

PUBLIC PRIVATE PARTNERSHIPS
PUAD 615, Fall 2011

Syllabus

Course Information

PUAD 615-001, Wednesday, 2:35-5:15 pm, Location: Ward 304
PUAD 615-002, Wednesday, 8:10-10:40 pm, Location: Ward 204
Office Hours: Tuesday, 1:00-5:00 pm or by appointment

Instructor Information

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Course Description and Objectives

The provision of public services takes place through a variety of forms, direct government provision being only one of them. Increasingly, nonprofit and for-profit organizations, businesses, and government contractors deliver public services in partnership with government. This course will examine the role of partnerships with non-governmental organizations in carrying out important functions of public agencies. Students will get a chance to understand the advantages of such partnerships in terms of effectiveness and efficiency thanks to increased competition and administrative flexibility. The course will also highlight potential pitfalls and unintended consequences.

My objective for this course is to convey a broad understanding of various forms of “third party government” as well as to introduce specific knowledge about public private partnerships as one particular form of third party government. I would also like this course to be an opportunity for students to relate and apply the material to particular areas of interest.

Theory and cases will be used to gain knowledge of the processes for deciding when to develop public private partnerships and how to monitor their performance as well as to explore the political, managerial, legal, financial, and ethical implications of such partnerships. This course will combine theory and practice within each session to convey the following conceptual foundations on *choosing*, *designing* and *evaluating* public private partnerships. These three crosscutting themes will guide students through the course:

- **Choice:** When are public private partnerships applied? → When should they be?
- **Design:** How do public private partnerships work? → How should they work?
- **Evaluation:** How do public private partnerships perform? → How should they?

Practices from all levels of government – local, state, federal, and global – will be of interest. While many cases will report about the US context, other areas of the world will also be relevant. Cases will be drawn from some of the following areas:

- Infrastructure development and financing
- Sustainable cities/neighborhoods
- Social policy
- Healthcare

- Education
- Prisons

Assignments and Grading

There are three formal assessment tools accounting for a total of 90% of the grade. Participation, measured by criteria such as attendance, contributions inside and outside the classroom, and the accomplishment of homework (including regular reports on reading list, see first assignment), will account for 10%.

Case study: presentation	20%
Case study: written memo	35%
Final paper	35%
Participation	10%

This is a summary overview of the assignments. More detailed instructions and grading criteria will follow via Blackboard. Always refer to those for guidance before completing your assignments!

Case study: Each student (or team of students) will sign up for one of the cases discussed throughout the course in such a manner that all cases are discussed by one or two presenters or presenting teams. A presentation and written memo will be due. Please find some cases listed in the relevant sessions. Also feel free to make your own suggestion. While the depth and type of documentation available for each case may vary greatly, the final product for all cases will take on a memo format aimed at providing recommendations. The memo will typically state and detail a problem related to the session topic before presenting, discussing, and recommending (a) solution(s). Team work on the case studies is encouraged but not required. Teams of students will get credit for the added difficulty of working in groups.

Presentation: The case presentation (Powerpoint or otherwise supported, max. 20 min., less when several presentations are held) is *due by* and will be held during *the session the case is assigned to*.

Written memo: The written case memo (about eight pages, 4000-5000 words, not including notes, references, or attachments) is *due a week after the presentation*.

Final paper: Since part of my goal for this course is to enable each student to pursue (a) specific issue area(s) that may be of particular interest, the final paper will be an opportunity to examine an area of your choice (see list above) in more depth. This paper will have the character of a literature and best practice review and is intended to address and conclude about the three crosscutting themes outlined above. The paper should be no longer than about five pages, 2500-3000 words, not including notes, references, or attachments. It is due at the end of the semester.

