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Citizen Participation and Productive Management

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This course analyzes various approaches to the relationship between citizen participation and productive public management. It explores factors influencing citizen involvement and examines potential benefits and dysfunctions of an active citizenry. An important focus is on the role of public administrators in creating structures and networks to encourage citizens to work with officials in policy development and implementation.

Project

The major requirement for this course is a research paper examining a jurisdiction's effort to increase citizen involvement in policy development or performance management. Seminar members must select a topic and submit a paragraph about it to me no later than October 19. I will return the paragraph with comments. We can discuss topics in class during the first few sessions.

Projects are presented in class during the second half of the term with dates chosen in late February. The paper itself is due Dec. 9, 2004.

Case studies must be placed in the context of the appropriate theoretical literature.

Evaluation of seminar performance is based on three considerations:

1. Class participation - includes analyzing and critiquing the various research projects;
2. Oral presentation; and
3. Research paper - includes responding to points raised during the oral presentation.

Participants should purchase the following books:

Richard Box. *Citizen Governance*. Sage, 1998.

Harwood Group. *Citizens and Politics*. Kettering Foundation, 1991.

Norman Nie, Jane Junn and Kenneth Stehlik-Barry. *Education and Democratic Citizenship in America*. University of Chicago Press, 1996.

Hindy Lauer Schachter. *Reinventing Government or Reinventing Ourselves*. SUNY Press, 1997.

Anne Larason Schneider and Helen Ingram. *Policy Design for Democracy*. University Press of Kansas, 1997.

Important chapters and journal articles are noted in the outline.

For cases on citizen driven performance measurement see
<http://newark.rutgers.edu/~ncpp/sloan/curriculum-center/index.htm>.

Objectives and readings

I. Models of citizenship

a. *Public Administration Review*, special issue on Citizenship and Public Administration (March 1984), 44, section I.

b. H. George Frederickson, "Towards a Theory of the Public for Public Administration," *Administration and Society*, 22, 4 (1991), 395-417. (See also, Camilla Stivers, "Some Tensions in the Notion of "The Public as Citizen" Rejoinder to Frederickson," *Administration and Society*, 22 (1991), 418-423.

c. Adrian Oldfield, "Citizenship: An Unnatural Practice?" *Political Quarterly*, 61, 2 (1990), 177-187.

d. H. George Frederickson, "The Recovery of Civism in Public Administration," *Public Administration Review*, 42 (Nov/Dec 1982), 501-508.

II. The active citizenship model

1. Advocates

a. Benjamin Barber, *Strong Democracy: Participatory Politics for a New Age*. Berkeley: University of California Press, 1984, especially the first and last chapters.

b. Hindy Lauer Schachter. *Reinventing Government or Reinventing Ourselves*.

c. Camilla Stivers, "The Public Agency as Polis: Active Citizenship in the Administrative State," *Administration and Society*, 22 (May 1990), 86-105.

2. Critiques

a. Shelley Burt, "The Politics of Virtue Today: A Critique and a Proposal," *American Political Science Review*, 87 (June 1993), 360-368.

b. Gerald Smith and Carole Huntsman, "Reframing the Metaphor of the Citizen-Government Relationship: A Value-Centered Perspective," *Public Administration Review*, 57, 4 (July/August 1997), 309-318.

3. Information technology and active citizenship

a. Benjamin Barber, "Three Scenarios for the Future of Technology and Strong Democracy," *Political Science Quarterly*, 113, 4, 573-589.

b. Andrew Kakabadse, Nada Kakabadse, and Alexander Kouzmin, "Reinventing the Democratic Governance Project through Information Technology," *Public Administration Review*, 63, 1 (January/February 2003), 44-60.

III. Who participates politically and why

1. A general framework for political participation

a. Sidney Verba et. al., "Citizen Activity: Who Participates? What Do They Say?" *American Political Science Review*, 87 (June 1993), 303-318.

b. Henry Brady, Sidney Verba and Kay Lehman Schlozman, "Beyond SES: A Resource Model of Political Participation," *American Political Science Review*, 89 (June 1995), 271-294.

c. Robert Putnam, "Tuning In, Tuning Out, The Strange Disappearance of Social Capital in America," *PS: Political Science and Politics*, XXVIII, 4 (Dec. 1995), 664-683.

