

PSC 5320
Urban Policy and Administration
Spring 2003

Prof. Lynn Bachelor
1022 Scott Hall

Telephone: 419-530-6194

e-mail: Lynn.Bachelor@utoledo.edu

Office Hours: TR 5 – 7:30 p.m., and
by appointment

Textbooks:

Two books have been ordered at the Student Bookstore on Bancroft Street:

David Morgan and Robert England, *Managing Urban America*, 5th edition.

Peter Dreier, John Mollenkopf, and Todd Swanstrom, *Place Matters*.

Additional reading assignments will be distributed as class handouts. It is also important that students be familiar with current urban issues at the local and national level, through reading newspapers and exploring the internet sites suggested below.

Course objectives

The sharing of responsibilities among the national, state, and local levels of government is one of the distinctive features of the federal system in the United States. National policies shape the agendas of urban administrators, by their effects on problems, resources, governmental structures and policy processes. Population shifts and economic trends have created “winners” and “losers” among cities, suburbs, and metropolitan areas in different regions.

This course is intended to provide an in-depth examination of critical issues facing policy makers and administrators in American cities. We will begin with a study of the economic, social, and political context of these issues, followed by a review of key elements of urban administration, and conclude by looking at some of the major policy issues confronting cities. In order to expose you to the practice as well as the study of urban policy and administration, analysis of case studies and presentations by guest speakers will be integrated into our discussions of many topics on the course outline. For this reason, it may occasionally be necessary to make some adjustments in the dates listed on the course outline to accommodate a speaker’s schedule. (Speakers and changes in the schedule will be announced in class in advance.)

Requirements and grading

1. Case study responses. Questions will be distributed to guide your reading of case studies. Written responses to these questions are due at the beginning of class on the day the case is to be discussed. 10 percent of course grade.
2. Midterm exam – short answer and essay questions, March 6. 20 percent of course grade.
3. Final exam – short answer and essay questions, on material covered after the midterm. (May 8, 7:30-9:30 p.m.) 20 percent of course grade.

4. Research paper on a current issue in urban policy or administration -- a one-page proposal, including a list of sources to be consulted, must be submitted by February 4. The approved proposal must be attached to the completed paper. Guidelines for the paper will be distributed in class. Due May 1. 30 percent of course grade.
5. Class presentation and written report on one book and one article from the Bibliography of Recommended Reading (to be distributed in class). Guidelines for the presentation and written report will be distributed in class. Presentations will be scheduled according to the topic of the book and article; written reports are due at the conclusion of the class session in which the presentation is given. 20 percent of course grade.

The weights for each component of the course grade are different for undergraduate and graduate students. Graduate students are evaluated according to a more rigorous grading scale than undergraduates.

Statement on Academic Dishonesty

According to the University catalog (p. 25), academic dishonesty includes, but is not limited to, representing the words, ideas, or information of another person as your own, without proper documentation. When you use information, ideas or words from a book, journal, newspaper, or internet site in a paper, you must provide a reference to your source. If you do not, this is plagiarism, and is punishable by a failing grade, according to the University policy referenced above. When you submit someone else's work as your own, this is considered plagiarism and is punishable by a failing grade. CITE YOUR SOURCES. DO NOT PLAGIARIZE.

Outline and assignments:

(Items preceded by * will be distributed in class)

Introduction (January 14)

I. The Study of Urban Administration

A. Theories of City Politics and Government (January 16)

Reading: *Eisinger, "Theoretical Models in Urban Politics," in R.K. Vogel, ed., *Handbook of Research on Urban Politics and Policy in the United States* (Greenwood Press, 1997), Chapter 1.

*Swanson, "Power in Urban America," in Vogel, ed., *Handbook of Research . . .*, Chapter 5.

B. Social, Economic, and Political Context (January 21, 23)

Reading: Morgan and England, Chapter 1.

*Pinderhughes, "Race and Ethnicity in the City," in Vogel, ed., *Handbook of Research . . .*, Chapter 6.

*Negrey, "Urban Economy," in Vogel, ed., *Handbook of Research . . .*, Chapter 17.

*Peterson, "Who Should Do What? Divided Responsibility in the Federal System," (*Brookings Review*, Spring 1995, pp. 6-11).

*Eisinger, "City Politics in an Era of Federal Devolution," (*Urban Affairs Review*, January 1998, pp. 308-325).

C. Governmental Structure (January 28)

Reading: Morgan and England, Chapter 2.

*Bowman, "Urban Government," in Vogel, ed., *Handbook of Research . . .*, Chapter 9.