Readings

Students are encouraged to purchase (or borrow) the required and suggested books below via AU's bookstore or by other means. The Osborne and Gaebler book is an applied classic and available cheaply in new or used paperback format. It will serve as a backdrop, so please read as much of it as possible during the first few sessions. Savas will be used more like a textbook throughout the course. And Kettle offers an academic and historic background to the developments this course aims to examine. For MPA students, I will assume that you are tapping into the Kettle reading during some of your other MPA courses. If you don't you should pay this reading closer attention and read up as needed. Savas and Kettle are also

available for limited time check-out at the Bender Library's reserve desk. Additional readings will be provided as PDFs via Blackboard.

Please note that aside from textbook costs you may encounter modest case purchasing costs throughout the semester (typically no more than \$2-3 per case), probably about three times throughout the semester.

Required books:

- Osborne, David and Ted Gaebler. 1992. *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*. Reading, MA: Addison-Wesley. ISBN 0452269423 (required)
- Savas, Emanuel S. 2000. *Privatization and Public-Private Partnerships*. New York: Chatham House. ISBN 1566430739 (required)

Suggested book:

- Kettl, Donald F. 2002. *The Transformation of Governance: Public Administration for Twenty-First Century America*. Baltimore, MD: Johns Hopkins University Press. ISBN 0801870496 (recommended)

Online Resources

Harvard Business School's Project Finance Portal: This portal is a reference guide for practitioners, researchers, and students seeking information about project finance, infrastructure finance, and public-private partnerships (PPP). In addition to bibliographical references for books, articles, and case studies, the site contains links to hundreds of related sites containing data as well as information about particular projects and companies/organizations involved with project finance.

<http://www.people.hbs.edu/besty/projfinportal/>

National Council for Public Private Partnerships: <http://www.ncppp.org/index.shtml>

The Outsourcing Institute: <http://www.outsourcing.com/>

News about the federal government: <http://www.govexec.com/>,
<http://www.federaltimes.com/>, <http://www.governing.com/>

Academic Honesty, Referencing, and Academic Writing

In order to achieve high grades for written and spoken assignments¹, students are expected to deliver well written and argued original contributions to an assigned topic while also drawing on and citing relevant sources, including academic sources such as books and journal articles. When grading memos and papers, I apply criteria such as conceptual quality, analytic stringency, applicability, overall coherence, and format (incl. writing style, layout, and spelling).

Please familiarize yourself with AU's Academic Integrity Code, which can be found under Academic Integrity on my.american.edu at <https://my.american.edu/external.cfm?linkID=78>. In this course, as in all courses, students are expected to behave accordingly. Unless otherwise specified, I expect assignments to be completed on your own. You may not cooperate with other individuals during exams. However, you may discuss homework assignments, memos, papers, general ideas, concepts and techniques with others.

¹ Remember that these standards apply to presentations as much as they apply to papers.

When referencing others' work and ideas, you must properly cite them. This includes information received orally, for example during a field interview, and web resources, including public domain sources. While you are encouraged to use sources, you may not copy any information from a book, article, newspaper, website, another student's paper, your own work delivered in another context, or any other source without clearly citing this source using an appropriate referencing system: footnotes, endnote, and/or in-text citations in conjunction with a list of references. Consult the AU Library's resources to learn about proper citation methods (www.library.american.edu/subject/citation.html). If quoting directly, use quotation marks. If paraphrasing information in your work, you do not have to use quotation marks, but you must clearly cite the source. The reader must understand without ambiguity what comes from other sources and what your original contributions are.

If you have questions about quality academic writing or what constitutes a violation of the University's Academic Integrity Code, please do not hesitate to contact me. In compliance with the AU's Academic Integrity Code, I will not treat violations lightly and suggest disciplinary action should such violations occur.

