Office Hours:
Office Hours
Monday, Wednesday and Friday, 12:30 to 1:30 pm at the Rockefeller Contact Office (Basement Humanities, Uptown
or by appointment

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Introduction
This is a course in the implementation of public policy. Implementation is what happens after a policy is made. It is often the most interesting part of the policy process because it is the point at which ideas are supposed to be translated into the actions that improve outcomes. While most attention is paid to the making of decisions, the carrying out of those decisions has proven to be the most problematic feature of the policy process. Implementation research started out with detailing why it is so hard to get things done, then moved to a study of the different instruments used to achieve goals, and to studying the things that make public managers more effective. In this course we will examine the general problems encountered in implementation including the complexity of joint action and the various implementation "games" played by participants. We will look at various solutions including the prescriptions of the "new public management", the use of better or more robust policy tools or implements, and the increased reliance on either quasi-market mechanisms or greater participation opportunities to correct shortcomings in the implementation process. To do this, we will look at the implementation of a variety of policies in the areas of hazardous waste, welfare reform and the Iraq war.

This class is not intended to be purely a lecture course. While there are going to be a few traditional lectures, the materials assigned are intended to provoke thought and discussion. While a lot of scholarly work has been done in the area, the important questions have not been answered and this research should provide a starting rather than finishing point for discussions.
Course Requirements:

Assignments are due on the dates indicated in class. Late assignments will be penalized 1/2 grade per day.

1. Three short papers of two to three pages each. Graded hi pass, pass, lo pass, fail. You will have an opportunity to re-write these. (5% each for a total of 15%)

2. 2 sets of discussion questions on the reading assignments. These should be e mailed to the instructor by midnight the day before reading is noted. No late questions will be accepted. (5% each for 10%) (Graded hi pass, pass, lo pass, fail)

3. Prospectus: Preparation for the term paper which will be an implementation study of a policy of your choice. Two to three pages. Should answer each of the following questions. (15%) (graded hi pass, pass, lo pass, fail)
   --What is the policy?
   --What is the anticipated machinery?
   --What kind of policy implements does it rely on?
   --What data is available to study the implementation of this policy?
   You will have an opportunity to re-write the prospectus.

4. Presentation (15%) (Graded hi pass, pass, lo pass, fail)

5. Term paper. (40%) I will read and comment on drafts that are turned in two weeks prior to the final class session. This will give you an opportunity to revise before final submission which is at the last class session.

6. Class participation (5%). This includes attendance and the quality of participation in discussions.

REQUIRED READINGS  (Books are available at the University bookstore)


Jeffrey Pressman and Aaron Wildavsky, Implementation, University of California Press. paperback

There are also ERESERVE readings (see weekly assignments)

CLASS RULES:

1. Communications: Be sure you have an accurate e mail address on your file at the My UAlbany site. That will be the address that I will use to communicate with you.
2. Attendance: You are expected to come to class and participate.
3. Honesty: Plagiarism will not be tolerated and your papers will be checked. The definition includes simple cut and paste of web and other documents.
Weekly Assignments
All Assignments Should Be Read Prior to the Dates Assigned

What is Implementation?
Week 1:
Monday, Aug. 30 Introduction

Wednesday, Sept. 1 The Area Defined
Read First Half of Pressman and Wildavsky

Friday, Sept. 2 No Class
Read second half of Pressman and Wildavsky

Week 2:
Monday, Sept. 6 LABOR DAY (no class)

Wednesday, Sept. 8 (classes end at 2:40)
FIRST SHORT PAPER DUE: How do Pressman and Wildavsky define the policy in Oakland for the purposes of studying its implementation?

