

PA 513: Collaborative Management and Governance Networks

Fall 2020

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Class time and room: Wednesday 3:00 -5:50, Online (August 26 – October 14)

Office Hours: Happy to meet at any time. Email me to set up a convenient time.

I. RATIONALE AND COURSE OBJECTIVES:

While the terms collaborative public management and governance networks are fairly new in our field, collaboration in the public sector has existed for centuries. Elazar's (1962) research found evidence of federal-state cooperation going back to the start of the U.S. federal system. This course examines collaboration and coordination within the context of governance networks. Governance networks have been defined as 'more or less stable patterns of social relations between mutual dependent actors, which form around policy problems and/or cluster of means and which are formed, maintained, and changed through a series of games' (Koppenjan and Klijn 2004 p. 69-70). These social relations include private organizations, nonprofits, state, federal and local governments, and citizen groups. We will also explore street-level networks comprised of bureaucrats charged with implementing policy.

Markets and hierarchies are still dominant forms of organizing, but recent trends have increased the applicability and visibility of networks for the creation and administration of public policies. These trends include greater levels of contracting out and devolution coupled with the increasing size, scope, and complexity of modern public policy problems. Complex policy issues (often term 'wicked problems') inherently cross organizational and jurisdictional boundaries. Given that many public programs and policies are developed and implemented through networks of both public and private actors, several critical questions for public administration and public management scholars arise. Are network forms of organizing more effective and more efficient than traditional bureaucratic and hierarchal structures? How should performance be measured in a system comprised of multiple organizations with different conceptions of success and varying levels of resources and commitment? What drives these networks to

come together, and what facilitates and constrains their maintenance? What types of structures and governance mechanisms have and can be used?

Governance networks also adjust the traditional functions of public managers. Managing in multi-organizational collaborative arrangements entails a shift from 'command and control' strategies often used in hierarchies to the development of facilitation and coordination strategies to establish partners and share resources. A major concern arises in governance networks with regard to accountability and "democratic anchorage." Sorenson and Torfing (2005) state that "governance networks are democratically anchored to the extent that they are properly linked to different political constituencies and to a relevant set of democratic norms that are part of the democratic ethos of society." We often deem our political institutions as democratic due to representation of democratically elected leaders. However, governance networks may be dominated by non-state actors and thus serious questions of representation and accountability arise.

In this course, we will explore research and thinking on collaborative management and governance networks and think critically about the questions and issues raised above. Readings will span classic works from other fields to recent articles not yet in print. I hope that you enjoy this course and look forward to learning alongside you.

Academic Integrity: As an academic community, UIC is committed to providing an environment in which research, learning, and scholarship can flourish and in which all endeavors are guided by academic and professional integrity. All members of the campus community—students, staff, faculty, administrators—share the responsibility of insuring that these standards are upheld so that such an environment exists. Instances of academic misconduct by students shall be handled pursuant to the Student Disciplinary Policy. The Student Disciplinary Policy is available online at <https://dos.uic.edu/wp-content/uploads/sites/262/2018/10/DOS-Student-Disciplinary-Policy-2018-2019-FINAL.pdf>.

Special Needs: UIC and the Department of Public Administration are committed to maintaining a barrier-free environment so individuals with disabilities can fully access programs, services and all activities on campus. The Office of Disability Services works to ensure the accessibility of UIC programs, classes, and services to students with disabilities. Services are available for students who have documented disabilities,

including vision or hearing impairments and emotional or physical disabilities. Students with disability/access needs or questions may contact the Office of Disability Services at (312) 413-2183 (voice) or (312) 413-0123 (TTY only). Please feel free to contact me if you need any special accommodations.

Diversity and Inclusion: It is my goal that people from diverse backgrounds and perspectives be included in and served by this course, the Department of Public Administration, and the University of Illinois at Chicago. I believe that the diversity that the students bring to this class is a resource that can be used to improve student learning and perspectives. Course materials and activities are designed to be respectful of all types of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, values, and culture. It is my intent that this class be an environment where all students feel safe to express their perspectives and opinions. Please let me know if something said or done by me, the TA, guest lecturers, or other students, is troubling or causes discomfort or offense. If this occurs, please feel free to discuss the situation with me privately, to raise your concern in class, or to let me know about the issue through a trusted source (e.g., another student or faculty member or your academic advisor).

Campus Advocacy Network: Under the Title IX law you have the right to an education that is free from any form of gender-based violence and discrimination. Crimes of sexual assault, domestic violence, sexual harassment, and stalking are against the law and can be prevented. For more information or for confidential victim-services and advocacy contact UIC's Campus Advocacy Network at 312-413-1025 or visit <http://can.uic.edu/>. To make a report to UIC's Title IX office, contact Rebecca Gordon, EdD at TitleIX@uic.edu or (312) 996-5657.