Schedule, Study Questions, and Readings (DRAFT)

Aug. 31	Introduction: The background of privatization trends
Topics	<ul style="list-style-type: none"> • Course overview and assignments • The background of privatization trends • Public-private partnerships in the context of privatization and contracting
Questions	<ul style="list-style-type: none"> • Why do governments grow? • Why do governments privatize? • How big is the (US) government?
Readings	<p>Savas, ch. 1 (forces), 2 (size of government) & 5 (why/how, pp. 111-126) <i>Read up on size, scope and growth of public sector as needed:</i></p> <p>Jackson, Peter M. (2003). "The size and scope of the public sector: An international comparison", in: Tony Bovaird and Elke Löffler (eds.). <i>Public management and governance</i>. London, New York: Routledge, pp. 25-39.</p> <p>Peters, B. Guy (2001). <i>The Politics of Bureaucracy</i>, 5th ed. London, New York: Routledge, Chapter 1, pp. 1-32.</p>
Case	<p>Finnegan, William. 2004. Underground man. <i>The New Yorker</i>, Feb. 9. p. 52.</p> <p>The National Performance Review (2007, published in 1993). "From Red Tape to Results: Creating a Government That Works Better and Costs Less", in: Jay M. Shafritz and Albert C. Hyde (eds). 2007. <i>Classics of Public Administration</i>. 6th ed. Boston, MA: Thomson Wadsworth, pp. 551-558.</p> <p><i>Read up as needed:</i></p> <p>Kettl, ch. 1 (Administrative Paradoxes)</p>

Sept. 7	Fundamentals of public-private partnerships
Topics	<ul style="list-style-type: none"> • Some history of public private partnerships • Definitions of public private partnerships • Types of public private partnerships
Questions	<ul style="list-style-type: none"> • Are public private partnerships new? • How do definitions of PPP differ between key authors? • What is a PPP; and what is <u>not</u> a PPP?
Readings	<p>Savas, ch. 5 (why/how)</p> <p>Yescombe, E. R. 2007. <i>Public-Private Partnerships: Principles of Policy and Finance</i>. Burlington, MA: Elsevier, chapter 1, pp. 1-14.</p> <p>Savas, ch 9 (infrastructure)</p> <p><i>Read up as needed:</i></p> <p>Kettl, ch. 4 (Boundaries Within the Bureaucracy), ch. 5 (Boundaries Outside the Bureaucracy), ch. 6 (Administration and Governance)</p> <p>Hodge, Graeme A. and Carsten Greve (2007). Public–Private Partnerships: An International Performance Review. <i>Public Administration Review</i> 67(3), 545-558.</p>

Sept. 14	Related instruments: contracting out and privatization
Topics	<ul style="list-style-type: none"> • Review of definitions • Fundamentals of privatization • Fundamentals of contracting out
Questions	<ul style="list-style-type: none"> • How is privatization similar to/different from public private partnerships? • How is contracting out similar to/different from public private partnerships? • When and why are these instruments used? • What are their limits?
Readings	<p>Savas, ch. 7 (contracting out) and ch. 8 (divestment)</p> <p>Osborne & Gaebler (1992), ch. 3 (competitive government)</p> <p><i>Read up as needed:</i></p> <p>Gansler, Jacques S. (2006). “Chapter Two: Moving Toward Market-Based Government: The Changing Role of Government as the Provider”, in John M. Kamensky and Albert Morales (eds). <i>Competition, Choice, and Incentives in Government Programs</i>. Lanham: Rowman & Littlefield, pp. 37-120.</p> <p>Allison, Graham T. (2007). “Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects?”, in Jay H. Shafritz and Albert C. Hyde. <i>Classics of Public Administration</i>. 6th ed. Boston, MA: Thomson Wadsworth, pp. 387-403. (published in 1980)</p> <p>Wilson, James Q. (1989). <i>Bureaucracy</i>. Basic Books, ch. 19: Markets, pp. 346-364.</p>