Friday, Sept. 10 (holiday no class)

Implementation Environments: Policy Making

Week 3
Monday, Sept. 13. The Complexity of Joint Action
Review Pressman and Wildavsky chapters dealing with this issue

Wednesday, Sept. 15, Policy Making in Theory and Practice.
Nakamura and Smallwood, The Politics of Policy Implementation ERESERVE
Chapter 1 Changing Perceptions of Policy Implementation
Chapter 2 Implementation and the Policy Process

Friday, Sept. 17. Policy Making and Its Problems
Nakamura and Smallwood, The Politics of Policy Implementation
Chapter 3 Policy Formation
Chapter 4 Policy Implementation

Impediments to Policy Implementation: The Complexity of Joint Action and Opportunities for Playing Implementation Games

Week 4

Monday, Sept. 20. Implementation Games.
Bardach, The Implementation Game ERESERVE
Part I Intro, Diversion of Resources, Deflection of Goals, Dilemmas of Administration, Dissipation of Energies

Wednesday, Sept. 22. Games and Problems
Bardach, Implementation Game. Part II intro, Program and Assembly Process, The Collective Decision Process

Friday, Sept. 24. Counter Measures
Bardach, Implementation Game. Part III intro., Scenario Writing Fixing the Game

Week 5

Monday, Sept. 27. The Fixer Role
SECOND SHORT PAPER: What are the attributes of fixers that makes them candidates for solving problems presented by the complexity of joint action

Wednesday, Sept. 29. A Fixer in Action. Welfare Reform and Its Problems
Behn, Leadership Counts (first half)

Friday, Oct. 1. Taking the Lead
Behn, second half

Week 6

Monday, Oct. 4. Taking Stock
BEHN DISCUSSION QUESTIONS DUE by midnight Sunday, Oct. 3

Policy Tools and the Implementation Problems Presented

Wednesday, Oct. 6. Policy Tools
Elmore and McDonnell, e reserve
Salamon, Tools of Government selection e reserve

Friday, Oct. 8
Elmore and McDonnell and Salamon Discussion Questions Due by Midnight Oct. 7.

Putting it Together

Week 7

Monday, Oct. 11. Implementation and Learning
Nakamura and Smallwood, Politics of Policy Implementation
Chapter 5 Policy Evaluation
Wednesday, Oct. 13. Fitting It Together: Conceptualizing Implementation Linkages
Chapter 7 Implementation Linkages
Chapter 8 Evaluation Linkages

Friday, Oct. 15. Taking Stock
PROSPECTUS DUE AT BEGINNING OF CLASS

Implementation Research as Policy Analysis: Testing Three Scenarios for Environmental Clean Up

Week 8
Monday, Oct. 18. Deriving Lessons
Church and Nakamura, Cleaning Up the Mess selections on Ereserve
INDIVIDUAL APPOINTMENTS TO DISCUSS PROSPECTUS

Wednesday, Oct. 20. Testing Three Scenarios
Church and Nakamura review selections

Friday, Oct. 22. Discussion on How to Formulate A To Study Implementation

The Iraq War as a policy implementation case: Doing An Implementation Study from History

Week 9
Note: assignments light on the assumption you are working on your term papers.

Monday, Oct. 25. The Policy Process: Making the Decision To Go To War

Third Short Paper Due in Class, Oct. 25: Students should submit a short page paper briefly describing the Bush policy in Iraq: goals, means, machinery using materials from on a quick and dirty google search or similar activity.

Wednesday, Oct. 27. Implementation and Its Problems
Weaver, policy article on ereserve

Friday, Oct. 29. Lessons?

Doing Better?: Implementation and Program Design and Democratization

Week 10
Monday, Nov. 1. Rationales and Approaches
Johnson et al, USAID Handbook of Legislative Development

Wednesday, Nov. 3. Three approaches.
Nakamura, Three Strategies of Legislative Development

Friday, Nov. 5. Cases?
Nakamura and Johnson, Kenya and Uganda paper ereserve

**Taking Stock**

**Week 11**
Monday, Nov. 8. Term Paper Discussion
No assignment

Wednesday, Nov. 10. Implementation Forecasting
To be announced

Friday, Nov. 12. Design Lessons from Implementation
To be announced

**Week 12**
Student Presentations. Monday, Nov. 15
Student Presentations. Wednesday, Nov. 17
Student Presentations. Friday, Nov. 19

**Week 13**
Student Presentations. Monday, Nov. 22

Wednesday, Nov. 24 No Class

Friday, Nov. 26 No Class

**Week 14**
Student Presentations. Monday, Nov. 29
Student Presentations. Wednesday, Dec. 1
Student Presentations. Friday, Dec. 3

Wednesday, Dec. 8. All Papers Due at start of class in both printed and electronic form.