

The Future of Public Service
Spring 2010
University of Toronto
School of Public Policy and Governance
Instructor: Alison Loat (.loat@utoronto.ca)

COURSE SCOPE AND TARGET AUDIENCE

This course is aimed at graduate students interested broadly in public service and public policy capacity in Canada, how it's changing and what that may mean for the ways in which governments and other actors work to tackle public challenges. While the focus will be on the Canadian experience, examples from other countries such as US and the UK will be included to provide additional context and analysis. Students will be encouraged to pull from other countries in their research and thinking.

This course will be useful for students who are interested in thinking about social change in Canada and are interested in a career that may span a number of sectors and enterprises or who seek to understand how a broad set of actors can influence policy change. It takes a broad view, rather than a deeper look into any one area. As a result, it will be less interesting for those who seek to become experts in a particular sector or policy topic.

ADDITIONAL COURSE CONSIDERATIONS

This is a new course, and as its title suggests, is ambitious in its scope. It seeks to introduce students to a number of threads of public service development and challenges you to consider them together. It will require students to engage in broad range of topics and be willing to draw links between and among them. As a result, students must be willing to come to class with an open mind and a willingness to explore new ideas. It is not well-suited to those who are looking for easy answers, best practices or clear "to dos."

The course will run as a seminar with occasional guest lectures from practioners working in some of these areas in Canada. Your full commitment will be important to making sure the course is successful. Mid-way and at the end of the course, you will all be expected to share ideas on how to improve the course for future students.

Finally, there will be an opportunity for interested students to work with the instructor to put together some articles on some of the topics under exploration as part of their coursework. You will be encouraged to come up with new ideas and ideally present those ideas in a way that will contribute to the broader discussion on social change and public policy capacity in Canada.

COURSE SCHEDULE

Note: This schedule is a draft and there will be changes to readings lists and modifications to sessions over the fall. Ideas or suggestions from students over the summer and early fall of 2009 are also welcomed (please send them to alison.loat@utoronto.ca). The instructor is also consulting with professors from other universities and organizations working on these issues and will incorporate their feedback as appropriate.

There is no textbook for this course. To the extent possible, all readings will be made available online.

Week One: Course overview

In this class, we will go over the syllabus and expectations for the class, including details on the assignments. In doing so, you will receive a broad overview of the organizations and issues under discussion. You will also be encouraged to share your interest in the course and some of your initial ideas for research.

There will be no readings this week.

Week Two: Public Service reform – what is at issue? What, if anything, should be done?

Readings:

Public Service Commission of Canada, Annual Report 2007-8 ([://www.psc-cfp.gc.ca/arp-rpa/index-eng.htm](http://www.psc-cfp.gc.ca/arp-rpa/index-eng.htm))

Green, Ian and Katherine Baird, “Canada’s Public Service in the 21st Century – Destination: Excellence.” Published by the Public Policy Forum ([://www.pppforum.com/publications/canadas-public-service-21st-century-destination-excellence](http://www.pppforum.com/publications/canadas-public-service-21st-century-destination-excellence))

Selected posts from the Canadian Public Service Renewal Blog: [://www.cpsrenewal.ca/](http://www.cpsrenewal.ca/)

Selected readings from the UK’s Public Services Trust:
[://www.2020publicservicetrust.org/publications/](http://www.2020publicservicetrust.org/publications/)

Week Three: Political and Parliamentary reform – what is at issue? What, if anything, should be done?

Excerpts from The Special Committee on Reform of the House of Commons (the McGrath Committee):
[://www.parl.gc.ca/information/library/PRBpubs/prb0203-e.htm#TheMcGrath](http://www.parl.gc.ca/information/library/PRBpubs/prb0203-e.htm#TheMcGrath)

Excerpts from Docherty, David C., Mr. Smith Goes to Ottawa: Life in the House of Commons. UBC Press, 1997.

Robertson, James R. "House of Commons Procedure: Its Reform." Library of Parliament, 2002

Stillborn, Jack. "Parliamentary Reform and the House of Commons." Library of Parliament, 2007

Week Four: The role of think tanks in Canada

Excerpts from Abelson, Donald E. Do Think Tanks Matter? Assessing the Impact of Public Policy Institutes. Montreal: McGill-Queen's University Press, 2002.