II. Policy Making in Cities (January 30, February 4)

Reading: Morgan and England, Chapters 3, 4

*Sharp, "Policy Process," in Vogel, ed., *Handbook of Research . . .*, Chapter 20.

*Yinger, "New York City's Policies for the Homeless." (case for class discussion)

III. Elements of Urban Management

A. The Management Process (February 6)

Reading: Morgan and England, Chapter 8

*Morgan and Carnevale, "Urban Management," in Vogel, ed., *Handbook of Research . . .*, Chapter 15.

B. Service Delivery (February 11, 13)

Reading: Morgan and England, Chapter 6

*DeHoog, "Urban Service Delivery," in Vogel, ed., *Handbook of Research . . .*, Chapter 14.

C. Human Resource Management (February 18, 20)

Reading: Morgan and England, Chapter 9

*Cozzetto and Cozzetto, "The disabled parks employee" from Banovetz, ed., *Managing Human Resources: Local Government Cases* (ICMA, 1998), pp. 37-44. [case for class discussion]

D. Budgeting and Financial Management (February 25, 27)

Reading: Morgan and England, Chapter 10.

*Rubin, "Budgeting in the City," in Vogel, ed., *Handbook of Urban Research . . .*, Chapter 16.

*Thompson and Rassel, "Balancing the Budget in Gaston County, North Carolina," in Terrel Rhodes, ed., *The Public Manager Casebook* (Sage Publications, 2002), Chapter 1. [case for class discussion]

Midterm Exam

March 6

SPRING BREAK MARCH 10 – 14

IV. Urban Policy Issues

- A. Productivity Improvement (March 18, 20)
Reading: Morgan and England, Chapter 7
 Hartmann and Denhardt, “The human side of privatization,” in
 Banovetz, ed., *Managing Local Government: Cases in Decision Making*, 2nd
 edition (ICMA, 1998), pp. 173-182. [case for class discussion]
- B. Economic Development (March 25, 27)
Reading: Morgan and England, Chapter 11
 *Eisinger, “The Politics of Bread and Circuses,” (*Urban Affairs
Review*, January 2000, pp. 316-333)
 *Kantor and Savitch, “Can Politicians Bargain with Business?”
 (*Urban Affairs Quarterly*, December 1993, pp. 230-255).
 *Rhodes and Swayne, “The Edifice Complex: A New Coliseum for
 Charlotte?” in Rhodes, ed., *The Public Manager Casebook*, Chapter 7 [case
 for class discussion]
- C. Poverty and Economic Segregation (April 1, 3)
Reading: *Place Matters*, Chapters 1-4.
- D. Suburbanization and Sprawl (April 8, 10)
Reading: *Place Matters*, Chapters 5-8.
- E. Other Issues (April 15 – May 1)

The last three weeks will be devoted to examination of other policy issues of interest to students in the class. Topics will be determined in response to class discussion and proposals for research papers. Each class session will be led by the student(s) who have done research on that day’s topic; those students will also be responsible for preparing recommended background reading for the class.

Resources on the Internet for Urban Administration and Policy

<http://www.urban.org/> - The Urban Institute. Nonpartisan research organization with information on current issues affecting American cities.

<http://www2.icma.org/main/sc.asp>. ICMA is the professional and educational organization for chief appointed managers, administrators, and assistants in cities, towns, counties, and regional entities throughout the world. It assists local governments in the United States through programs such as the Center for Performance Measurement, the Smart Growth Network, and other programs that focus on specific areas of need.

<http://www.hud.gov/>. Home page of the U.S. Department of Housing and Urban Development, the agency responsible for administering the housing and community development programs of the federal government.

<http://www.brook.edu/dybdocroot/es/urban/urban.htm>. Website of the Center for Urban and Metropolitan Policy of the Brookings Institution, with links to research on social and economic policy issues affecting American cities.

<http://www.northwestern.edu/ipr/>. Website of the Institute for Policy Research at Northwestern University. Research on urban policy issues, with a focus on the Chicago metropolitan area.

http://www.nlc.org/nlc_org/site/. The National League of Cities is the oldest and largest national organization representing municipal governments throughout the United States. Its mission is to strengthen and promote cities as centers of opportunity, leadership, and governance.

<http://www.usmayors.org/USCM/home.asp>. The U.S. Conference of Mayors is the official nonpartisan organization of cities with populations of 30,000 or more. There are 1,183 such cities in the country today. Each city is represented in the Conference by its chief elected official, the mayor. The primary roles of the Conference of Mayors are to: Promote the development of effective national urban/suburban policy; Strengthen federal-city relationships; Ensure that federal policy meets urban needs; Provide mayors with leadership and management tools; and Create a forum in which mayors can share ideas and information.