II. TEXTS

There is only one assigned book for the course. The majority of readings will come from journal articles, book chapters, reports etc. and will be made available to you online. The one required text is:

Koliba, Christopher, Jack W. Meek, and Asim Zia. 2018. *Governance Networks in Public Administration and Public Policy*, 2nd ed. Boca Raton, Fla.: CRC Press. [First edition is fine]

In addition to the required readings, a list of recommended readings are offered each week below. These lists are rather extensive and designed to give you an opportunity to explore other related readings (most likely after you have finished this course). In addition, I would like to specifically suggest a few other books that you may want to consider adding to your collection.

Emerson, Kirk, and Tina Nabatchi. 2015. *Collaborative governance regimes*. Washington, DC: Georgetown University Press.

Klijn, Erik-Hans, and Joop Koppenjan. 2015. *Governance Networks in the Public Sector*. New York: Routledge.

Kapucu, N., & Hu, Q. (2020). *Network Governance: Theories, Frameworks, and Applications*: Routledge.

III. REQUIREMENTS AND GRADES

There are three main components to this course:

Article Syntheses/Lit Reviews – each week we will read 5-7 articles on a topic related to collaborative management and governance networks. Your job is to prepare a short (around 1.5 - 2 pages, single-spaced) paper that critically reviews and integrates the week's readings. This assignment is designed to help you better understand and frame your position on particular topics as well as assist you in your ability to write literature reviews for your own research and publications. In these reviews you should consider: (1) how the readings fit into the broader topic of network governance, (2) the research questions and hypotheses developed (pay attention to the rationale for the hypotheses), (3) the frameworks and theories used and/or developed, (4) methodology and data, (5) major conclusions, points, propositions, and (6) potential gaps or limitations, areas for future research, etc. Given that we only have two pages, you cannot discuss all aspects of the articles and I do not want you to simply provide a summary of each. I want you to find a theme or topic or idea that interests you and make a broader claim or point regarding that issue through your literature review.

New Article Presentations – Each week, 1 or 2 students will be asked to select an additional reading off of the recommended reading list and present that reading to the class. I will help you with your selection. In your presentation you will want to make connections to the current readings and where applicable prior readings. The objective is twofold. To expand the number of articles we are exposed to and to help students learn how to present complex theoretical and empirical material to others. Your presentation should be 8-10 minutes long. You are free to use or not use PowerPoint. NOTE: you are not required to turn in an article synthesis on the day you present a new article.

Final Paper – This is a short course on a large and growing topic. The final paper is designed for you to explore areas of network governance that may interest you in greater detail. There are two options for

this paper. The first allows you to examine the role of governance networks within a particular policy area (e.g. economic development, emergency management, environmental sustainability, education, public health, terrorism etc...). What does a network or collaborative management lens add to the study of this policy area? What are the central questions? What are the primary theories, units of analyses, etc? The second option, allows to you explore a more general topic on governance, whether discussed in class or not (e.g., social capital, structural embeddedness, complexity, trust, network evolution, network effects, dark networks, etc.). For both options, you will conduct a thorough literature review of work in the area, synthesize the relevant studies and findings, and then propose a research design to address gaps or add to the extant knowledge. Students will need to select a topic for the final paper by the fourth week of the course. Additional directions and guidance will be given during class. Paper Length: 3,000 to 4,000 words.

Component	Percentage of overall grade
Article Syntheses/Lit Reviews (5 in total; due weeks 2, 3, 4, 5, 6, 7 [no synthesis due on your article presentation week])	35
New article presentations (1)	10
Final Paper	45
Class Participation	10

IV. WEEKLY SCHEDULE (readings subject to change)

Week 1 – August 26

Topics: Networks as a form of organization. Networks in Public Administration. Challenges and Research Questions. Brief overview of social network analysis.

Readings:

Koliba et a. Chapters 1 & 2

Borgatti, Stephen P., and Pacey C. Foster. 2003. The Network Paradigm in Organizational Research: A Review and Typology. *Journal of Management* 29 (6):991-1013.

- Brass, Daniel J., Joseph Galaskiewicz, Henrich Greve, R., and Wenpin Tsai. 2004. Taking Stock of Networks and Organizations: A Multilevel Perspective. *The Academy of Management Journal* 47 (6):795-817.
- Isett, Kimberley R., Ines A. Mergel, Kelly LeRoux, Pamela A. Mischen, and R. Karl Rethemeyer. 2011. Networks in Public Administration: Understanding Where We Are and Where We Need to Go. *Journal of Public Administration Research and Theory* 21 (suppl1):i157-i173.
- O'Toole, Laurence J., Jr. 2015. Networks and Networking: The Public Administrative Agendas. *Public Administration Review* 75 (3):361-371.
- Podolny, Joel M., and Karen L Page. 1998. Network forms of organization. *Annual review of sociology* 24 (1):57-76.

