

2009-2



**EDUCATION 817**  
**Policy Processes**  
**(Enroll #7222)**

Summer Semester 2009

Instructor: Iris Geva-May

Meeting Dates: May 29 4:30-9:30  
May 30 9:30-5:30  
June 26 4:30-9:30  
June 27 9:30-5:30  
July 14 3:30-8:30  
**July 16 3:30-8:30**  
July 24 4:30-9:30  
July 25 9:30-5:30

Office:

Times: As above

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Location: SFU Surrey

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Room: SUR 5100  
**SUR 3200 on July 16**

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**COURSE RATIONALE**

The course will focus on empirical theories and practical strategies of the policy process with an emphasis on educational policy analysis and policy planning. It will shed light on the intricate relationship between systematic policy planning and policy implementation and will provide the participants with theoretical as well as with practical knowledge required in the policy process.

**DESCRIPTION**

The course adopts a “problem-solving” approach as a critical function in educational leadership. This approach considers: policy contexts and actors, policy analysis stages, policy formulation, policy implementation and policy assessment/evaluation. The course will also focus on the social, economic and political contexts and their affect on educational policymaking and implementation.

The course will present a five stage model for policy analysis and planning and will highlight the role of systematic policy analysis at each stage:

1. Identifying the context of the policy problem and problem definition
2. Systematic search for policy solutions
3. Choosing most appropriate policy alternatives
4. Supporting and defending your policy plan
5. Implementation

Class sessions will combine lecture, discussion and student presentations. The course allows for in-depth analysis of actual policies of interest on an individual project basis. On the first week, class members should be able to discuss their policy topic of choice and the reasons for their choice. Course time will allow for workshops around your project assignments leading towards the final term paper.

## GOALS AND LEARNING OUTCOMES

Ability to identify policy problems and place them within their context; to plan a policy analysis and provide systematically researched courses of actions within educational or other contexts; plan implementation that is feasible and can be utilized.

## REQUIRED TEXTS

Howlett, M & Ramesh, M. *Studying Public Policy: Policy Cycles and Policy Subsystems*. Don Mills, ONT.: Oxford University Press, 2003. 2<sup>nd</sup> ed.

Bardach, E. *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*. Washington, D.C.: CQ Press, 2009. 3<sup>rd</sup> ed. (to be read in preparation for the course)

Geva-May, I. *An Operational Approach to Policy Analysis: The Craft*. Boston: Kluwer (1997, 2001 with Wildavsky, A.); New York: Palgrave Macmillan, 2010. 2<sup>nd</sup> ed. (**Draft Chapters of new edition will be provided as .pdf free**)

Required electronic readings are listed in the weekly schedule below. These are downloadable from the SFU Library website. Book chapters are on reserve both in Surrey and Burnaby.

## OPTIONAL READINGS

Dobuzinskis, L., Howlett, M., & Laycock, D. (eds.) *Policy Analysis in Canada: The State of the Art*. IPAC Series in Public Management and Governance, Toronto: University of Toronto Press, 2007.

Sabatier, P.A (2007). *Theories of the Policy Process*, 2<sup>nd</sup> Edition. Boulder, CO: Westview Press, 2007.

Clark, J.A., *A Guide to School Legislation in British Columbia*. Vancouver, BC: British Columbia School Trustees Association (BCSTA), 2007. 5<sup>th</sup> ed.

## GRADING

The course grade for the course will be derived from:

- Class participation and one article discussion chairing 25%
- Two assignments: policy analytic stages towards the final project 20%
- Mid-term take home quiz applied to your project 30%
- Policy analysis project 25%

The general requirements of each grade component are as follows:

**Participation:** You are expected to attend all class meetings and complete the required readings prior to each class session. Think critically about what you read and consider/synthesize the connections between the readings. Your active and thoughtful participation in these discussions will be part of your grade. You should contact the Instructor before class if you will be unable to attend for some important reason. When possible, alternate assignments may be negotiated. In addition, you will be required to lead the discussion on an article of your choice and interest.

