



A Guide to Courses related to Democratic Governance at Harvard University

2007-2008

A publication of

**The Ash Institute for Democratic Governance and Innovation
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Introduction

The Roy and Lila Ash Institute for Democratic Governance and Innovation fosters excellence in government around the world in order to generate and strengthen democracy. Through its research, publications, curriculum support, global network, and awards program, the Ash Institute explores critical issues in democratic practice and effective governance. By sharing knowledge and engaging in discourse with a broad, global community, generating and supporting research and curriculum materials, and highlighting exemplary government programs, the Institute serves as a catalyst for successfully addressing many of the world's most critical issues and, in turn, improving the lives of its citizens.

The Ash Institute offers the Innovations in American Government Awards Program, which is a significant force in recognizing and promoting excellence and creativity in the public sector. Through its annual awards competition, the Innovations Program provides concrete evidence that democratic government can improve the quality of life for citizens and that it deserves greater public trust. Many award-winning programs have been replicated across jurisdictions and policy areas, and some have served as harbingers of today's reform strategies or as forerunners to state and federal legislation.

This guide identifies courses offered by the various faculties of Harvard University that are relevant to the study of democratic governance. We hope that interested students will use this guide to familiarize themselves with the opportunities available to them.

Courses listed in this guide include:

- courses that focus on the ways that democratic governments have worked to maintain and restore the public trust;
- courses that provide analysis of public opinion and polarization of preferences within a democratic society;
- courses that focus on ways to adapt democratic institutions to pluralist societies; and
- courses that examine the type of leadership necessary for effective democratic governance.
- courses that incorporate case studies based on Innovations in American Government award-winning programs;

For more information about the activities of the Ash Institute, please visit www.ashinstitute.harvard.edu

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Courses listed below are arranged by faculty. Students are encouraged to explore opportunities in faculties not listed and to examine cross-registration possibilities at other schools in the Boston area. Please review each faculty's on-line course catalog or the University's new comprehensive catalog at www.coursecatalog.harvard.edu/ for scheduling information and updates. The instructors of the courses appearing in this guide are not necessarily affiliated with the Ash Institute.

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John F. Kennedy School of Government

KSG API-214 Public Opinion, Polling, and Public Policy

Robert Blendon

Public opinion polling has become an essential tool in public policy decision making, election campaigns, and media reporting. This course focuses on helping students interested in these areas learn the basic skills required to design, use, and critically interpret surveys measuring public opinion. The lectures in this course will be given by Harvard faculty and guest speakers who are currently involved in international and national polling activities. Guest speakers will include experts in issue polling, newspaper and television polling, political campaign strategy, and election exit polling. In addition, class participants will have hands-on experience analyzing and critically evaluating existing opinion surveys, designing polling questions, and interpreting results.

KSG API-413 Challenges of Democratization

Pippa Norris

Examines democracy in terms of competition, participation, and civil and political rights. Covers such questions as: What are the alternative conceptions of democracy? What democratic indices are available, and what do they indicate about worldwide trends in democratization? What underlying cultural, economic, and social conditions promote democracy? What is the role of institutions, such as parties, the media, the electoral system, and the legal system? What are the consequences of democratization for economic growth and welfare or for international peace and cooperation? The course takes a broadly comparative perspective, looking at both established and emerging democracies from all regions of the world. All classes are posted on the Web and extensive use is made of Internet resources. See www.pippanorris.com for details.

KSG STM-103 Good Governance and Democratization

Pippa Norris

This course examines what reforms have been advocated to strengthen democratic institutions and processes, what strategies have been implemented, and what works. The course focuses on selected innovative case studies and covers the core principles, analytical theories, practical tools, and applied methods useful for understanding good governance and democratization. The assessment exercises will reflect the four stages of the policy cycle in this area, namely policy advocacy (agenda-setting for reforms), policy analysis (evaluating the pros and cons of alternative strategies of action), policy implementation (putting reforms into practice), and policy evaluation (establishing what works and the lessons can be drawn from best practice). The course develops practical skills most useful for those pursuing careers in policy analysis and international development.