Recommended Readings:

- Berry, Frances S., Ralph S. Brower, Sang Ok Choi, Wendy Xinfang Goa, HeeSoun Jang, Myungjung Kwon, and Jessica Word. 2004. Three Traditions of Network Research: What the Public Management Research Agenda Can Learn from Other Research Communities. *Public Administration Review* 64 (5):539-552.
- Bryson, John M., Barbara C. Crosby, and Melissa Middleton Stone. 2015. Designing and Implementing Cross-Sector Collaborations: Needed and Challenging. *Public Administration Review* 75 (5):647-663.
- Kilduff, Martin, and Daniel J. Brass. 2010. Organizational Social Network Research: Core Ideas and Key Debates. *The Academy of Management Annals* 4 (1):317-357.
- Lecy, Jesse D., Ines A. Mergel, and Hans Peter Schmitz. 2013. Networks in Public Administration. *Public Management Review*:1-23.
- Lemaire, R. H., Mannak, R. S., Ospina, S. M., & Groenleer, M. (2019). Striving for State of the Art with Paradigm Interplay and Meta-Synthesis: Purpose-oriented Network Research Challenges and Good Research Practices as a Way Forward. *Perspectives on Public Management and Governance*, 2(3), 175-186. doi:10.1093/ppmgov/gvz010
- Loeffler, Elke. 2016. "Public Governance in a Network Society." In *Public Management and Governance*, edited by Tony Bovaird and Elke Loeffler, 207-222. London: Routledge.
- O'Leary, Rosemary, and Nidhi Vij. 2012. Collaborative Public Management: Where have we Been and Where are we Going? *The American Review of Public Administration* 42 (5):507-522.
- O'Toole, Laurence J., Jr. 1997. Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration. *Public Administration Review* 57 (1):45-52.
- Powell, Walter W. 1990. Neither Market Nor Hierarchy: Network Forms of Organization. *Research in Organizational Behavior* 12:295-336.

Week 2 – September 2

Topics: Network types, actors, and structures.

Readings:

- Koliba et al. Chapters 3, 4, 5, & 6
- Nowell, B., & Kenis, P. (2019). Purpose-Oriented Networks: The Architecture of Complexity. *Perspectives on Public Management and Governance*, 2(3), 169-173. doi:10.1093/ppmgov/gvz012
- Provan, Keith G., and Patrick Kenis. 2008. Modes of Network Governance: Structure, Management, and Effectiveness. *Journal of Public Administration Research and Theory* 18 (2):229-252.

Recommended Readings:

- Comfort, Louise K., and Naim Kapucu. 2006. Inter-organizational coordination in extreme events: The World Trade Center attacks, September 11, 2001. *Natural Hazards* 39 (2):309-327.
- Fung, Archon. 2006. Varieties of Participation in Complex Governance. *Public Administration Review* 66:66-75.
- Henry, Adam Douglas, Mark Lubell, and Michael McCoy. 2011. Belief Systems and Social Capital as Drivers of Policy Network Structure: The Case of California Regional Planning. *Journal of Public Administration Research and Theory* 21 (3):419-444.
- Henry, Adam Douglas. 2011. Ideology, Power, and the Structure of Policy Networks. *Policy Studies Journal* 39 (3):361-383.
- Kim, Younsung, and Nicole Darnall. 2016. Business as a Collaborative Partner: Understanding Firms' Sociopolitical Support for Policy Formation. *Public Administration Review* 76 (2):326-337.
- Milward, H Brinton, and Keith G Provan. 2006. *A manager's guide to choosing and using collaborative networks*. Vol. 8: IBM Center for the Business of Government Washington, DC.
- Milward, H. Brinton, and Keith G. Provan. 1998. Measuring Network Structure. *Public Administration* 76 (2):387-407.
- Provan, Keith G., Amy Fish, and Joerg Sydow. 2007. Interorganizational Networks at the Network Level: A Review of the Empirical Literature on Whole Networks. *Journal of Management* 33 (3):479-516.

Week 3 – September 9

Topics: Network development and formation. Frameworks and perspectives on collaboration and governance in the public sector.

Readings:

- Ansell, Chris, and Alison Gash. 2008. Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory* 18 (4):543-571.
- Carlisle, K., & Gruby, R. L. (2019). Polycentric Systems of Governance: A Theoretical Model for the Commons. *Policy Studies Journal*, 47(4), 927-952. doi:10.1111/psj.12212
- Emerson, Kirk, Tina Nabatchi, and Stephen Balogh. 2012. An Integrative Framework for Collaborative Governance. *Journal of Public Administration Research and Theory* 22 (1):1-29.
- Feiock, Richard C. 2013. The Institutional Collective Action Framework. *Policy Studies Journal* 41 (3):397-425.
- Lubell, Mark. 2013. Governing Institutional Complexity: The Ecology of Games Framework. *Policy Studies Journal* 41 (3):537-559.
- Siciliano, Michael D, Weijie Wang and Alejandra Medina. Forthcoming. "Mechanisms of Network Formation in the Public Sector: A Systematic Review. *Perspectives on Public Management and Governance*.

