

Argosy University

COURSE SYLLABUS

PA6516

Public and Private Partnerships

Faculty Information

Faculty Name:

Campus:

Contact Information:

Office Hours:

Short Faculty Bio:

Course description:

Students examine the emergence of public/private partnerships and the legal and political opportunities and challenges in such partnerships. Students weigh the incentives and benefits against the responsibilities and obligations of each partner and propose a specific action.

Course Pre-requisites: PA6010, PA6012, PA6014, PA6016, PA6510, PA6512, PA6514

Required Readings:

Awortwi, N. (2004). Getting the Fundamentals Wrong: Woes of Public-Private Partnerships in Solid Waste Collection in Three Ghanaian Cities. *Public Administration & Development*, 24(3), 213-224.

<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=2&did=676114781&SrchMode=3&sid=16&Fmt=10&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288802462&clientId=82498&aid=17>

Bloomfield, P. (2006). The Challenging Business of Long-Term Public-Private Partnerships: Reflections on Local Experience. *Public Administration Review*, 66(3), 400

<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=14&did=1060390801&SrchMode=3&sid=17&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288802525&clientId=82498&aid=18>

Brazil Turns to PPP for Infrastructure Investment (2004). *International Financial Law Review*, 26-28.

<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=0&did=783748011&SrchMode=1&sid=3&Fmt=3&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288802878&clientId=82498>

Coates, B.E. (2006). Public-Private Entrepreneurism at the Local Level. *Public Manager*, 35(1), 53-56.

<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=14&did=1061955781&SrchMode=3&sid=19&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288802921&clientId=82498&aid=23>

Gazley, B. (2008). Beyond the Contract: The Scope and Nature of Informal Government-Nonprofit Partnerships. *Public Administration Review*, 68(1), 141-154.

<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=5&did=1427023351&SrchMode=3&sid=20&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803034&clientId=82498&aid=24>

Kitchens, R. (2007). Community Capitalism. *Economic Development Journal*, 6(4), 33-38.
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=2&did=1550277741&SrchMode=3&sid=21&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803094&clientId=82498&aid=25>

Kroopnick, M. (2008). Affording Baltimore: Public-Private Approaches to Workforce Housing. *The Urban Lawyer*, 40(2), 331-373.
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=0&did=1504359631&SrchMode=3&sid=22&Fmt=3&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803159&clientId=82498&aid=26>

Lutz, S. (2008). Happy Together: Consumer Expectation for Public-Private Healthcare System. *Journal of Healthcare Management*, 53(3), 149-152.
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=4&did=1490173321&SrchMode=3&sid=23&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803205&clientId=82498&aid=27>

Nutavoot, P. (2002). Regulation and Public-Private Partnerships. *The International Journal of Public Sector Management*, 15(6/7), 487- 495.
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=9&did=256242141&SrchMode=3&sid=24&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803255&clientId=82498&aid=28>

Palermo, F. (2009). Are Share-in-Savings Contracting and Public-Private Partnerships Capable of Challenging Traditional Public Procurement Processes. *Public Contract Law Journal* 38(3), 633-665.
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=0&did=1713422771&SrchMode=3&sid=25&Fmt=3&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803318&clientId=82498&aid=29>

Peat, B. & Costley, D. (2008). Purchase of Service Contracting: Proposal Rating as a Moderator. *Public Administration Quarterly*, 32(4), 462-489.
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=2&did=1667013891&SrchMode=3&sid=26&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803369&clientId=82498&aid=30>

Rubin, B. & Rubin. R. (2007). Service Contracting and Labor Market Management Partnerships: Transforming the Public Sector. *Public Administration Quarterly* 31(2), 192-217
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=3&did=1615031441&SrchMode=3&sid=27&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803411&clientId=82498&aid=31>

Ryan, C. & Walsh, P. (2004). Collaboration of Public Sector Agencies: Reporting and Accountability Challenges. *The International Journal of Public Sector Management*, 17(6/7), 621-631.
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=3&did=748171441&SrchMode=3&sid=28&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803461&clientId=82498&aid=32>