KSG PAL-112 Leadership in the Public Sector

Philip Heymann

Attempting to combine knowledge about personal, organizational, and political relationships through integrating concepts such as “organizational strategy,” this course develops a descriptive and normative picture of the job and responsibility of an elected or appointed government official. The methodology relies extensively on case studies of people and events, such as: Jay Bybee and John Yoo and the memos defining “torture” in the war on terror; David Kessler

addressing smoking at the Food and Drug Administration; Barry McCaffrey serving as drug czar; Jim Woolsey dealing with spying by Aldrich Ames at the CIA; Governor Hunt and Senator Helms designing political campaigns; or Bill Bratton trying to make over the N.Y.P.D. The objective of the course is to increase the sophistication of students about the operations and interaction of government and politics.

PAL-127 - Moral Leadership: Self, Other, and Action

Marshall Ganz and Bernard Steinberg

If we understand leadership as accepting responsibility for enabling others to achieve purpose in the face of uncertainty, what makes it “moral?” We argue the capacity for moral leadership is rooted in self-understanding, relationship to others, and hopeful action. The moral challenge lies in the sources of motivation one draws upon and the capacity to articulate shared purpose to inspire action when conditions are most ambiguous. It is less about following rules than creating conditions for learning how to act when the rules are broken. Students learn how to draw moral instruction and inspiration from close reading of diverse narrative texts and to reflect on their own leadership challenges.

KSG PAL-154M - Public Narrative: Identity, Agency, and Action

Marshall Ganz

Public narrative is how we turn values into action — the discursive process by which individuals, communities, and nations construct identity, formulate choices, and motivate action. Because we use narrative to engage the “head” and the “heart,” it both instructs and inspires, teaching us not only how we ought to act, but motivating us to act thus engaging the “hands” as well. Public narrative is a leadership art composed of three elements: a story of self, a story of us, and a story of now. A story of self communicates who I am — my values, my experience, why I do what I do. A story of us communicates who we are — our shared values, our shared experience, and why we do what we do. And a story of now articulates the present as a moment of challenge, choice, and hope. Based on a pedagogy of reflective practice, students will work in groups to learn to tell their own public story.

KSG PAL-177 Organizing: People, Power and Change

Marshall Ganz

In democratic countries, knowledge of how to combine is the mother of all other forms of knowledge: “on its progress depends that of all others,” de Tocqueville observed. To meet challenges of equity, accountability, and responsiveness, democracy requires an “organized” citizenry with power to discern, articulate, and assert its common interests effectively. As new democracies struggle to make citizen participation possible, in the United States it grows more unequal. Organizing can revitalize existing democratic institutions and create new ones. Students learn how to view social, economic, and political problems from an organizing perspective as well as how to act on them. Combining theory with practice, students learn to “map” power and interests, develop leadership, build relationships, motivate participation, devise strategy, and mobilize action to create organizations and conduct campaigns. Practices common to community, electoral, union, and issue organizing are emphasized.

KSG PAL-218 Innovations in Democratic Governance: Solving Public Problems

Archon Fung

This course examines a wide array of democratic reform efforts that seek to increase the legitimacy, fairness, and effectiveness of governance in state, civil society, and economy through strategies of participation, deliberation, and transparency. The course asks three main questions: (1) What problems can greater participation helpfully address? (2) What institutional designs and structures organize participation in ways that address those problems? (3) What skills and tools are necessary to craft those institutions? We answer these questions by exploring real-world cases of large- and medium-scale reform in the United States, Canada, India, Latin America, and elsewhere. Reforms range across issues and problems that include public budgeting, community development, health care, environmental protection, neighborhood governance, immigration, and public security. Students are expected to apply lessons about participation and institutional design to a policy, organization, or institution of their own choice in term projects.

KSG PAL-219 Urban Democracy

Kim Williams

Discusses the major areas of scholarly inquiry in urban politics with particular emphasis on the governance of diverse American cities. The course begins with an overview of the theoretical foundations of urban politics and the demographic realities that are compelling contemporary scholars to reevaluate these frameworks. The remainder of the course is divided into two major areas of inquiry: (1) urban political institutions and illustrative case studies and (2) processes of organizing and empowering communities, how these processes are linked to public policy in the United States, and illustrative case studies. The objectives of the course are to comprehend the key models of urban politics, to understand the core features of urban government, and to explore ways to enhance the functioning of American democracy through increased citizen involvement in local government.