Recommended Readings:

- Ansell, C., & Gash, A. (2018). Collaborative Platforms as a Governance Strategy. *Journal of Public Administration Research and Theory*, 28(1), 16-32. doi:10.1093/jopart/mux030

- Berardo, Ramiro, and Mark Lubell. 2016. Understanding What Shapes a Polycentric Governance System. *Public Administration Review* 76 (5):738-751.
- Bodin, Ö., Baird, J., Schultz, L., Plummer, R., & Armitage, D. The impacts of trust, cost and risk on collaboration in environmental governance. *People and Nature*, n/a(n/a). doi:10.1002/pan3.10097
- Bryson, John M., Barbara C. Crosby, and Melissa Middleton Stone. 2006. The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature. *Public Administration Review* 66 (1):44-55.
- Contractor, Noshir S., Stanley Wasserman, and Katherine Faust. 2006. Testing Multitheoretical, Multilevel Hypotheses About Organizational Networks: An Analytic Framework and Empirical Example. *Academy of Management Review* 31 (3):681-703.
- Feiock, Richard C. 2009. Metropolitan Governance and Institutional Collective Action. *Urban Affairs Review* 44 (3):356-377.
- Feiock, Richard C., Annette Steinacker, and Hyung Jun Park. 2009. Institutional Collective Action and Economic Development Joint Ventures. *Public Administration Review* 69 (2):256-270.
- Gulati, Ranjay, and Martin Gargiulo. 1999. Where Do Interorganizational Networks Come From? *American Journal of Sociology* 104 (5):1439-1493.
- Lubell, Mark, Adam Douglas Henry, and Mike McCoy. 2010. Collaborative Institutions in an Ecology of Games. *American Journal of Political Science* 54 (2):287-300.
- Berardo, R., & Lubell, M. (2019). The Ecology of Games as a Theory of Polycentricity: Recent Advances and Future Challenges. *Policy Studies Journal*, 47(1), 6-26. doi:10.1111/psj.12313
- Oliver, Christine. 1990. Determinants of Interorganizational Relationships: Integration and Future Directions. *Academy of Management Review* 15 (2):241-265.
- Ostrom, Elinor. 2009. A General Framework for Analyzing Sustainability of Social-Ecological Systems. *Science* 325 (5939):419-422.
- Park, Hyun Hee, and R. Karl Rethemeyer. 2014. The Politics of Connections: Assessing the Determinants of Social Structure in Policy Networks. *Journal of Public Administration Research and Theory*.
- Robins, Garry, Pip Pattison, Yuval Kalish, and Dean Lusher. 2007. An Introduction to Exponential Random Graph (p*) Models for Social Networks. *Social Networks* 29 (2):173-191.
- Nohrstedt, D., & Bodin, Ö. Collective Action Problem Characteristics and Partner Uncertainty as Drivers of Social Tie Formation in Collaborative Networks. *Policy Studies Journal*, 0(0). doi:doi:10.1111/psj.12309
- Ulibarri, N., Emerson, K., Imperial, M. T., Jager, N. W., Newig, J., & Weber, E. (2020). How does collaborative governance evolve? Insights from a medium-n case comparison. *Policy and Society*, 1-21. doi:10.1080/14494035.2020.1769288

Week 4 – September 16

Topics: Network learning, knowledge management, and innovation

****Turn in topic and outline for final paper.**

Readings:

- Binz-Scharf, Maria Christina, David Lazer, and Ines Mergel. 2012. Searching for Answers: Networks of Practice Among Public Administrators. *The American Review of Public Administration* 42 (2):202-225.
- Burt, Ronald. 2004. Structural Holes and Good Ideas. *American Journal of Sociology* 110 (2):349-399.

- Reagans, Ray, and Bill McEvily. 2003. Network Structure and Knowledge Transfer: The Effects of Cohesion and Range. *Administrative Science Quarterly* 48 (2):240-267.
- Siciliano, Michael D. 2017. Ignoring the Experts: Networks and Organizational Learning in the Public Sector. *Journal of Public Administration Research and Theory* 27 (1):104-119.
- Siddiki, Saba, Jangmin Kim, and William D. Leach. (2017) Diversity, Trust, and Social Learning in Collaborative Governance. *Public Administration Review*
- Weber, Edward P., and Anne M. Khademian. 2008. Wicked Problems, Knowledge Challenges, and Collaborative Capacity Builders in Network Settings. *Public Administration Review* 68 (2):334-349.