Sept. 21	Organizing and managing public-private partnerships
Topics	<ul style="list-style-type: none"> • Review of models and types • Development and organization of PPPs over time • Distribution of risk between the public and the private sector • Contextual incentives and constraints • Review contracting homework (Medicare case management)
Questions	<ul style="list-style-type: none"> • How can public-private partnerships organized over time? • Why is the distribution of risk between the public and private sector crucial? • What legal and institutional factors may foster the development and success of public-private partnerships?
Readings	<p>United States Department of Transportation (2004). Report to Congress on Public Private Partnerships, Washington DC: USDOT, <i>read ch. II (9-40)</i> http://www.fhwa.dot.gov/reports/pppdec2004/pppdec2004.pdf</p> <p>Federal Highway Administration (2009). <i>Public-Private Partnerships for Federal Highway Infrastructure: Capitalizing on International Experience</i>. Washington DC: FHA, <i>read ch. 3+4 (pp. 19-46)</i> http://international.fhwa.dot.gov/pubs/pl09010/pl09010.pdf</p> <p>Johnson, Jocelyn M. and Barbara Romzek. (2005). “Traditional contracts as partnerships: effective accountability in social services contracts in the American states”, in Hodge, Graeme and Carsten Greve (eds). <i>The Challenge of Public-Private Partnerships</i>. Cheltenham, UK, Northampton, MA, USA: Edward Elgar, pp. 117-143.</p> <p><i>Application:</i> Johnson, Jocelyn M. and Barbara S. Romzek (1999). “Contracting and accountability in state Medicaid reform: Rhetoric, theories, and reality”, <i>Public Administration Review</i> 59(5): 383-399.</p>

Sept. 28	Financing public-private partnerships
Topics	<ul style="list-style-type: none"> • Fundamentals of financing PPPs • Models, types • Example
Questions	<ul style="list-style-type: none"> • How does financing fit in with organization and management of PPPs? • Where does PPP funding come from? • How is it different from traditional procurement?
Readings	<p>Yescombe, E. R. 2007. <i>Public-Private Partnerships: Principles of Policy and Finance</i>. Burlington, MA: Elsevier, chapter 9, pp. 124-142.</p> <p>Stainback, John and Michael B. Donahue. 2005. Outside the Budget Box—Public/Private Partnership as a Creative Vehicle for Finance and Delivery of Public School Facilities. <i>Journal of Professional Issues in Engineering Education & Practice</i> 131(4): 292-296.</p> <p>United States Department of Transportation (2004). Report to Congress on</p>

Public Private Partnerships, Washington DC: USDOT, *read ch. II*
<http://www.fhwa.dot.gov/reports/pppdec2004/pppdec2004.pdf>
Application: Capital Beltway HOT Lanes Project, <http://virginiahotlanes.com/>

Oct. 5	Choosing the right PPP model
Topics	<ul style="list-style-type: none"> • Developing d “Public Sector Comparator” • Value for Money and other indicators • Choosing between PPPs • Some basics on cost-benefit-analysis
Questions	<ul style="list-style-type: none"> • What criteria (attributes) should be considered in choosing among alternative arrangements?
Readings	<p>Savas, ch. 3 (characteristics of goods and services)</p> <p>Yescombe, E. R. 2007. <i>Public-Private Partnerships: Principles of Policy and Finance</i>. Burlington, MA: Elsevier, chapter 2, pp. 15-28.</p> <p>Shugart, C. (2008). <i>PPPs, the Public Sector Comparator, and Discount Rates: Key Issues</i>. John Deutsch Institute: Canada.</p> <p>Pangeran, M.H., &Wirahadikusumah, R.D. (2010). Challenges in Implementing the Public Sector Comparator for Bid Evaluation of PPPs Infrastructure Project Investment. <i>Proceedings of the First Makassar International Conference on Civil Engineering</i>.</p> <p><i>Application/practice, consider depending on interest:</i></p> <p>United States Department of Transportation (2004). Report to Congress on Public Private Partnerships, Washington DC: USDOT, http://www.fhwa.dot.gov/reports/pppdec2004/pppdec2004.pdf, ch. IV (impediments)</p> <p>GSA. (2011). The Procurement Process At The U.S. General Services Administration. http://www.gsa.gov/portal/content/101951</p>
Oct. 12	Evaluating public-private partnerships
Topics	<ul style="list-style-type: none"> • Discussion of research results on PPPs, in the US, around the world • Impediments • Goals and evaluation criteria for PPPs • Organizing evaluations of PPPs
Questions	<ul style="list-style-type: none"> • Under what circumstances should a privatized solution be considered? • What factors account for the success of privatization? What are possible impediments?
Readings	<p>Savas, ch. 4 (arrangements), 5 (why/how pp.126-146) & 6 (results) and ch. 11 (pp. 299 onward)</p> <p>Osborne, David and Ted Gaebler. 1992. <i>Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector</i>. Reading, MA:</p>