Lindquist, Evert A. "Three decades of Canadian think tanks: evolving institutions, conditions and strategies" in Diane Stone and Andrew Denham (eds.), Think Tank Traditions: Policy Research and the Politics of Ideas. Manchester: Manchester University Press, 2004. Pp. 264-80.

Lindquist, Evert A., "Think Tanks, Foundations and Policy Discourse: Ebbs and Flows, Investments and Responsibilities." (http://www.cprn.org/documents/45986_en.pdf)

Excerpts from McGann, James G. and Kent B. Weaver. Think Tanks and Civil Societies: Catalyst for Ideas and Action. Transaction Publishers 2000.

Think Tanks and Civil Societies Program. "Global Trends and Transitions 2007 Survey of Think Tanks." Foreign Policy Research Institute, 2008. ([://www.fpri.org/research/thinktanks/](http://www.fpri.org/research/thinktanks/))

Week Five: The role of philanthropy in public policy

Readings TBD.

Week Six: Mid-course check in on research projects

Each student or student team will be expected to present an interim update on their research projects.

Week Seven: The role of social innovation and social entrepreneurship

Excerpts from Bornstein, David, How to Change the World: Social Entrepreneurs and the Power of New Ideas." Oxford University Press, 2004. ([://books.google.ca/books?id=aprgAZP5hz8C](http://books.google.ca/books?id=aprgAZP5hz8C))

Excerpts from Nicholls, Alex, Social Entrepreneurship: New Models of Sustainable Social Change. (Book preview: [://www.amazon.co.uk/gp/reader/0199283885/ref=sib_dp_pt#reader-link](http://www.amazon.co.uk/gp/reader/0199283885/ref=sib_dp_pt#reader-link))

Excerpts from Westley, Frances, Brenda Zimmerman and Michael Quinn Patton, Getting to Maybe: How the World is Changed. Vintage Canada, 2007.

Excerpts from the Young Foundation website ([://www.youngfoundation.org/publications](http://www.youngfoundation.org/publications))

Case study: Ashoka ([://www.ashoka.org/](http://www.ashoka.org/)) and a profile of its founder, Bill Drayton ([://www.usnews.com/usnews/news/articles/051031/31drayton.htm](http://www.usnews.com/usnews/news/articles/051031/31drayton.htm))

Case study: The Plan Institute and Canada's Registered Disability Savings Plan ([://www.planinstitute.ca/ezone/ezone_dsp_march1.html](http://www.planinstitute.ca/ezone/ezone_dsp_march1.html))

Week Eight: Social enterprise and the application of business principles to social change

Edwards, Michael, "Philanthrocapitalism: After the Gold Rush."
([://www.opendemocracy.net/article/globalisation/visions_reflections/philanthrocapitalism_after_the_goldrush](http://www.opendemocracy.net/article/globalisation/visions_reflections/philanthrocapitalism_after_the_goldrush))

Martin, Paul, "Unleashing the Power of Social Enterprise." From The Philanthropist
([://www.thephilanthropist.ca/index.php/phil/article/view/5/5](http://www.thephilanthropist.ca/index.php/phil/article/view/5/5))

Excerpts from Nicholls, Alex, Social Entrepreneurship: New Models of Sustainable Social Change. (Book preview: [://www.amazon.co.uk/gp/reader/0199283885/ref=sib_dp_pt#reader-link](http://www.amazon.co.uk/gp/reader/0199283885/ref=sib_dp_pt#reader-link))

Case studies could include:

- The role of microfinance (Kiva.org, Grameen Bank) ([://www.kiva.org/about/microfinance/](http://www.kiva.org/about/microfinance/)) ([://www.grameen-info.org/](http://www.grameen-info.org/))
- The opportunity for social finance in Canada ([://pages.socialfinance.ca/](http://pages.socialfinance.ca/))
- The role for hybrid corporate structures (community interest companies in the UK ([://en.wikipedia.org/wiki/Community_interest_company](http://en.wikipedia.org/wiki/Community_interest_company)) and low-profit limited liability companies in the US ([://en.wikipedia.org/wiki/L3C](http://en.wikipedia.org/wiki/L3C)))