Recommended Readings:

- Ahuja, Gautam. 2000. Collaboration Networks, Structural Holes, and Innovation: A Longitudinal Study. *Administrative Science Quarterly* 45 (3):425-455.
- Considine, Mark, and Jenny M. Lewis. 2007. Innovation and Innovators Inside Government: From Institutions to Networks. *Governance* 20 (4):581-607.
- Dawes, Sharon S., Anthony M. Cresswell, and Theresa A. Pardo. 2009. From "Need to Know" to "Need to Share": Tangled Problems, Information Boundaries, and the Building of Public Sector Knowledge Networks. *Public Administration Review* 69 (3):392-402.
- Haas, Peter M. 2009. Introduction: epistemic communities and international policy coordination. *International Organization* 46 (1):1-35.
- Morrison, Elizabeth Wolfe. 2002. Information Seeking Within Organizations. *Human Communication Research* 28 (2):229-242.
- Moynihan, Donald P. 2008. Learning under Uncertainty: Networks in Crisis Management. *Public Administration Review* 68 (2):350-365.
- Muro, M., and P. Jeffrey. 2008. A critical review of the theory and application of social learning in participatory natural resource management processes. *Journal of Environmental Planning and Management* 51 (3):325-344.
- Nebus, James. 2006. Building Collegial Information Networks: A Theory of Advice Network Generation. *The Academy of Management Review* 31 (3):615-637.
- Nowell, Branda. 2010. Out of Sync and Unaware? Exploring the Effects of Problem Frame Alignment and Discordance in Community Collaboratives. *Journal of Public Administration Research and Theory* 20 (1):91-116.
- Siciliano, M. D., Welch, E. W., & Feeney, M. K. (2018). Network exploration and exploitation: Professional network churn and scientific production. *Social Networks*, 52, 167-179.
- Wenger, Etienne. 2000. Communities of Practice and Social Learning Systems. *Organization* 7 (2):225-246.
- Wenger, Etienne C, and William M Snyder. 2000. Communities of practice: The organizational frontier. *Harvard business review* 78 (1):139-146.
- Yang, Tung-Mou, and Terrence A. Maxwell. 2011. Information-sharing in Public Organizations: A Literature Review of Interpersonal, Intra-organizational and Inter-organizational Success Factors. *Government Information Quarterly* 28 (2):164-175.

Week 5 – September 23

Topics: Network management and leadership

Readings:

Koliba et al. Chapter 8

Agranoff, Robert. 2005. Managing Collaborative Performance: Changing the Boundaries of the State? *Public Performance & Management Review* 29 (1):18-45.

Ansell, Chris, and Alison Gash. 2012. Stewards, mediators, and catalysts: Toward a model of collaborative leadership. *The Innovation Journal* 17 (1).

Burke, C. Shawn, Kevin C. Stagl, Cameron Klein, Gerald F. Goodwin, Eduardo Salas, and Stanley M. Halpin. 2006. What type of leadership behaviors are functional in teams? A meta-analysis. *The Leadership Quarterly* 17 (3):288-307.

McGuire, Michael, and Chris Silvia. 2009. Does Leadership in Networks Matter? *Public Performance & Management Review* 33 (1):34-62.

McGuire, Michael. 2002. Managing Networks: Propositions on What Managers Do and Why They Do It. *Public Administration Review* 62 (5):599-609.

Silvia, Chris, and Michael McGuire. 2010. Leading public sector networks: An empirical examination of integrative leadership behaviors. *The Leadership Quarterly* 21 (2):264-277.

Recommended Readings:

Agranoff, Robert. 2003. Leveraging networks: A guide for public managers working across organizations. IBM Endowment for the Business of Government.

Agranoff, Robert. 2006. Inside Collaborative Networks: Ten Lessons for Public Managers. *Public Administration Review* 66:56-65.

Amsler, Lisa Blomgren. 2016. Collaborative Governance: Integrating Management, Politics, and Law. *Public Administration Review* 76 (5):700-711.

Carr, G., Blöschl, G., & Loucks, D. P. (2012). Evaluating participation in water resource management: A review. *Water Resources Research*, 48(11). doi:doi:10.1029/2011WR011662

Kettl, Donald F. 2006. Managing Boundaries in American Administration: The Collaboration Imperative. *Public Administration Review* 66:10-19.

McGuire, Michael. 2006. Collaborative Public Management: Assessing What We Know and How We Know It. *Public Administration Review* 66:33-43.

Meier, Kenneth J., and Laurence J. O'Toole, Jr. 2001. Managerial Strategies and Behavior in Networks: A Model with Evidence from U.S. Public Education. *Journal of Public Administration Research and Theory* 11 (3):271-294.

Meier, Kenneth J., and Laurence J. O'Toole, Jr. 2005. Managerial Networking: Issues of Measurement and Research Design. *Administration & Society* 37 (5):523-541.

O'Toole, Jr Laurence J., Kenneth J. Meier, and Sean Nicholson-Crotty. 2005. Managing upward, downward and outward. *Public Management Review* 7 (1):45-68.