Addison-Wesley. (please read by this session)

Boardman, Anthony E. and Aidan R. Vining (2010). “P3 in North America: renting the money (in Canada), selling the roads (in the USA)”, in Graeme A. Hodge, Carsten Greve and Anthony E. Boardman (eds). *International Handbook of Public-Private Partnerships*. Cheltenham, UK, Northampton, MA, USA: Edward Elgar.

Practice reports, read up as needed/interested:

United States Department of Transportation (2004). Report to Congress on Public Private Partnerships, Washington DC: USDOT, *ch. III: Value of Public Private Partnerships*

<http://www.fhwa.dot.gov/reports/pppdec2004/pppdec2004.pdf>

Federal Highway Administration (2009). *Public-Private Partnerships for Federal Highway Infrastructure: Capitalizing on International Experience*. Washington DC: FHA, *ch. 5-7 (pp. 47-58)*

<http://international.fhwa.dot.gov/pubs/pl09010/pl09010.pdf>

Battelle, Performance-Based Contracting for the Highway Construction Industry: An Evaluation of the Use of Innovative Contracting and Performance Specifications in Highway Construction, Final Report prepared at the request of Koch Industries, Inc., February 2003, 2.

<http://www.ncppp.org/resources/papers/battellereport.pdf>

Duffield, D., Raisbeck, R., and Xu, M. (2008). Report on the performance of PPP projects in Australia when compared with a representative sample of traditionally procured infrastructure projects. *National PPP Forum – Benchmarking Study, Phase II*, 1-44

Case sessions (cases and emphasis may differ between sections)

Oct. 19	Infrastructure, transportation, housing
Readings	<p>Gaffey, D. W. (2010). Outsourcing Infrastructure: Expanding the use of Public-Private Partnerships in the United States. <i>Public Contract Law Journal</i>, 39(2), 351-372.</p> <p>Koppenjan, Joop F. M. and Bert Enserink. 2009. Public–Private Partnerships in Urban Infrastructures: Reconciling Private Sector Participation and Sustainability. <i>Public Administration Review</i> 69(2) 284-296.</p>
Suggested cases	<ul style="list-style-type: none">• Donahue, John. 2004. <i>Parks and partnership in New York City</i>. Boston, MA: Kennedy School of Government Case Studies in Public Management.• Wireless Networks- a prerequisite for the future by Diana Neff in ICMA PM March 2007 http://www.icma.org/pm/8902/public/cover.cfm?author=Dianah%20Neff&title=Local%20Wireless%20Networks%20-%20A%20Prerequisite%20for%20the%20Future [examine various models to foster local wireless networks]• Private participation in the water supply service in the city of Paris, Mercadal December 1992. Review portals of SAGEP (www.sagep.fr)

and STOKAB (www.stokab.se)

- Freight train traffic (in the US or elsewhere)
- Funding high speed rail projects in a US city

Oct. 26 **Healthcare**

Readings UNAIDS. 2009. HIV-related Public-Private Partnerships and Health Systems Strengthening. Geneva: Joint United Nations Programme on HIV/AIDS. http://data.unaids.org/pub/Report/2009/jc1721_publicprivatepartnerships_en.pdf [compilation of “best practices and lessons learnt to support and facilitate Public-Private Partnerships with respect to their applicability for strengthening the public sector in low and middle income countries] [free]