2. The role of education

Norman Nie, Jane Junn and Kenneth Stehlik-Barry, *Education and Democratic Citizenship in America*.

3. The role of workplace participation

a. Carole Pateman, *Participation and Democratic Theory*, Cambridge University Press, 1970, Chaps. III and IV.

b. J. Maxwell Eldon, "Political Efficacy at Work: The Connection between More Autonomous Forms of Workplace Organization and a More Participatory Politics," *American Political Science Review*, 75, 1, (1981) 43-58.

c. Richard Sobel, "From Occupational Involvement to Political Participation," *Political Behavior*, 15, 4 (1993), 339-353.

4. The role of age

a. Eric Plutzer, "Becoming a Habitual Voter," *American Political Science Review*, 96, 1 (2002), 41-56.

b. Andrea Campbell, "Self-Interest, Social Security and the Distinctive Participation Patterns of Senior Citizens," *American Political Science Review*, 96, 3 (2002), 565-574.

5. The role of cynicism and related attitudes in limiting political participation

a. Harwood Group, *Citizens and Politics*.

b. Evan Berman, "Dealing With Cynical Citizens," *Public Administration Review*, 57 (March/April 1997), 105-112.

6. The role of current policy design

a. Schneider and Ingram, *Policy Design for Democracy*.

b. Joe Soss, "Lessons of Welfare: Policy Design, Political Learning, and Political Action," *American Political Science Review*, 93 (June 1999), 363-380.

IV. Public administrators and citizen participation

a. *Public Administration Review*, special issue on Citizenship and Public Administration, 44 (March 1984), section II.

b. Ray MacNair et. al. "Citizen Participation in Public Bureaucracies: Foul-Weather Friends," *Administration and Society*, 14 (February 1983), 507-524.

c. John Clayton Thomas, "Public Involvement in Public Management: Adapting and Testing a Borrowed Theory," *Public Administration Review*, 50, 4 (July/August 1990), 435-445. (Thomas expands on his ideas in *Public Participation in Public Decisions*. Jossey Bass, 1995.)

V. Selected techniques for citizen participation

1. Evaluation frameworks

a. Judy Rosener, "Citizen Participation: Can We Measure Its Effectiveness?" *Public Administration Review*, 38 (Sept/Oct 1978), 457-463.

b. Cheryl Simrell King, Kathryn Feltey, and Bridget O'Neill Susel, "The Question of Participation: Toward Authentic Public Participation in Public Administration," *Public Administration Review*, 58 (July/August 1998), 317-327.

c. Kathleen Halvorsen, "Assessing the Effects of Public Participation," *Public Administration Review*, 63 (September/October 2003), 535-543.

2. The public hearing

a. Richard Cole and David Caputo, "The Public Hearing as an Effective Citizen Participation Mechanism," *American Political Science Review*, 78, 2 (June 1984), 404-416.

b. Judy Rosener, "Making Bureaucracy Responsive: A Study of the Impact of Citizen Participation and Staff Recommendations on Regulatory Decision Making," *Public Administration Review*, 42 (July/Aug 1982), 339-345.

c. Brian Adams, "Public Meetings and the Democratic Process," *Public Administration Review* 64, (January/February 2004), 43-54.

3. The citizen advisory committee

Nevin Cohen, "Technical Assistance for Citizen Participation: A Case Study of New York City's Environmental Planning Process," *American Review of Public Administration*, 25, 2 (June 1995), 119-135.

4. The citizen panel

Ned Crosby, Janet Kelly and Paul Schaefer, "Citizen Panels: A New Approach to Citizen Participation," *Public Administration Review*, 46 (March/April 1986), 170-178.

5. The citizen discussion group and dialogue

a. Nancy Roberts, "Public Deliberation: An Alternative Approach to Crafting Policy and Setting Direction," *Public Administration Review*, 57 (March/April 1997), 124-132.

b. Nancy Roberts, "Keeping Public Officials Accountable through Dialogue: Resolving the Accountability Paradox," *Public Administration Review*, 62 (November/December 2002), 658-670.

6. A citizen centered model of governance

Richard Box, *Citizen Governance*.