Rethemeyer, R. Karl, and Deneen M. Hatmaker. 2008. Network Management Reconsidered: An Inquiry into Management of Network Structures in Public Sector Service Provision. *Journal of Public Administration Research and Theory* 18 (4):617-646.

Saz-Carranza, Angel, and Sonia M. Ospina. 2011. The Behavioral Dimension of Governing Interorganizational Goal-Directed Networks: Managing the Unity-Diversity Tension. *Journal of Public Administration Research and Theory: J-PART* 21 (2):327-365.

Week 6 – September 30

Topics: Network Outputs, Outcomes, and Performance.

Readings:

Koliba et al. Chapter 10

Baldwin, E. (2019). Why and How Does Participatory Governance Affect Policy Outcomes? Theory and Evidence from the Electric Sector. *Journal of Public Administration Research and Theory*. doi:10.1093/jopart/muz033

Mosley, J. E., & Jarpe, M. (2019). How Structural Variations in Collaborative Governance Networks Influence Advocacy Involvement and Outcomes. *Public Administration Review*. doi:10.1111/puar.13037

Meier, Kenneth J., and Laurence J. O'Toole, Jr. 2003. Public Management and Educational Performance: The Impact of Managerial Networking. *Public Administration Review* 63 (6):689-699.

Provan, Keith G., and Brinton H. Milward. 1995. A Preliminary Theory of Interorganizational Network Effectiveness: A Comparative Study of Four Community Mental Health Systems. *Administrative Science Quarterly* 40 (1):1-33.

Provan, Keith G., and H. Brinton Milward. 2001. Do Networks Really Work? A Framework for Evaluating Public-Sector Organizational Networks. *Public Administration Review* 61 (4):414-423.

Scott, Tyler. 2015. Does Collaboration Make Any Difference? Linking Collaborative Governance to Environmental Outcomes. *Journal of Policy Analysis and Management* 34 (3):537-566.

*As you learn about networks effects this week, you may also be interested in checking out this database of successful instances of collaborative governance. You can access that here:

<https://www.successfulpublicgovernance.com/successful> The paper in the recommended readings by Ulibarri et al. in week 3 used this database as a sampling frame.

Recommended Readings:

Bodin, Ö. (2017). Collaborative environmental governance: Achieving collective action in social-ecological systems. *Science*, 357(6352). doi:10.1126/science.aan1114

Emerson, Kirk, and Tina Nabatchi. 2015. Evaluating the Productivity of Collaborative Governance Regimes: A Performance Matrix. *Public Performance & Management Review* 38 (4):717-747.

Heranz, Joaquín. 2010. Network Performance and Coordination. *Public Performance & Management Review* 33 (3):311-341.

Herranz, Jr Joaquín. 2010. The Logic Model as a Tool for Developing a Network Performance Measurement System. *Public Performance & Management Review* 34 (1):56-80.

Kapucu, Naim, and Fatih Demiroz. 2011. Measuring Performance for Collaborative Public Management Using Network Analysis Methods and Tools. *Public Performance & Management Review* 34 (4):549-579.

Kelman, Steven, Sounman Hong, and Irwin Turbitt. 2013. Are There Managerial Practices Associated with the Outcomes of an Interagency Service Delivery Collaboration? Evidence from British Crime and Disorder Reduction Partnerships. *Journal of Public Administration Research and Theory* 23 (3):609-630.