**Assignments:** The assignments are intended as an opportunity for students to conduct a more detailed examination of a policy topic of personal interest. The assignments and feedback received will be integrated into the final paper and are meant to perfect it.

*Assignment 1. Context identification and Policy Problem Definition:* background and identification of major causal forces leading to the policy problem; identifying interest groups, their basic positions, and existing and potential conflicts; diagnosing the “real” problem; **(1.5-2 pages)**  
**DUE DATE: June 18.**

*Assignment 2. Systematizing and Producing Policy Alternatives:* identification of ways to systematize your thinking about the policy solutions; deciding on systematic methods for reaching policy decisions; identification of major sources of information; feasible policy alternatives formulation. **(3-4 pages)**  
**DUE DATE: June 30.**

**Take-home Quiz:** will provide the theoretical basis for your project final paper. It will provide supporting considerations for your policy analysis and policy planning decisions. The quiz and the feedback received will be integrated into the final paper and are meant to perfect it.

**Project Final Term Paper:** You will explore a key policy problem, analyze it, and design a course of action, i.e., policy alternative addressing the policy problem and its solution. The two assignments and quiz are components of this project final term paper: they will be revised and incorporated into the Term Paper to assure the high quality of your paper. The additional section for the final paper will consist of reaching a feasible course of action or policy alternative, and provide implementation recommendations for utilization and policy implementation. **(10-12 pages)**  
Guidelines for writing the paper will be provided early in the course.  
**DUE DATE: August 8.**

## **ACADEMIC HONESTY STATEMENT**

All members of the University community share the responsibility for the academic standards and reputation of SFU. Academic honesty is a condition of continued membership in the university community. Please review the Policy at <http://www.sfu.ca/policies/teaching/t10-02.htm>

## COURSE OVERVIEW

### *Class Schedule*

**NOTE:** These weekly guidelines are intended as general placeholders. **This may slightly change according to the class's pace and interests.**

#### ***Week 1 – Friday, May 29, 2009***

##### ***Introduction.***

Description and discussion of the seminar. Distribution of course outline.

##### ***The Policy Role of Evaluation and Policy Analysis in Public Planning***

Define and discuss policy analysis, policy planning, and policy evaluation concepts and interrelations. What is the role of policy analysis in the policy cycle? What is the role of evaluation in the policy planning system? What are their respective rationales? What is their respective contribution to the policy-making system? In which way do they differ?

- Geva-May, I. & Wildavsky, A. "Introduction," in *An Operational Approach to Policy Analysis: The Craft*. Boston: Kluwer Academic Publishers, 1997: pp. xxi-xxvii (provided as pdf).
- Weimer, D. & Vining, A., *Policy Analysis Concepts and Practice*. Upper Saddle River, N J: Prentice Hall, 2004: Chapter 2 "What is Policy Analysis" (on reserve).
- Howlett, M. & Ramesh, M. *Studying Public Policy: Policy Cycles and Policy Subsystems*, Toronto: Oxford University Press, 2003 (Chapter 9: "Policy Evaluation, Policy Analysis, and Policy Learning").
- M. Barber, "The Virtue of Accountability: System Redesign, Inspection, and Incentives in the Era of Informed Professionalism," *Journal of Education*, 2004, 1: 7-38 (online).

***Week 1: Saturday, May 30 – Policy Analysis Methodology*** What are the stages of policy analysis? What are main considerations in this systematic approach? How is context assessed? Define you policy problem.

- Geva-May, I. "Problem Definition," in Geva-May, I. *An Operational Approach to Policy Analysis: The Craft*. Boston: Kluwer (1997, 2001 with Wildavsky, A.); New York: Palgrave Macmillan, 2010. 2<sup>nd</sup> ed.: Chapter 1 (provided as pdf).
- Bardach, E. *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*. Washington, D.C.: CQ Press, 2009. 3<sup>rd</sup> ed.: Chapter 1.
- Weimer, D. & Vining, A., *Policy Analysis Concepts and Practice*. Upper Saddle River, N

J: Prentice Hall, 2004: Chapter 1 “Preview: The Canadian Salmon Fishery” (on reserve).