KSG PAL-222M Advocating for Democracy in the United States: Perspectives from the Practice

KSG Faculty

Examines the ongoing movement for a more inclusive and representative democracy in the United States. Since the U.S. Supreme Court's ruling in *Bush v. Gore* in December 2000, the nation has witnessed a steady erosion in public confidence in the integrity of our elections and the emergence of new activism centered around how we count our votes. Alongside this concern, democracy advocates have sought reforms in areas such as the administration of our elections, the financing of our political campaigns, and the drawing of congressional and legislative district lines. Some have proposed that the United States Constitution be amended to guarantee, in the affirmative, the right to vote. And, in the context of the Iraq war, activists have raised the enduring democracy question of how we, as a country, decide whether or not to go to war. This course focuses on key challenges facing our democratic process today and the struggles to address those challenges. Not offered in 2007-08.

KSG PAL-265 Leadership, Democracy and Conflict: The Politics of the Developing World

Robert Rotberg

This course focuses on the tension between democracy and authoritarianism in the political systems and the day-to-day politics of the nations of the developing world. It examines varieties of leadership and the performance of leaders, both participatory and autocratic, and assesses the critical importance of leadership in the progressive growth of the developing world. The course discusses such controversial subjects as state failure, conflict prevention, truth commissions, corruption, electoral methods, bureaucratic skills and behavior, legislatures, the relevance of

different colonial experiences, demographic and ecological variables, ethnicity, economic growth patterns, educational issues, and the causes of intrastate conflict. Subjects include the role of Islam, terror, AIDS, and nation building. The developing world encompasses three-fifths of the world's people, spread across a great arc of territory from Fiji to Haiti — from Oceania through East and South Asia to the Middle East, Africa, and Latin America.

KSG CCJ-104 Crime, Community, and Public Policy

Anthony Braga

Examines criminal justice from the perspective of local communities. Focuses on questions of how local communities affect and are affected by crime and criminal justice. A central concern will be the discussion of characteristics of neighborhoods that lead to high rates of criminality and how federal, state, and local policies not directly concerned with crime policy may nonetheless bear on crime rates. The City of Boston will be used as a laboratory in which to study these issues.

KSG HUT-100 Policymaking in Urban Settings

William Apgar

An introduction to policy making in American cities, focusing on economic, demographic, institutional, and political settings. It examines economic development and job growth in the context of metropolitan regions and the emerging “new economy” and addresses federal, state, and local government strategies for expanding community economic development and affordable housing opportunities. Of special concern is the continuing spatial and racial isolation of low-income populations, especially minority populations, in central-city neighborhoods and how suburbanization of employment, reduction in low-skilled jobs, and racial discrimination combine to limit housing and employment opportunities. During the semester, students will complete two brief policy memoranda and a take-home examination consisting of three short essays.

KSG ISP-103 Global Governance

John Ruggie

This course focuses on the interplay among states, international organizations (such as the UN, WTO, IMF, and World Bank), multinational corporations, civil society organizations, and activist networks in making “public policy” at the global level. Cases are drawn from a broad range of issue areas, including peace and security, economic relations, human rights, and the environment. The objective is to better understand the evolution of global governance arrangements and what difference they make.

KSG PED-376 Civil Society and Development

L. David Brown

Civil society organizations (CSOs) — nongovernmental organizations, churches, community organizations, social movements — are increasingly important actors in governance, development, and social problem solving. They are both agents and objects of globalization, democratization, and shifting patterns of governance. This course examines shifting concepts of CSOs and their contributions to social entrepreneurship, social and institutional capital, and innovation and social learning. It emphasizes experiences from the developing world. It explores the challenges of leading and managing CSOs committed to social change and discusses CSO links to government and business actors to influence policy and solve intransigent problems. It examines CSOs as innovators in problems of transnational governance — human rights, poverty

alleviation, corruption, and other issues. The class uses cases, lectures, readings, simulations, and discussions of student experiences to build perspectives and capacities for working effectively with civil society actors in many contexts.