- Kenis, Patrick, and Keith G. Provan. 2009. Towards an Exogenous Theory of Public Network Performance. *Public Administration* 87 (3):440-456.
- Lubell, Mark, Jack M. Mewhirter, Ramiro Berardo, and John T. Scholz. 2017. Transaction Costs and the Perceived Effectiveness of Complex Institutional Systems. *Public Administration Review* 77 (5):668-680.
- Lubell, M., Mewhirter, J., & Berardo, R. (2020). The Origins of Conflict in Polycentric Governance Systems. *Public Administration Review*, 80(2), 222-233. doi:10.1111/puar.13159
- Mandell, Myrna, and Robyn Keast. 2007. Evaluating Network Arrangements: Toward Revised Performance Measures. *Public Performance & Management Review* 30 (4):574-597.
- Newig, J., Challies, E., Jager, N. W., Kochskaemper, E., & Adzersen, A. The Environmental Performance of Participatory and Collaborative Governance: A Framework of Causal Mechanisms. *Policy Studies Journal*, n/a-n/a. doi:10.1111/psj.12209
- Park, A. Y. S., Krause, R. M., & Feiock, R. C. (2018). Does Collaboration Improve Organizational Efficiency? A Stochastic Frontier Approach Examining Cities' Use of EECBG Funds. *Journal of Public Administration Research and Theory*, muy078-muy078. doi:10.1093/jopart/muy078
- Provan, Keith G., and Juliann G. Sebastian. 1998. Networks Within Networks: Service Link Overlap, Organizational Cliques, and Network Effectiveness. *Academy of Management Journal* 41 (1):453-563.
- Provan, Keith G., Kun Huang, and Brinton H. Milward. 2009. The Evolution of Structural Embeddedness and Organizational Social Outcomes in a Centrally Governed Health and Human Services Network. *Journal of Public Administration Research and Theory* 19 (4):873-893.
- Raab, J., Mannak, R. S., & Cambré, B. (2015). Combining Structure, Governance, and Context: A Configurational Approach to Network Effectiveness. *Journal of Public Administration Research and Theory*, 25(2), 479-511. doi:10.1093/jopart/mut039
- Scott, Tyler A, and Craig W Thomas. 2017. Winners and Losers in the Ecology of Games: Network Position, Connectivity, and the Benefits of Collaborative Governance Regimes. *Journal of Public Administration Research and Theory*.
- Skelcher, Chris, and Helen Sullivan. 2008. Theory-driven approaches to analysing collaborative performance. *Public Management Review* 10 (6):751-771.
- Smith, J. G. (2020). Theoretical Advances in Our Understanding of Network Effectiveness. *Perspectives on Public Management and Governance*, 3(2), 167-182. doi:10.1093/ppmgov/gvz032
- Turrini, A., Cristofoli, D., Frosini, F., & Nasi, G. (2010). Networking Literature About Determinants of Network Effectiveness. *Public Administration*, 88(2), 528-550. doi:10.1111/j.1467-9299.2009.01791.x
- Wang, W. (2016). Exploring the Determinants of Network Effectiveness: The Case of Neighborhood Governance Networks in Beijing. *Journal of Public Administration Research and Theory*, 26(2), 375-388. doi:10.1093/jopart/muv017
- Yi, H. (2017). Network Structure and Governance Performance: What Makes a Difference?. *Public Admin Rev.* doi:10.1111/puar.12886

Week 7 – October 7

Topics: Network accountability. Tensions between networks and democratic ideals.

Readings:

- Frederickson, H. George. February 2007. "When Accountability Meets Collaboration." In PA Times.
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- Page, Stephen. 2004. Measuring Accountability for Results in Interagency Collaboratives. *Public Administration Review* 64 (5):591-606.
- Romzek, Barbara S., Kelly LeRoux, and Jeannette M. Blackmar. 2012. A Preliminary Theory of Informal Accountability among Network Organizational Actors. *Public Administration Review* 72 (3):442-453.

Recommended Readings:

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- Bingham, Lisa Blomgren, Tina Nabatchi, and Rosemary O'Leary. 2005. The New Governance: Practices and Processes for Stakeholder and Citizen Participation in the Work of Government. *Public Administration Review* 65 (5):547-558.
- Dadze-Arthur, Abena, and Chris Skelcher. 2016. "Democratic Governance: The Role of Politics and Politicians." In *Public Management and Governance*, edited by Tony Bovaird and Elke Loeffler, 223-235. London: Routledge.
- Piatak, Jaclyn, Zachary Mohr, and Suzanne Leland. (forthcoming) Bureaucratic accountability in third-party governance: Experimental evidence of blame attribution during times of budgetary crisis. *Public Administration*.
- Romzek, Barbara S., and Melvin J. Dubnick. 1987. Accountability in the Public Sector: Lessons from the Challenger Tragedy. *Public Administration Review* 47 (3):227-238.

Week 8 – October 14

Topics: Street-level networks; intra-organizational networks. Student presentations and discussions of final papers. [Reminder: No research syntheses/lit reviews do this week]

Readings:

- Casciaro, Tiziana, Sigal G. Barsade, Amy C. Edmondson, Cristina B. Gibson, David Krackhardt, and Giuseppe Labianca. 2015. The Integration of Psychological and Network Perspectives in Organizational Scholarship. *Organization Science* 26 (4):1162-1176.
- Hill, Heather C. 2003. Understanding Implementation: Street-Level Bureaucrats' Resources for Reform. *Journal of Public Administration Research and Theory* 13 (3):265-282.
- Hupe, Peter, and Michael Hill. 2007. Street-level Bureaucracy and Public Accountability. *Public Administration* 85 (2):279-299.

Krackhardt, David, and Jeffrey R. Hanson. 1993. Informal Networks: The Company Behind the Chart. *Harvard Business Review* 71 (4):104-111.

Siciliano, Michael D. 2015. Advice Networks in Public Organizations: The Role of Structure, Internal Competition, and Individual Attributes. *Public Administration Review* 75 (4):548-559.

Recommended Readings:

Brass, Daniel J. 2011. A social network perspective on industrial/organizational psychology. *Handbook of industrial and organizational psychology*.