Suggested cases • Yagan, Jessica Droste and Alan M. Trager. 2007. *The Eli Lilly MDR-TB Partnership: Creating Private and Public Value*. Boston, MA: Harvard Kennedy School of Government Case Studies in Public Management no. 1871.0 [tracking travelers at risk for TB] [\$3.45 per student]

- Applegate, Lynda M., Ajay Vinze, T.S. Raghu, and Minu Ipe. 2009. *Transforming Arizona's Health Care System: Developing and Implementing the Health-e Connection Roadmap*. Harvard Business School. [healthcare IT] [\$3.95 per student]
- Rangan, V. Kasturi. 2007. *ACHAP (African Comprehensive HIV/AIDS Partnerships): The Merck/Gates Initiative in Botswana*. Harvard Business School. [PPP in AIDS education, prevention, and treatment programs] [\$3.95 per student]

Nov. 2 **Welfare, education**

Readings Patrinos, Harry Anthony, Felipe Barrera-Osorio, and Juliana Guáqueta. 2009. *The Role and Impact of Public-Private Partnerships in Education*. Washington DC: The World Bank. http://siteresources.worldbank.org/EDUCATION/Resources/278200-1099079877269/547664-1099079934475/547667-1135281523948/2065243-1239111225278/Role_Impact_PPP_Education.pdf [free]

Savas, ch. 10 (education, welfare)

Rom, Mark Carl (2000). From Welfare State to Opportunity Inc.: Public-Private Partnerships in Welfare Reform, in: Pauline Vaillancourt Rosenau (ed). *Public-Private Policy Partnerships*. Cambridge: MIT Press, pp. 161-182.

Suggested cases • Wilson, Julie Boatright and Pamela Varley. 1994. *High stakes and frightening lapses: DSS, La Alianza Hispana and the public-private question*. Boston, MA: Harvard Kennedy School of Government Case Studies in Public Management. [contracting social service administration] [\$3 per student]

- Lundberg, Kristen and Henry Solano. 1993. *Friends of the Family*:

Public/Private/Community Broker. Boston, MA: Harvard Kennedy School of Government Case Studies in Public Management [contracting social service administration, NPO as producer and arranger] [\$3.45 per student]

- Lundberg, Kristen. 2005. *A Public Service or Gravy Train? The Federal Guaranteed Student Loan Program*. Boston, MA: Harvard Kennedy School of Government Case Studies in Public Management [student loan guarantee in cooperation with banks] [\$3.45 per student]

Nov. 9 **Development (international, economic, R&D)**

Readings

Graham, Michael and Jean Woo. eds. 2009. *Fuelling economic growth: the role of public-private sector research in development*. Bourton on Dunsmore, Warwickshire, UK: Practical Action Publishing; Ottawa, ON, Canada: International Development Research Centre.

Etzkowitz, Henry. 2008. *The triple helix: university-industry-government innovation in action*. New York: Routledge.

Nichols, C. Alan and Jason A. Laros. 2010. *Inside the Civano Project : a case study of large-scale sustainable neighborhood development*. New York: McGraw-Hill. [on US cities]

- Suggested cases
- Lundberg, Kristen. 2004. *Smarter foreign aid? USAID's Global Development Alliance*. Boston, MA: Harvard Kennedy School of Government Case Studies in Public Management [integrate the new concept of private and nonprofit sector partners into the USAID culture] [\$3.45 per student]
 - Galinos, Alex and Barbara J. Mack. 2006. *City Renovation: New Images for Athens*. Boston, MA: Harvard Kennedy School of Government Case Studies in Public Management [economic and urban development in preparation for Olympics] [\$3.45 per student]
 - Spicer, David E. 1999. *Rebuilding Los Angeles: A Public, Private and Nonprofit Partnership*. (Web-based Case). Boston, MA: Harvard Kennedy School of Government Case Studies in Public Management. [urban development, links not completely updated: <http://www.ksg.harvard.edu/case/rla/>] [free]
 - Wei-Skillern and Velina Peneva. 2004. *Sustainable Conservation – Where Next?* Harvard Business School. [San Francisco, SusCon, an environmental NPO working in partnerships] [\$3.95 per student]
 - ICLEI. 2001. Community - Managed Open Space. Case Study # 61. http://www.iclei.org/fileadmin/user_upload/documents/Global/case_studies/ICLEI_Case_Study_Chicago_61_August_2001.pdf [urban and economic development/environmental sustainability]
 - World Bank. 2001. *Chad-Cameroon Pipeline Development Project*, <http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=64290415&theSitePK=40941&menuPK=228424&Projectid=P044305>