Selden, S.C., Sowa, J.E., & Sandfort, J. (2006). The Impact of Nonprofit Collaboration in Early Childcare and Education on Management and Program Outcomes. *Public Administration Review*, 66(3), p. 412
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=16&did=1060390811&SrchMode=3&sid=17&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803526&clientId=82498&aid=33>

Tamyko, Y. (2007). Governance Forms in Urban Public-Private Partnerships. *International Public Management Journal* 10(1), 35- 57
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=6&did=1247572981&SrchMode=3&sid=30&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803752&clientId=82498&aid=36>

Wang, Y. (2009). A Broken Fantasy of Public-Private Partnerships. *Public Administration Review*, 69(4). 779-782
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=2&did=1822466741&SrchMode=3&sid=29&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803598&clientId=82498&aid=34>

Warren, M. & Hefetz, A. (2008). Managing Markets for Public Service. The Role of Mixed Public-Private Delivery of City Services. *Public Administration Review* 68(1), 155-166.
<http://proquest.umi.com.libproxy.edmc.edu/pqdlink?index=12&did=1427023361&SrchMode=3&sid=20&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1288803639&clientId=82498&aid=35>

Course length: 7.5 Weeks

Contact Hours: 45 Hours

Credit Value: 3.0

Program Outcomes:

1. **Communication:**
 - a. Communicate the roles and limitations of government at any level (federal, state, local) in specific circumstances. (*direct measures*)
 - b. Deliver oral, visual, or written presentations to educate or promote projects to diverse audiences. (*direct measures*)
2. **Analytical problem solving:** Gather information, discern gaps, develop, and evaluate possible solutions and alternatives regarding political, social, and financial costs and benefits of public sector initiatives. (*direct measures*)
3. **Leadership and motivation:**
 - a. Generate shared goals and lead internal and external stakeholders toward those goals. (*indirect measures*)
 - b. Motivate employees and other stakeholders to perform consistent with the mission of the relevant work unit. (*indirect measures*)



4. **Tactical Management:** Execute duties and responsibilities such as: evaluate and supervise employees, reinforce organizational mission, and manage unit budgets. (*indirect measures*)
5. **Interpersonal Effectiveness:**
 - a. Establish, build, and sustain effective working relationships with relevant parties to achieve organizational goals. (*direct measures*)
 - b. Exemplify and teach ethical values and behavior (*direct measures*)


Course Objectives:



1. Using relevant data, evaluate the short and long-term impacts of financial incentives in an economic development initiative from the perspectives of anticipated partners. **(Program Outcomes 2, 3, 4)**
2. Delineate viable options to structure the public/private partnership based on relevant law and regulation. **(Program Outcomes 1, 2, 3, 4, 5)**
3. Design an initiative combining the strengths of the public and private sectors to improve citizen welfare through cooperative action **(Program Outcomes 2, 4).**
4. Evaluate the social and political realities of a public/private partnership in an economic development project. **(Program Outcomes 1, 2, 3, 4, 5)**




Activities/Assignments/Assessments Table

Unit	Topics	Academic Resources/Learning Assessment System Assignments(LASA)/Weekly Assignments
1	<ul style="list-style-type: none"> • Types of public/private partnerships • Why form public private partnerships • Controls and accountability • Partnerships with For-Profit vs. Non-Profit Private Entities 	<ul style="list-style-type: none"> • Reading Resources: <ul style="list-style-type: none"> ○ Wang, Y. (2009). A Broken Fantasy of Public-Private Partnerships. <i>Public Administration Review</i>, 69(4). 779-782 ○ Rubin, B. & Rubin. R. (2007). Service Contracting and Labor Market Management Partnerships: Transforming the Public Sector. <i>Public Administration Quarterly</i> 31(2), 192-217 ○ Selden, S.C., Sowa, J.E., & Sandfort, J. (2006). The Impact of Nonprofit Collaboration in Early Childcare and Education on Management and Program Outcomes. <i>Public Administration Review</i>, 66(3), p. 412 ○ Gazley, B. (2008). Beyond the Contract: The Scope and Nature of Informal Government-Nonprofit Partnerships. <i>Public Administration Review</i>, 68(1), 141-154. • Discussion/Participation Topic