Week Nine: Technology, open source and social change

Excerpts from Eaves, David, Blog (www.eaves.ca)

Kelly, Kevin, "The New Socialism: Global Collectivist Society is Coming Online." From Wired Magazine, May 27, 2009. ([://www.wired.com/culture/culturereviews/magazine/17-06/nep_newsocialism](http://www.wired.com/culture/culturereviews/magazine/17-06/nep_newsocialism)) (From: [://www.kk.org/writings/index.php](http://www.kk.org/writings/index.php))

Excerpts from Shirkey, Clay, Here Comes Everybody: The Power of Organizing Without Organizing. Penguin. (Book launch blog: [://www.herecomeseverybody.org/](http://www.herecomeseverybody.org/), TED lecture: [://www.ted.com/talks/lang/eng/clay_shirky_on_institutions_versus_collaboration.html](http://www.ted.com/talks/lang/eng/clay_shirky_on_institutions_versus_collaboration.html))

Rosen, Jay, "Flying Seminar on the Future of News" ([://journalism.nyu.edu/pubzone/weblogs/pressthink/2009/03/26/flying_seminar.html](http://journalism.nyu.edu/pubzone/weblogs/pressthink/2009/03/26/flying_seminar.html))

Week Ten: The connection of governments to citizens and to the "third sector" in public policy development

The relationship between governments and the third sector:

- National Survey of the Non-Profit and Volunteer Sector ([://nonprofitscan.imaginecanada.ca/en/nsvo](http://nonprofitscan.imaginecanada.ca/en/nsvo))
- The Government of Canada's Voluntary Sector Initiative ([://www.vsi-isbc.org/](http://www.vsi-isbc.org/))
- UK Cabinet Office Review of the Third Sector ([://www.cabinetoffice.gov.uk/third_sector/third_sector_review.aspx](http://www.cabinetoffice.gov.uk/third_sector/third_sector_review.aspx))

The relationship between government and citizens:

- Baum, Bruce, "The British Columbia Citizens' Assembly and Dilemmas of Participatory Democracy." UBC CSDI Working Paper 2007 Citizen Engagement No. 1. ([://democracy.ubc.ca/fileadmin/template/main/images/departments/CSDI/working_papers/BaumCSDIWorkingPaper2007CE1.pdf](http://democracy.ubc.ca/fileadmin/template/main/images/departments/CSDI/working_papers/BaumCSDIWorkingPaper2007CE1.pdf))
- Lenihan, Don, "Rethinking the Public Policy Process: A Public Engagement Framework." The Public Policy Forum ([://www.ppforum.com/sites/default/files/PPF_Framework%20Paper%20April%202009%20-%20for%20web.pdf](http://www.ppforum.com/sites/default/files/PPF_Framework%20Paper%20April%202009%20-%20for%20web.pdf))
- Organizing for America ([://www.barackobama.com/index.php](http://www.barackobama.com/index.php)) [note: additional readings on the Obama phenomenon to come, as the literature is still being written!]

Week Eleven: Analysis of the overall policy capacity in Canada – analysis and prescriptions for the future

Excerpts from Dobuzinskis, Laurent, David H. Laycock and Michael Howlett, Policy Analysis in Canada: The State of the Art. University of Toronto Press, 2007. (<://books.google.ca/books?id=rwhI5RASt9cC>)

The Future of Policy Capacity in Canada: Roundtable Report (May 2009). Canadian Policy Research Network. (<://www.cprn.org/doc.cfm?doc=2038&l=en>)

Lindquist, Evert, “There`s More to Policy Than Alignment.” Canadian Policy Research Network. (<://www.cprn.org/doc.cfm?doc=2039&l=en> and <://www.cprn.org/doc.cfm?doc=2040&l=en>)

Week Twelve: Presentation and discussion of students’ research, summary of course

Students will present the findings of their research projects.

EVALUATION AND GRADE DISTRIBUTION

Class participation (quality of contributions): 20%

4 short response papers (4 of the 12 weeks, on different topics than your research): 35%

Research project (to be done on one area of the course; can be done individually or in small groups): 45%