- Nevo, D. “The Conceptualization of Educational Evaluation: An Analytical Review of Literature,” *Review of Educational Research*, 1983, 53, 1: 117-127 (online).
- Geva-May, I. & Pal, L. “Good Fences Make Good Neighbors: Policy Analysis and Policy Evaluation -- Exploring the Differences,” *Evaluation*, 1999, 5, 3: 259-277 (online).

**Workshop: Project - Stage 1:** Contextual Identification and Problem Definition

*Make sure you have identified a policy problem you would like to pursue in your project before this session.*

**ASSIGNMENT 1 – Context identification and problem definition**

**DUE DATE June 18th**

**Week 2 – Friday, June 26 Methodological Tools**

- Bardach E. “Gathering Data for Policy Research,” in *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*. Washington, D.C.: CQ Press, 2009. 3<sup>rd</sup> ed.
- Geva-May, I. *An Operational Approach to Policy Analysis: The Craft*. Boston: Kluwer (1997, 2001 with Wildavsky, A.); New York: Palgrave Macmillan, 2010. 2<sup>nd</sup> ed. [On **Criteria** in Policy Analysis and Evaluation], Chapter 1 (review), Chapter 2 (pp. 22-31 & 45-53), and Chapter 3 (pp. 11-19) (provided as pdf); in Bardach per Index.
- Wildavsky, A. & Hammer, D. “The Open Ended Semi structured Interview,” *Craftways*, 1989.
- Oppenheim, A. N. *Questionnaire Design and Attitude Measurement*, London: Basic Books, 1966. (**Any two Chapters of interest** on how to develop and read questionnaire and survey design and data: **select from** 2, 4, 5 and 6 (on reserve).

**Workshop:** Discussion and Group feedback on Assignment ONE.

**Week 2 – Saturday, June 27 Systematic Policy Formulation & Alternative Selection**

What is the role of the policy analyst? What rational methods should he apply to systematize the policy analysis and solution seeking process?

- Geva-May, I. *An Operational Approach to Policy Analysis: The Craft*. Boston: Kluwer (1997, 2001 with Wildavsky, A.); New York: Palgrave Macmillan, 2010. 2<sup>nd</sup> ed. (Chapter 2 “Introduction” & “Why Model?” pp. 1-22) (provided as pdf).
- Howlett, M. & Ramesh, M. *Studying Public Policy: Policy Cycles and Policy Subsystems*, Toronto: Oxford University Press, 2003 (Chapter 6: “Policy Formulation”).
- Geva-May, I. *An Operational Approach to Policy Analysis: The Craft*. Boston: Kluwer

(1997, 2001 with Wildavsky, A.); New York: Palgrave Macmillan, 2010. 2<sup>nd</sup> ed. (Chapter 3: “Alternative Selection”) (provided as pdf).

**Workshop: Project – Stage Two:** Systematic Models for Reaching Solutions to Policy Problems.

**ASSIGNMENT 2:** Reaching Policy Solutions and Addressing the Policy Problem of Choice.

**DUE DATE: JUNE 30**

***Week 3 – Tuesday July 14 Utilization, Feasibility and Politics***

What factors should the policy analyst consider throughout the policy analysis and planning process? What factors should be taken into account when proposing his policy alternatives? What feasibility factors should the policy analyst consider throughout the process? How?

