

Public Administration 780
Professor Corey Cook
San Francisco State University
OH: Mon 5-7
HSS 129

Spring 2005
Mon 7:00-9:45
HSS 201
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Urban Public Administration

Course Description and Objectives

This course is a graduate reading seminar that samples cutting-edge scholarship in several aspects of urban public administration. We begin with a brief foray into urban and administrative theory, then discuss the effects of local governmental structure on urban administration, and conclude by exploring several of the most controversial contemporary issues in urban public administration.

During the first several weeks, we explore the unique challenges facing urban administrators today by considering Don Kettl's contention that a growing gap between the theory and practice of public administration complicates the task of local government managers and the question of how best to discern the interests of a city. Next, we consider how local officials interact by examining the relationships between the layers and institutions of local governments and hone in on the consequences of political fragmentation on administration. Finally, we engage in a whirlwind tour of issues in public administration including public policy formation, policy entrepreneurialism, urban management, economic and community development, housing, segregation, and sprawl. Lastly, we conclude by assessing the prospects for a voluntary city and the controversy over privatization. Although there is a substantial reading load for the course, students are expected to come to class prepared to discuss these influential and compelling works. The success of the course largely depends on this level of preparation.

Course Requirements and Grading

- Four Critical Analysis Papers 60%
- In-Class Literature Presentation 20%
- Final Case Study Analytic Paper 20%

****Critical Analysis Papers** – Students will write four critical response papers during the semester based on each of the four primary books for the class. The papers are due the week *after* the books will be discussed so I am expecting very thoughtful analyses of the issues raised and sharp arguments supported by compelling evidence. The papers should be 4-5 pages each and are due on February 14th, February 28th, April 4th, and May 9th. More information will be available in class.

****In-Class Literature Presentations** – Students will make a brief presentation (10 minutes or less) of a piece of academic literature during one of seven predetermined weeks during the semester. Appropriate scholarly works to be presented include academic publications, journal articles, book chapters, and the like. Students are expected to engage in literature searches to determine appropriate materials for presentation and should select writings that engage the themes of that week. In addition, I would like some collaboration between presenters so there is no duplication of work. Students will select the week of their presentation during the second class meeting.

****Case Study Paper** – Students will be given an urban administration case study during the May 2nd class meeting. This case study will engage the central issues of the course and will pose a series of puzzles for public administrators. You are not expected to do outside reading to address the case but should justify your response utilizing the materials from this course. Your paper should be 10-12 pages in length and will be due May 23rd.

Required Readings:

- Don Kettl, *The Transformation of Governance: Public Administration for Twenty-First Century America*. Baltimore: Johns Hopkins Press. 2002.
- Paul E. Peterson, *City Limits*. Chicago: University of Chicago Press. 1981.
- David R. Morgan and Robert E. England. *Managing Urban America*. 5th Edition. Washington, D.C.: Congressional Quarterly Press. 1999.
- Alan Ehrenhalt. *The Lost City: The Forgotten Virtues of Community in America*. New York: Harper Collins Publishers. 1996.
- Stephen Goldsmith, Rudolph Giuliani, and Richard M. Daley. *The Entrepreneurial City: A How To Handbook for Urban Innovators*. New York: Manhattan Institute. 1999.
- Various additional readings as noted in the syllabus that can be accessed on-line.

Calendar

Introduction

Week 1 (January 31st) Introduction to Urban Public Administration

No readings scheduled for this week.

Week 2 (February 7th) Theoretical and Empirical Approaches to Urban Administration

Donald Kettl, *The Transformation of Governance* (all).

Week 3 (February 14th) The Contemporary Urban Context

HUD, *The State of the Cities, 2000* (i-xxv).

Dennis Rondinelli, James Johnson, and John Kasarda, "The Changing Forces of Urban Economic Development." *Cityscape*. V. 3, N. 3, 1998.

Elvin Wyly, Norman Glickman, and Michael Lahr, "A Top 10 List of Things to Know About American Cities." *Cityscape*. V. 3, N. 3, 1998.

Paper #1 is due.

The Interests of Cities

Week 4 (February 21st) The Interests of Cities: Cities As Unitary Actors

Peterson, *City Limits* (all).

Week 5 (February 28th) The Interests of Cities: Cities As Unitary Actors

Harvey Molotch, "The City as a Growth Machine: Toward a Political Economy of Place," *American Journal of Sociology*, V. 82, N. 2. 309-332. (JStor).

Todd Swanstrom. "Semisovereign Cities: The Politics of Urban Development." In Judd and Kantor, *The Politics of Urban America: A Reader*. New York: Longman. (ERes).

Kantor and Savitch, "Can Politicians Bargain with Business?" In Judd and Kantor, *The Politics of Urban America: A Reader*. New York: Longman. (ERes).

Paper #2 is due.

The Context of Urban Administration

Week 6 (March 7th) The External World: Fragmentation and Intergovernmental Relations

Morgan and England, chapter 1.

Alan Saltzstein, "The Governance of Metropolitan Regions." In Saltzstein, *Governing America's Urban Areas*. New York: Wadsworth. 2003.

Paul G. Lewis, "Deep Roots: Local Government Structure in California." *PPIC*. 1998. (v-46).

Week 7 (March 14th) The Internal World: Political Structure and Urban Administration

Morgan and England, chapter 2.

Kimberly Nelson, "Political and Administrative Roles in City Government: The City Manager's Contributions to Economic Development" *APSA* 2003. (ERes).

Harold Wolman, John Strate, and Alan Melchior. "Does Changing Mayors Matter?" *The Journal of Politics*, Vol. 58, N. 1, Pgs. 201-23. (JStor).