KSG PPP-306 Mass Media, Public Opinion, and U.S. Foreign Policy

Matthew Baum

Investigates the various means through which the media and public opinion can influence U.S. foreign policy. Reviews historical perspectives regarding the “proper” role of public opinion in foreign policy and more recent challenges to this perspective. This will include consideration of whether and how the media influences what the public thinks about politics and foreign policy. The course considers such questions as: How does the public learn about foreign policy? Does it care about it? If so, under what circumstances will political leaders be responsive to public preferences? Does politics really stop at the water’s edge? What effect has the advent of real-time global news reporting had on U.S. foreign policy? Is this a qualitative change, or are such claims exaggerated? The goal is to develop a coherent view of the interaction between the media, public opinion, and political leaders with respect to foreign affairs.

KSG STP-307 Information Technology, Policy, and the Future of Governance

Viktor Mayer-Schoenberger

The dot-com and telecom bubbles have burst, yet the Internet is still thriving. Web 2.0 is taking off. By the same token, regulatory policies (such as intellectual property, information security, and data privacy) may need much more than just an evolutionary adjustment. Overall, information (and control over it) has become a more visible source of power. And unlike the speed of technological change, we have made little progress in debating the larger policy implications: from security and the delivery of e-government services to online democracy and the future of governance. Building on numerous case studies, this course offers a framework to analyze the options and challenges posed by modern information and communication technologies and examines strategic options decision makers in both the public and private sectors may want to add to their policy toolkit.

KSG STP-309 New Media and Democracy

Nolan Bowie

This course focuses on information, communication, and ‘new’ media technologies, their industries, and their relationships to participatory democracy, civil society, informed citizens, and economic justice. Knowledge is indeed power. So, how should it be distributed — to whom, of what quality, how much, by what means, and who should pay? In the knowledge-based global economy, timely access to relevant information, to the right technology, including high-speed broadband networks, coupled with digital-age competencies and lifelong learning opportunities, increasingly endow individuals, groups, firms, and even nations with strategic competitive advantages over others without these resources or skills. This course will examine the policies and politics associated with new disruptive media in the 21st century and the range of choices we still may have.

KSG PED-501M Native Americans in the 21st Century: Nation Building I

Joseph Kalt

This course examines issues Native American tribes and nations face as they enter the 21st century, including: political sovereignty, economic development, constitutional reform, cultural

and language maintenance and promotion, land and water rights, religious freedom, health and social welfare, and education. Because the challenges are broad and comprehensive, the course emphasizes the breadth of issues that leaders must confront — from health, education, and social services to politics, economics, and cultural change. Research finds that the viable approaches to such areas of nation building must be compatible with individual societies' cultures, and American Indian societies are culturally heterogeneous. Hence, there is not “one size” that fits all. Case studies and simulations derived from field research and experience are utilized to engage students in the multi-dimensional settings that confront Native societies. Scholars and leaders from Native America and the Harvard University Native American Program provide selected presentations.

KSG PED-502 Native Americans in the 21st Century: Nation Building II

Dennis Norman

This field-based research course focuses on some of the major issues Native American Indian tribes and nations face as the 21st century begins. Provides in-depth, hands-on exposure to native development issues, including: sovereignty, economic development, constitutional reform, leadership, health and social welfare, land and water rights, culture and language, religious freedom, and education. In particular, the course emphasizes problem definition, client relationships, and designing and completing a research project. The course is devoted primarily to preparation and presentation of a comprehensive research paper based on a field investigation. In addition to interdisciplinary faculty presentations on topics such as field research methods and problem definition, students will make presentations on their work in progress and findings.

KSG STM-480 Leadership for a Networked World

Jerry Mechling

The need for public sector innovation has never been greater. Citizens are demanding services to be individually tailored and delivered in real-time. Governments are being asked to respond in a “cross-boundary” fashion under intense pressure for increased transparency, productivity, and equity. Leaders in this new environment must understand how technology shapes work, strategy, innovation, and value. In this course you will develop an understanding of information technology (IT) and its impacts on individuals, organizations, and societies. You will gain a series of frameworks on how to plan (options, benefits, costs, risks) and implement (reducing confusion, overcoming conflict) different phases of IT-enabled innovation. The course utilizes theory, cases, and class and Internet-based discussions and features interaction with leading public and private experts and change-makers. Should be of particular value to those interested in government or nonprofit management, public/private partnerships, consulting, and/or international development.