- Majone, G. “On the Notion of Political Feasibility,” *European Journal of Political Research*, 1975, 3: 259-272 (online).\*
- Geva-May, I. *An Operational Approach to Policy Analysis: The Craft*. Boston: Kluwer (1997, 2001 with Wildavsky, A.); New York: Palgrave Macmillan, 2010. 2<sup>nd</sup> ed. (Chapter 3: pp. 51-66) (provided as pdf).
- May, P.J. “Politics and Policy Analysis,” *Political Science Quarterly*, 1986, 101, 1:109-125.\* (online).
- Meltsner, A.J. “Political Feasibility and Policy Analysis,” *Public Administration Review*, 1972, 32: 859-867 (online).
- Webber, D.J. “Analyzing Political Feasibility: Political Scientist’s Unique Contribution to Policy Analysis,” *Policy Studies Journal*, 1986, 14, 4: 545-553 (online).
- May, P.J. “Policy Maps and Political Feasibility,” in (ed.) Geva-May, I. *Thinking Like a Policy Analyst*, New York: Palgrave MacMillan: 127-152 (on reserve).
- Huddleston, M.W. “Innocents Abroad: Reflections of a Public Administration Consultant in Bosnia,” *Public Administration Review*, 1999, 59, 2: 147-159 (online).

**Workshop: Project – Stage 3:** Identifying Feasibility Tests.

***Week 3 – Thursday, July 16 Catching-Up and Review***

Preparing for take-home quiz: literature survey and review related to your project.

- Wildavsky, A. “The Self Evaluating Organization,” in *Speaking Truth to Power: The Art and Craft of Policy Analysis*, Boston: Little, Brown & Co., 1987 (on reserve).
- Weiss, C. “Where Politics and Research Meet,” in Palumbo, D. (ed.) *The Politics of Program Evaluation*. San Francisco, Cal: Sage Pbl., 1987 (on reserve).
- Weiss, C. “The Many Meanings of Research Utilization,” in Chelimsky, E. 1985 (on

reserve). \*

- Birnbaum, R. Policy Scholars Are from Venus; Policy Makers Are from Mars, *The Review of Higher Education*, 2000, 23, 2: 119-132. (on line)

### ***Take Home Quiz Towards Project Final Paper – July 17-18.***

#### ***Week 4 – Friday July 24 Utilization and Implementation***

- deLeon, P. “The Missing Link: Contemporary Implementation Research,” *Policy Studies Review*, 1999, 16, 3/4: 311-338 (online).
- May, P.J. & Winter, S. “Politicians, Managers, and Street-Level Bureaucrats: Influences on Policy Implementation,” *Journal of Public Administration Research & Theory*, Oct. 25, 2007, Advanced Access Online: <http://jpart.oxfordjournals.org/cgi/content/abstract/mum030>
- O’Toole, L. “Policy Recommendations for Multi-Actor Implementation: An Assessment of the Field,” *Journal of Public Policy*, 1986, 6, 2: 181-210 (online).
- Cohen, D., Moffitt, S. & Goldin, S. “Policy and Practice: The Dilemma,” *American Journal of Education*, 2007, 113, 515-48 (online).
- Schofield, J. “Time for a Revival? Public Policy Implementation: A Review of the Literature and an Agenda for Future Research,” *International Journal of Management Reviews*, 2001, 3, 3: 245-263. (online)

#### ***Week 5 – Saturday July 25 Utilization and Implementation***

- Howlett, M. & Ramesh, M. *Studying Public Policy: Policy Cycles and Policy Subsystems*, Toronto: Oxford University Press, 1995 (Chapter 8: “Policy Implementation: Policy Design and Implementation Styles”).
- Geva-May, I. & Drake, S.C. in Geva-May, I. *An Operational Approach to Policy Analysis: The Craft*. New York: Palgrave Macmillan, 2010. 2<sup>nd</sup> ed. (Chapter 5: “Policy Implementation: Prescriptions for Better Analysis”) (to be provided as pdf).

### ***Mini-conference: panel presentations of students’ projects & course wrap-up.***

**Final Project Paper -**  
**DUE Date: August 5<sup>th</sup>, 2009**