		<ul style="list-style-type: none"> ○ Identify 3 public/private partnerships in a location of interest in the following areas: <ul style="list-style-type: none"> ▪ Business Incubator ▪ Service Contract such as trash collection or mental health treatment ▪ Major Construction Project such as toll road or sports stadium ○ Locate two to three press articles or websites that address the issues in each of the 3 identified public/private partnerships. ○ Discuss the similarities and differences in the approaches for each type of partnership. • Lecturette <ul style="list-style-type: none">  M1 Lecturette.doc
2	<ul style="list-style-type: none"> • Public/Private Partnerships for Economic Development 	<ul style="list-style-type: none"> • Reading Resources: <ul style="list-style-type: none"> ○ Kitchens, R. (2007). Community Capitalism. <i>Economic Development Journal</i>, 6(4), 33-38. ○ Coates, B.E. (2006). Public-Private Entrepreneurism at the Local Level. <i>Public Manager</i>, 35(1), 53-56. • Participation Assignment: <ul style="list-style-type: none"> ○ Choose an economic development public/private partnership that involves the city, county, or state where you live. Describe the incentives being offered under the partnership. Describe the purposes for which the partnership was formed. Describe the goals and objectives of the partnership. Describe the controls and methods of accountability used by the government agency. Describe how the private entity protects its interests in the partnership arrangement. Submit your information using PowerPoint. The economic development partnership selected will be used as the basis for your final course project. • Lecturette <ul style="list-style-type: none">  M2 Lecturette.doc
3	<p>Ensuring Accountability in Economic Development Public/Private Partnerships:</p> <ul style="list-style-type: none"> • Law and Regulation 	<ul style="list-style-type: none"> • Reading Resources <ul style="list-style-type: none"> ○ Nutavoot, P. (2002). Regulation and Public-Private Partnerships. <i>The International Journal of Public Sector Management</i>, 15(6/7), 487-495. ○ Tamyko, Y. (2007). Governance Forms in Urban Public-Private Partnerships. <i>International</i>

		<p style="text-align: center;"><i>Public Management Journal</i> 10(1), 35-57</p> <ul style="list-style-type: none"> ○ Ryan, C. & Walsh, P. (2004). Collaboration of Public Sector Agencies: Reporting and Accountability Challenges. <i>The International Journal of Public Sector Management</i>, 17(6/7), 621-631. <ul style="list-style-type: none"> ● LASA 1: (CO2 – 20%) <ul style="list-style-type: none"> ○ Evaluate the partnership agreement selected in Module 2 to determine if the agreement protects the city, county, or state and provides public accountability and transparency. Identify potential protection gaps and propose solutions to minimize such gaps. Consider and identify any legal and regulatory limits of the partnership. ● Lecturette <ul style="list-style-type: none">  M3 Lecturette.doc
4	<ul style="list-style-type: none"> ● Deciding When to Use Public/Private Partnerships to Deliver Public Services ● Examples of Service Delivery Partnerships 	<ul style="list-style-type: none"> ● Reading Resources: <ul style="list-style-type: none"> ○ Warren, M. & Hefetz, A. (2008). Managing Markets for Public Service. The Role of Mixed Public-Private Delivery of City Services. <i>Public Administration Review</i> 68(1), 155-166. ○ Rubin, B. & Rubin, R. (2007). Service Contracting and Labor Market Management Partnerships: Transforming the Public Sector. <i>Public Administration Quarterly</i> 31(2), 192-217 ○ Gazley, B. (2008). Beyond the Contract: The Scope and Nature of Informal Government-Nonprofit Partnerships. <i>Public Administration Review</i>, 68(1), 141-154. ● Participation Assignment: <ul style="list-style-type: none"> ○ Obtain a copy of a service delivery agreement or contract between a government agency and a private entity. Describe the services to be delivered under the agreement. Interview someone from that government agency and describe the decision-making process that was used in deciding to deliver this service through a public/private partnership. ● Lecturette