KSG STP-291 - Science, Power and Politics I

Sheila Jasanoff

Taken with STP-292, this is the fall semester of a year-long seminar that introduces students to the major contributions of the field of science and technology studies (S&TS) to the understanding of politics and policymaking in democratic societies. The object throughout is to deepen students' understanding of the ways in which science and technology participate in the creation of social and political order. The fall semester (STP-291) is devoted to reading and analyzing works by scholars in S&TS and related fields who have addressed such topics as the nature and role of scientific authority, science's relations with the state, science and democracy, scientific and technical controversies, and the politics of technology. The spring semester (STP-

292) is structured as an advanced research seminar. Students will be expected to complete a major piece of writing and present it in class.

KSG STP-292 - Science, Power and Politics II

Sheila Jasanoff

This is the second semester of a two-semester graduate seminar. The bulk of the semester will be devoted to reading and critically analyzing papers written by the seminar participants. Students are expected to do original research and to analyze it using the conceptual tools they acquired in STP-291 (or its equivalent).

Faculty of Arts and Sciences

Government 90fj. Political Persuasion

D. Sunshine Hillygus

Examines political persuasion and democratic decision-making, with particular attention paid to government persuasion campaigns such as presidential elections. What is the function of political persuasion in American democracy? What techniques do political elites use to attempt to influence mass opinions and behavior? Who is most likely to be influenced by such appeals? What is the role of the mass media? Readings drawn from political communication, political psychology, and political behavior.

Government 90nl. Election Polling and Public Opinion

Chase Henri Harrison

Political polls and other survey methodologies are frequently used to understand and explain both voter intentions and public opinion. This course will examine the theoretical and practical issues involved in using polls and surveys. We will explore the normative assumptions involved in polling, study possible sources of error in survey measures, and discuss the prospective implications of polling for policy and governance.

Government 1006. Mathematics of Elections

Elizabeth M. Penn

Voting procedures provide the commonest means of aggregating preferences of individuals into societal outcomes. This course will examine the effects that different voting procedures have on how groups make decisions. Topics will include Arrow's Theorem and other legislative paradoxes, and why the choice of electoral procedure is critical to our understanding of how "good" and "bad" decisions are made. We will also study electoral systems currently in use in over fifty of the world's democracies. Note: Expected to be given in 2009–10.

Government 1010. Survey Methods and Design

Chase Henri Harrison

Surveys and polls are fundamental to the study of public opinion and behavior, and they play an increasingly prominent role in electoral politics. This course is designed to teach students the skills necessary to implement, use, and interpret opinion surveys. The course will focus on the concepts and principles necessary for designing a reliable and valid survey questionnaire, and will be structured as a reading course on survey methods and a practicum in survey design.

Government 2128. Institutional Engineering in Divided Societies: Managing and Accommodating Difference

Richard E. B. Simeon (University of Toronto)

A comparative examination of institutional and policy designs for the management and accommodation of ethno-cultural conflict in divided societies. We explore alternative strategies: from the institutionalization and empowerment of difference, to the transcendence and cross-cutting of difference.

Government 1362. Democratic Citizenship Public Opinion and Participation in the US

Claudine Gay

Course examines the nature of public opinion and political participation. Considers how people acquire, organize, and apply their political beliefs; historical and contemporary patterns of public opinion, with emphasis on conflicts of values and social groups; who votes and why; the role of the media and political campaigns in mobilization and in formation of public opinion; and linkage between opinion, participation, and policy, with attention to whether citizens can discharge the responsibilities of democratic citizenship.

Government 1521. Bureaucratic Politics: Government, Economic, Social and Military Organizations

Daniel P. Carpenter

A theoretical and historical analysis of bureaucratic organizations in various domains of modern society, including military organizations, business corporations, non-profit organizations, regulatory agencies, executive departments, and religious organizations. Theories include institutional, transaction-cost, reputation-based, and cultural theories of formal organizations. Readings and cases will include the U.S. Army and other militaries, the business corporation in industrializing America and today, the FDA and the Forest Service, the Catholic Church, and police and educational organizations. Note: Expected to be given in 2008–09.