Week 8 (March 21st) Spring Break: No Class This Week

No readings scheduled for this week.

Urban Public Policymaking and Administration

Week 9 (March 28th) Urban Policymaking I: Entrepreneurial Cities

Goldsmith, *The Entrepreneurial City* (all).

Week 10 (April 4th) Urban Policymaking II: Mechanics

Morgan and England, chapters 3-7.

Paper #3 is due.

Week 11 (April 11th) Urban Management: Personnel, Finance, and Budgets

Morgan and England, chapters 8-10.

Bernard Ross and Myron Levine. "Financing Urban America." In Ross and Levine, *Urban Politics: Power in Metropolitan America*. New York: Wadsworth Publishing. 2001.

Week 12 (April 18th) Urban Futures: Economic and Community Development

Morgan and England, chapter 11.

Charles M. Tiebout. "Exports and Regional Economic Growth." *The Journal of Political Economy*. Vol. 64, N. 2, 160-164. 1956. (JStor)

Heywood Sanders, "Space Available: The Realities of Convention Centers as Economic Development Strategy." *Brookings Institution*. 2005.

Michael E. Porter, "New Strategies for Inner-City Economic Development." In Blair and Reese, *Approaches to Economic Development*. Thousand Oaks: Sage Publishing. 1999. (ERes).

Timothy Bartik, "The Market Failure Approach to Regional Economic Development Policy." In Blair and Reese, *Approaches to Economic Development*. Thousand Oaks: Sage Publishing. 1999. (ERes).

Week 13 (April 25th) Urban Futures: Segregation and Housing

Morgan and England, chapter 12.

Edward J. Blackely and Mary Gail Snyder, "Fortress America: Gated Communities in the United States." Pgs. 1-45. (ERes).

Douglas Massey. "American Apartheid: Segregation and the Making of the Underclass." *American Journal of Sociology*, V. 96, N.2, Pgs. 329-57. 1990. (JStor)

David Harris. "Property Values Drop When Blacks Move in Because..." *American Sociological Review*. V. 64, pgs. 461-479. (JStor).

Urban Administration and the Civic Sector

Week 14 (May 2nd) The Voluntary City I: Civil Society

Ehrenhalt, *The Lost City* (all).

Week 15 (May 9th) The Voluntary City II: Political Participation

Madeline Landau and Nancy Gilbert, "Strengthening the Connective Infrastructure for Low Income Community Development." *California Politics and Polity*.

Alan Saltzstein, "Can Citizens Control Urban Governance?" In Saltzstein, *Governing America's Urban Areas*. New York: Wadsworth. 2003. (ERes).

Parr and Lampe, "Empowering Citizens." In Perry, *Handbook of Public Administration*. New York: Jossey-Bess. 1996. (ERes).

Paper #4 is due.

Week 16 (May 16th) The Voluntary City III: Privatization

Steven R. Smith, "NGOs and Government: Implications for Democracy, Citizenship, and Public Administration." *APSA*. (ERes).

John D. Donahue, "Local Service Contracting." In Donahue *The Privatization Decision*. New York: Basic Books. 1989. (ERes).

Peter Frumkin, "Service Contracting with Nonprofit and For-Profit Providers: On Preserving a Mixed Organizational Ecology." In Donahue and Nye, *Market-Based Governance*. Washington, D.C.: Brookings Institution Press. 2002. (ERes).

Elaine Kamarck, "The End of Government as We Know It." In Donahue and Nye, *Market-Based Governance*. Washington, D.C.: Brookings Institution Press. 2002. (ERes).

Robert J. Dilger, Randolph R. Moffett, and Linda Struyk, "Privatization of Municipal Services in America's Largest Cities." *Public Administration Review*, Vol. 57, N. 1. 1997.

Week 17 (May 23rd) PAPER DUE

Class Policies

Americans with Disabilities Act (ADA) Accommodation:

This university is committed to providing reasonable accommodation to students with disabilities. The Disability Resource Center (338-2472) provides university academic support services and specialized assistance to students with disabilities. Individuals with physical, perceptual, or learning disabilities as addressed by the ADA should contact the resource center for information and make a formal request for accommodation through that office.

Make-up Examinations, Late Papers, and Incomplete Work

No make-up examinations will be permitted except in case of documented emergency. Late papers will be docked a letter grade per day late.

Incompletes will only be assigned for compelling reasons to those students who have completed at least two-thirds of the required course work at a passing level. Requests must be made in writing on the official request forms.

Academic Misconduct

Plagiarism, defined broadly, is the presentation of another's words and/or ideas as one's own without attributing the proper source. It is grounds not only for failure of a given piece of work, which could result in failure for the entire course, it could also result in being reported to the administrative body responsible for student conduct violations and being subject to disciplinary action, which includes expulsion, suspension, and/or probation.

The department regards any form of cheating including plagiarism as a serious matter of academic dishonesty which threatens the integrity of the assessment process and award of grades and/or the degree, to the detriment of all other students and graduates of the University. For a fuller description of departmental policy, please see: bss.sfsu.edu/coreycook/plagiarism.doc

Changes to the Syllabus

The schedule and procedures for this course are subject to change in the event of extenuating circumstances. Any changes will be announced in class. If you are absent, be sure to obtain both notes and class announcement information from a fellow student.

Class Discussions

The success of this class depends upon student participation. Classes are far more interesting when everyone feels comfortable in participating. You are expected to treat each other with respect and civility. Disagreements and animated discussions are expected and even encouraged. Students are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that all students have the opportunity to gain from time spent in class. Please arrive at class on time, be aware of your own participation and choices of expression.