		 M4 Lecturette.doc
5	<ul style="list-style-type: none"> • Ensuring Accountability in Services Delivered Through Public/Private Partnerships 	<ul style="list-style-type: none"> • Reading Resources <ul style="list-style-type: none"> ○ Lutz, S. (2008). Happy Together: Consumer Expectation for Public-Private Healthcare System. <i>Journal of Healthcare Management</i>, 53(3), 149-152. ○ Awortwi, N. (2004). Getting the Fundamentals Wrong: Woes of Public-Private Partnerships in Solid Waste Collection in Three Ghanaian Cities. <i>Public Administration & Development</i>, 24(3), 213-224. • Discussion/Participation Topic <ul style="list-style-type: none"> ○ Using the agreement you obtained under Topic Four, discuss how the private entity is held accountable for results. In addition, evaluate and discuss the effectiveness of these accountability methods. • Lecturette  M5 Lecturette.doc
6	<ul style="list-style-type: none"> • Financing Public/Private Partnerships 	<ul style="list-style-type: none"> • Reading Resources: <ul style="list-style-type: none"> ○ Peat, B. & Costley, D. (2008). Purchase of Service Contracting: Proposal Rating as a Moderator. <i>Public Administration Quarterly</i>, 32(4), 462-489. ○ Palermo, F. (2009). Are Share-in-Savings Contracting and Public-Private Partnerships Capable of Challenging Traditional Public Procurement Processes. <i>Public Contract Law Journal</i> 38(3), 633-665. ○ Kroopnick, M. (2008). Affording Baltimore: Public-Private Approaches to Workforce Housing. <i>The Urban Lawyer</i>, 40(2), 331-373. • LASA 2 - (CO1 – 20%) <ul style="list-style-type: none"> ○ Using the partnership selected in Module 2, summarize how the partnership will be financed including sources and methods of funding. Evaluate the level of and appropriateness of the transparency of the funding sources. In addition, identify additional or alternative funding sources, as well as, provide a long term risk analysis. • Lecturette

		 M6 Lecturette.doc
7	<ul style="list-style-type: none"> • Using Public/Private Partnerships for Infrastructure Projects 	<ul style="list-style-type: none"> • Reading Resources <ul style="list-style-type: none"> ○ Siemiatcyki, M. (2007). What's The Secret? Confidentiality in Planning Infrastructure Using Public/Private Partnerships. <i>Journal of American Planning Association</i>, 73(4), 388-403. ○ Brazil Turns to PPP for Infrastructure Investment (2004). <i>International Financial Law Review</i>, 26-28. • LASA 3 - (CO 3 & 4 @ 35%) <ul style="list-style-type: none"> ○ Given the analysis to date, design an alternative or extension of the partnership that combines the strengths of the public and private sectors and significantly improves citizen welfare. In addition, identify the social and political constraints of the project and prepare a plan to respond to the identified constraints. • Lecturette  M7 Lecturette.doc
8	<ul style="list-style-type: none"> • Social and Political Barriers to Forming Public/Private Partnerships 	<ul style="list-style-type: none"> • Reading Resources <ul style="list-style-type: none"> ○ Bloomfield, P. (2006). The Challenging Business of Long-Term Public-Private Partnerships: Reflections on Local Experience. <i>Public Administration Review</i>, 66(3), 400 • Discussion/Participation Topic: <ul style="list-style-type: none"> ○ Identify a case in which a proposed public/private partnership was not formed. Discuss the social and political barriers that prevented the formation of the partnership. • Lecturette  M8 Lecturette.doc

Grading Criteria

Grading Scale

A	100 – 93 %
A-	92 – 90 %
B+	89 – 88 %
B	87 – 83 %
B-	82 – 80 %
C+	79 – 78 %
C	77 – 73 %
C-	72 – 70 %
F	69 and below

Grading requirements

<i>Participation</i>	25%
<i>LASA 1</i>	20%
<i>LASA 2</i>	20%
<i>LASA 3</i>	35%
	100%

Library

All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.

Library Resources: Argosy University's core online collection features nearly 21,000 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>. Detailed descriptions of online resources are located at <http://library.argosy.edu/libweb/resources/>

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

Information Literacy: Argosy University's Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosy.edu/infolit/>

Academic Policies

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the current edition of the *Publication Manual of the American Psychological Association*. Students are encouraged to purchase this manual and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through “Turnitin,” (www.turnitin.com), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

Americans with Disabilities Act Policy

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student’s responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

The Argosy University Statement Regarding Diversity

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.