Social Studies 98fu. Practicing Democracy: Leadership, Community, Power

Marshall L. Ganz

Making democracy work requires an “organized” citizenry with power to assert its interests effectively. Yet US political participation declines, growing more unequal, as new democracies struggle to make citizen participation possible. Students learn to address public problems by organizing: developing leadership, building community and mobilizing power. Our pedagogy links sociological, political science, and social psychology theory with democratic practice.

Social Studies 98hp. Is Democracy Possible Everywhere?

Fred C. Schaffer

Debates today rage about whether democracy is really possible in places like China or the Middle East. This tutorial asks whether there are, in fact, any preconditions for or impediments to the establishment and consolidation of democracy. Among the factors we will consider: mass culture, elite norms, religion, economic development, ethnic pluralism, and associational life.

Harvard Graduate School of Education

A-024 Politics, Policy-Making, and Political Action in Education

Richard Elmore

This course is about how to make use of political knowledge to analyze and act on educational institutions. The course focuses on seven key ideas that are central to political thought, and it applies these ideas to contemporary and historical cases in order to develop students' understanding, analytic skills, and capacity for effective action in the political sphere. The seven key ideas are: (1) politics as a means for transforming individual interests into collective goods; (2) interests as expressions of political preference at the individual, group, and collective level; (3) institutions as the expression of political interests in society and as incentives that structure individual and group behavior; (4) policy as an expression of collective interests, and policymaking as a process for aggregating and shaping individual and group interests; (5) power as it is constructed in political relationships and expressed in institutions and political processes; (6) identity as a force in shaping individual and group political behavior; and (7) civil society as the processes and structures that underlie the formal institutional structures of political life. The course is appropriate for doctoral and masters students anticipating careers in research or practice in education and related fields. Permission of the instructor is required.

A-115 Community Power, Decision-Making, and Education

Charles V. Willie

This course will analyze the formal and informal decision-making structures in local communities and how they affect educational issues. The various sources of community power will be examined. How power is manifested in dominant and subdominant groups will be analyzed. Effective and ineffective means by which groups garner support from various sectors of the community will be discussed. The course will use live and written case studies of community issues. Evaluation is based on class discussion, and a midterm, as well as an end-of-term paper on a community decision-making issue.

A-122 The Why, What, and How of School, Family, and Community Partnerships

Karen Lucretia Mapp

This course examines the role of school, family, and community partnerships as a component of whole-school educational reform. Why is partnership now considered an important element of whole-school reform? What is the definition of partnership? How are effective partnerships among school staff, parents, and community members developed and sustained? As a learning community, we will interrogate our own beliefs about the role of families and community members in school reform; analyze the research on the impact of home/school and community/school partnerships on student learning; and explore the various theoretical frameworks about these partnerships. We will also investigate “promising practice” strategies being implemented by schools and districts to cultivate and sustain school, family, and community connections that support children’s learning. Through case studies, lectures, readings, guest panel presentations, site visits, and class discussions, we will probe the benefits and challenges of these partnerships. Permission of the instructor is required.

A-350 Urban School Reform: Challenges, Policies, and Implementation

Paul Reville

This course examines the challenges and implementation of systemic school reform in the context of America's cities. Sweeping reforms designed by federal, state, and municipal policymakers are now being implemented in cities across the country. While policies and strategies vary widely, the goals of the urban reforms are generally similar and focus on improved learning for all students. Urban school systems face enormous and persistent challenges that shape the conception and execution of policies and implementation strategies. Through the extensive use of case studies, this course explores the major reform strategies: the theory, policies, practices, and controversies surrounding them. We will consider how policy and implementation is shaped by local context. Cases, lectures, readings, and discussion will draw particular attention to issues such as equity and special populations, high-school reform, leadership, labor-management collaboration, value-added accountability, adequacy of financial resources, improving the quality of teaching, and the use of data to guide instruction. Education Policy and Management students are strongly encouraged to take this intermediate course focusing on reform at the local level.