Casciaro, Tiziana, and Miguel Sousa Lobo. 2005. Competent Jerks, Lovable Fools, and the Formation of Social Networks. *Harvard Business Review* 86:92-99.

Cross, Robert, and Andrew Parker. 2004. *The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations*. Boston, Mass.: Harvard Business School Press.

Cross, Robert, Andrew Parker, and Lisa Sasson, eds. 2003. *Networks in the Knowledge Economy*. Oxford: Oxford University Press.

Cross, Robert, Andrew Parker, Laurence Prusak, and Stephen P. Borgatti. 2001. Knowing What We Know: Supporting Knowledge Creation and Sharing in Social Networks. *Organizational Dynamics* 30 (2):100-120.

Kilduff, Martin, and David Krackhardt. 1994. Bringing the Individual Back in: A Structural Analysis of the Internal Market for Reputation in Organizations. *Academy of Management Journal* 37 (1):87-108.

Kilduff, Martin, and David Krackhardt. 2008. *Interpersonal Networks in Organizations: Cognition, Personality, Dynamics, and Culture, Structural Analysis in the Social Sciences*. Cambridge: Cambridge University Press.

Mehra, Ajay, Martin Kilduff, and Daniel Brass. 2001. The Social Networks of High and Low Self-Monitors: Implications for Workplace Performance. *Administrative Science Quarterly* 46 (1):121-146.

Nisar, Muhammad Azfar, and Spiro Maroulis. 2017. (forthcoming) Foundations of Relating: Theory and Evidence on the Formation of Street-Level Bureaucrats' Workplace Networks. *Public Administration Review*

Siciliano, Michael D. 2015. Professional Networks and Street-Level Performance: How Public School Teachers' Advice Networks Influence Student Performance. *The American Review of Public Administration*.

Siciliano, M. D., Moolenaar, N. M., Daly, A. J., & Liou, Y.-H. (2017). A Cognitive Perspective on Policy Implementation: Reform Beliefs, Sensemaking, and Social Networks. *Public Administration Review*, 77(6), 889-901. doi:10.1111/puar.12797

~Hope you Enjoy the Course~

OTHER READINGS THAT MAY BE OF INTEREST TO YOU

Agranoff, Robert, and Michael McGuire. 2001. American Federalism and the Search for Models of Management. *Public Administration Review* 61 (6):671-681.

Agranoff, Robert, and Michael McGuire. 2003. *Collaborative Public Management: New Strategies for Local Governments*. Washington, D.C.: Georgetown University Press.

Agranoff, Robert. 2007. *Managing within networks: Adding value to public organizations*: Georgetown University Press.

Agranoff, Robert. 2012. *Collaborating to manage: A primer for the public sector*: Georgetown University Press.

- Balachandran, S., & Hernandez, E. (2018). Networks and Innovation: Accounting for Structural and Institutional Sources of Recombination in Brokerage Triads. *Organization Science*, 29(1), 80-99. doi:10.1287/orsc.2017.1165
- Bardach, Eugene. 1998. *Getting agencies to work together : the practice and theory of managerial craftsmanship*. Washington, D.C.: Brookings Institution Press.
- Blåka, S. (2017). Does cooperation affect service delivery costs? Evidence from fire services in Norway. *Public Administration*, 95(4), 1092-1106. doi:10.1111/padm.12356
- Boyer, E. J., Van Slyke, D. M., & Rogers, J. D. (2016). An Empirical Examination of Public Involvement in Public-Private Partnerships: Qualifying the Benefits of Public Involvement in PPPs. *Journal of Public Administration Research and Theory*, 26(1), 45-61. doi:10.1093/jopart/muv008
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- Choi, T., & Robertson, P. J. (2018). Contributors and Free-Riders in Collaborative Governance: A Computational Exploration of Social Motivation and Its Effects. *Journal of Public Administration Research and Theory*, muy068-muy068. doi:10.1093/jopart/muy068 - ABS model
- Coleman, K., & Stern, M. J. (2018). Exploring the Functions of Different Forms of Trust in Collaborative Natural Resource Management. *Society & Natural Resources*, 31(1), 21-38. doi:10.1080/08941920.2017.1364452
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- Cross, Robert, and Andrew Parker. 2004. *The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations*. Boston, Mass.: Harvard Business School Press.
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- Gazley, Beth. 2008. Beyond the Contract: The Scope and Nature of Informal Government–Nonprofit Partnerships. *Public Administration Review* 68 (1):141-154.

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- Klijn, Erik-Hans, and Joop Koppenjan. 2015. *Governance Networks in the Public Sector*. New York: Routledge.
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- Lee, J., Rethemeyer, R. K., & Park, H. H. (2018). How Does Policy Funding Context Matter to Networks? Resource Dependence, Advocacy Mobilization, and Network Structures. *Journal of Public Administration Research and Theory*, muy016-muy016. doi:10.1093/jopart/muy016
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