Nov. 16	Experiences with public-private partnerships around the world
Topics	<ul style="list-style-type: none"> • Forms and formats of public-private partnerships in other countries • Drivers of and constraints on the development of public private partnerships • Closer look at some examples/countries
Readings	<p>Yescombe, E. R. 2007. <i>Public-Private Partnerships: Principles of Policy and Finance</i>. Burlington, MA: Elsevier, Chapter 3, pp. 29-48.</p> <p>Grimsey, Darrin and Lewis, Mervyn K. 2004. <i>Public Private Partnerships: The Worldwide Revolution in Infrastructure Provision and Project Finance</i>. Cheltenham Edward Elgar, ch. 9 (emerging markets) pp. 220-243.</p> <p>Federal Highway Administration (2009). <i>Public-Private Partnerships for Federal Highway Infrastructure: Capitalizing on International Experience</i>. Washington DC: FHA. http://international.fhwa.dot.gov/pubs/pl09010/pl09010.pdf</p>

Thanksgiving Break

Concluding Sessions

Nov. 30	Challenges of public-private partnerships (speaker TBD)
Questions	<ul style="list-style-type: none"> • What are current challenges of PPPs? • How has the global financial crisis affected the viability of PPPs? • What impact may budgetary constraints have on PPPs?
Readings	<p>Savas, ch. 11 (obstacles) & 12 (future)</p> <p>Parker, David and Catarina Figueira (2010). “PPP in developed and developing countries: what lessons can be learned?”, in Graeme A. Hodge, Carsten Greve and Anthony E. Boardman (eds). <i>International Handbook of Public-Private Partnerships</i>. Cheltenham, UK, Northampton, MA, USA: Edward Elgar, pp. 526-547.</p> <p><i>Read up as needed:</i></p> <p>Kettl, ch. 2 (Administrative Traditions) & 3 (Administrative Dilemmas)</p>

Dec. 7	Review and lessons learned?
Questions	<ul style="list-style-type: none"> • How do PPPs fit in with other administrative reform trends? • What areas, contexts, conditions may be particularly beneficial to successful PPPs? • Where we to advise the current administration, what place should PPPs be granted? What support may they need?
Readings	Kettl, ch. 7 (Who Governs – and How?)

Goldsmith, Stephen and William D. Eggers (2004). *Governing by Network: The New Shape of the Public Sector*. Washington, DC: Brookings, 25-52.
http://www.brookings.edu/press/books/chapter_1/governingbynetwork.pdf

Read up on the following as needed:

Goldsmith, Stephen and William D. Eggers (2004). *Governing by Network: The New Shape of the Public Sector*. Washington, DC: Brookings, 3-24.
http://www.brookings.edu/press/books/chapter_1/governingbynetwork.pdf

Kamensky, John M., Thomas J. Burlin, and Mark A. Abramson (2004). "Networks and partnerships: Collaborating to achieve results no one can achieve alone" in: Kamensky, John M. and Thomas J. Burlin (eds). 2004. *Collaboration Using Networks and Partnerships*. IBM Center for the Business of Government. Lanham, MD: Rowman & Littlefield, pp. 3-20. (also available on google.books.com, except conclusion and some pages)

DUE

Final papers by Wednesday, December 14 (midnight)