A-506 Teachers' Unions and School Improvement

Morgaen Lindsay Donaldson

Teachers' unions are sometimes credited with promoting school reform and at other times blamed for deliberately blocking it. This course explores the role that collective bargaining and teachers' unions have played in public schooling. It includes both a historical perspective on the growth and influence of teacher unionism in the United States, as well as a current analysis of the ways in which unions and the contracts they negotiate advance or impede school reform. Although the focus of this course is primarily on the United States, it will also include comparative examples and readings about teacher unions in several other countries. Classes will include lectures, case studies, simulations, and guest lectures. In addition to weekly readings (essays, research reports, case studies, collective bargaining agreements, court cases, arbitration agreements, and web site postings), students will be asked to write several briefs, prepare an in-class presentation, and complete a final field research project.

Harvard Business School

1602 Entrepreneurship in Education Reform

Stacey Childress

The course has two specific learning objectives. First, students will be challenged to consider two central questions: 1) Do effective leadership and management practices lead to higher educational outcomes? 2) Can certain market forces such as choice and accountability for results drive higher performance inside the public system? The objective is not to definitively answer these questions, but rather to challenge students to form and test their own working hypotheses about each. Second, the course aims to deepen students' understanding of the similarities and differences between the approaches used by education entrepreneurs inside and outside the system to address the same problems, the strengths and limitations of the various reform strategies they pursue, and the performance consequences associated with working from each vantage point.

2180 Innovating in Health Care

Regina Herzlinger

Innovating in Healthcare introduces students to the Six Forces that critically shape new healthcare ventures-- Financing, Structure, Public Policy, Consumers, Technology, and Accountability-- and their impact on business models for three different kinds of innovations: consumer-focused,

technology-driven, and consolidations. The introductory module focuses on how the financing force affects new ventures, i.e., how do innovators get paid? The healthcare industry worldwide is typically financed by a third party, not its users. In the U.S., employers are the primary sources of payment through private health insurance companies. State and federal governments pay for most of the healthcare expenses for their employees, the elderly, and the poor. In the rest of the world, the healthcare expenses of developed countries are typically paid by governments. The "Note on Financing of the U.S. Healthcare Sector" explains the overall financing of healthcare in the U.S., the interest of consumers in these financing mechanisms, the different kinds of insurance plans used by employers and government, and the accountability and public policy issues they raise. The "Note on Health Insurance Coverage, Coding, and Payment" explains how these processes operate for various types of medical technology products and related service providers. This module also illustrates entrepreneurial health insurance ventures to deepen understanding of this sector. The course then discusses the impact of the other Six Forces on the opportunities for innovation. It concludes with case studies of entrepreneurial firms.

1978 Customers, Commerce, and Society

Herman B. Leonard, V. Kasturi Rangan

What is the appropriate role for businesses in producing social value? What are the best strategies and tools for defining and producing socially beneficial outcomes? What is the role of customers in delineating the scope of social outcomes that organizations find it in their interest to pursue - and how can they best be motivated and mobilized to care about the social and environmental characteristics of the products/services/ and ideas they adapt, buy and use? The purpose of this course is to explore what businesses must do to transform themselves into an effective global citizen and to explore ways in which strategic and responsible practice can be associated with bottom-line benefits. The course will explore the tools necessary for excellence in strategic social responsibility. In addition to their own individual internal work and their external relationships with customers, all corporations are more often finding it necessary - and the most strategic corporations are more and more often finding it valuable - to interact privately and publicly with civil society and government entities. These initiatives, often in the form of collaborative ventures and alliances, can be good for business as well as for society at large.

School of Public Health

HPM 208 Health Care Regulation and Planning

Dr. K. Swartz

Examines issues under discussion for U.S. health care reform: health insurance, financing, methods for controlling health care costs, incentives for hospitals and physicians, medicare long-term care and the pharmaceutical industry. Competitive versus regulatory approaches are explored, as part of analyzing the role of government and the private sector. The distributional consequences of various programs and methods receive special focus.

