and different roles
CLASS	Friday March 27	1:00-5:00	PERFORMANCE Critiques and limitations/ different perspectives Evaluation frameworks, performance and accountability
CLASS	Saturday March 28	8:30-4:30	STRUCTURES/INSTITUTIONS Institutional design and innovation

(principles and guidelines, networks, shared decision making, incentives, hybrid institutions, new institutions, integrating into existing structures)

CLASS Sunday March 29 8:00-12:00 LEADERSHIP
Collaborative Leadership Skills
Management Skills and Responsibilities
Team presentations
Course evaluation

Assignments Schedule

- By February 6 (1st class): Read Wondollek and Yaffe, ch. 1-11 (207pp);
Scholz and Stiftel, Introduction (11pp);
Koontz et al, ch. 1(32pp);
Bingham in Bingham and O'Leary (2008), ch.13 (20pp)
Brown and Linden (2003)
- By February 7: Set special reading and discussion leader assignments and schedule for future class sessions.
- By February 13: Read Emerson et al in O'Leary and Bingham, ch.1 (23pp);
Sholtz and Stiftel, ch. 1-9, 18 (111pp);
Daniels and Walker, ch. 2-3 (40pp)
O'Leary and Bingham Managers Guide (2007) (42pp);
Williams, Szaro et al (2007) (72pp)
Kemmis (2002)
Kimmerer (2002)
Heikkila and Gerlak (2005)
- By February 15: Set Collaborative team projects.
- By March 13: Confirm approval of final paper topics via email.
- By March 27: Read Wondolleck &Yaffe, Ch. 12-14(39pp);
Scholtz and Stiftel, Ch. 10-14,16,20-21(40pp);
Koontz, ch. 8-9(37pp)
Conley and Moote (2003)
Emerson, Orr et al (forthcoming)
Office of Management and Budget (2005)
- On March 29: Present Collaborative team projects.
- By May 1: Submit final papers electronically.