HPM 212 Program Evaluation in Health Policy

HSPH Faculty

Course provides a one-semester overview of evaluation for those likely to participate in the design or implementation of evaluations in private organizations or government agencies. Topics include establishing the scope for an evaluation, evaluation design, data and measurement issues, issues in inference (appropriate controls, changing program design and unique local

circumstances), and problems of assuring the accuracy, relevance and credibility of findings. Both quantitative and qualitative methods are addressed.

HPM247 Political Analysis and Strategy for U.S. Health Policy

Dr. R. Blendon

This course offers political and analytical insights into understanding U.S. health policymaking and into developing strategies that influence health policy outcomes. The course provides both the theoretical basis and strategic skills for influencing the health policy process within U.S. political institutions. In addition, this course addresses the politics of agenda-setting and health care; the press, politics, and health policy; pollsters and political institutions; White House politics; health politics and the states; and health politics abroad.

Harvard Extension School

GOVT E-1500 How Government Policies Really Affect You: Administrative Policymaking

John W. Patty

While the President, Congress, and the Supreme Court garner most of the attention, the governmental policies that most likely affect you are generally determined and implemented by the "fourth branch," the bureaucracy. This course examines the historical development of policymaking within executive agencies and independent commissions from the Civil War to the present.

Schools Outside of Harvard University*

Fletcher School of Law and Diplomacy

DHP P205: Decision Making and Public Policy

William Martel

All organizations, including governments, develop processes that permit policymakers to make informed decisions about highly complex problems. This interdisciplinary course examines the machinery of decision making by considering how domestic and international forces influence decisions and developing interpretive models for understanding how individuals operate in bureaucratic environments. The course uses case studies, drawn partly from the U.S. National Security Council, to focus on the theory and practice of governmental interagency processes. The course concludes with exercises in which students play the role of principals in simulated meetings of the U.S. National Security Council (NSC). Students prepare policy memoranda on critical national security and domestic crises, discuss their recommendations in NSC meetings, and defend their policies in news conferences at the end of each meeting. This course encourages students to think analytically and critically about theoretical and practical challenges of making decisions about public policy problems.

* Contact KSG Registrar for Cross-Registration rules and regulations

Massachusetts Institute of Technology

17.265 Public Opinion and American Democracy

A. Berinsky, A. Campbell, S. Ansolabehere

Introduces students to public opinion in politics and public policy-making. Surveys theories of political psychology and political behavior. Examines empirical research on public understanding of and attitudes towards important issues, including war, economic and social policies, and moral questions.

17.282 Public Opinion and Foreign Policy

A. Berinsky

Examines the nature of public opinion on foreign policy, the ability of the public to formulate reasoned and interconnected perspectives on the issues of the day, and the public's influence on foreign policy decisions. Main focus is on the United States. The role of the media and international events in shaping public perspectives and public attitudes toward important issues such as internationalism and isolationism, the use of force, and trade are evaluated. Students taking graduate version are expected to complete additional assignments.

17.30J Making Public Policy

J. Layzer, Staff

Examines how the struggle among competing advocates shapes the outputs of government. Considers how conditions become problems for government to solve, why some political arguments are more persuasive than others, why some policy tools are preferred over others, and whether policies achieve their goals. Investigates the interactions among elected officials, think tanks, interest groups, the media, and the public in controversies over global warming, urban sprawl, Social Security, health care, education, and other issues.

17.440 Global Governance

D. Singer

Research seminar explores the concept of governance at the international level, including the design and function of international institutions and organizations, the role of international law, the rise of transnational actors, and the relationship between domestic politics and international cooperation. Readings also include empirical studies of cooperation in a variety of issue areas, including the environment, human rights, economic affairs, and security.

17.517 Participation in Public Life

L. Tsai

Examines how and why people participate in public life and political affairs. Drawing on examples from around the world, students analyze the effects of social networks, community norms, and associational activities on the functioning of democracy, regime stability, state capacity, and international politics.

17.884J Collective Choice I

J. M. Snyder, Jr.

An applied theory subject analyzing political institutions from a rational choice perspective. The chief focus is the burgeoning literature on elections, legislatures, bureaucracies, and courts. Pays some attention to institutions from a comparative perspective.