Robert F. Wagner Graduate School of Public Service
New York University

THE INTERSECTION OF OPERATIONS AND POLICY: *A MULTIMEDIA LEARNING EXPERIENCE IN THE NEW YORK CITY FAMILY HOMELESS SHELTER SYSTEM*

Fall 2015

COURSE INFORMATION

Bobst Library – Room LL138
9:00am-12:30pm, Seven Saturdays

INSTRUCTORS

Instructor	*Email*	Office Hours	Location
Natalie Privett	*Natalie.privett@nyu.edu*	Email for Appointment	Puck 3058
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COURSE DESCRIPTION

Policy and operations are inextricably linked. This course aims to expose students to policy formation in a highly political environment, operations management of systems shaped by state and local policy, and their intersection, while building a toolbox of specific skills that support analysis and decision making in a wide variety of contexts. A unifying Multimedia Interactive Case Study (MICS) focused on the NYC family homeless shelter system will be the backdrop of this course. This course is an intensive engagement that incorporates perspectives from academic theory, City, State and Federal government, service providers, advocacy organizations, and public interest law.

LEARNING OBJECTIVES

The course learning objectives fall into six broad skill-building areas: decision modeling, stakeholder analysis, time-series data decomposition, forecasting, negotiation, and policy making in a political context. This course also builds skills in communication, presentations and team work.

Decision Trees | Stakeholder Analysis | Time-Series Data | Forecasting | Negotiation | Policy Making

MULTIMEDIA INTERACTIVE CASE STUDY PLATFORM

https://wp.nyu.edu/mics/

The Multimedia Interactive Case Study (MICS) is an online platform where students engage with both case study resources and interactive tools. While the case study resources are specific to the NYC Homeless Family Shelter System, the skills gained are highly transferable to a large variety of disciplines, including public service management and policy, business, social work, health, and urban planning. The key components of the platform are as follows:

CASE STUDY RESOURCES

- **Video Documentaries** (10-15 minutes) have been created for this course, each featuring stakeholder interviews, including New York City and New York State officials, advocates, providers, public interest lawyers, families, and academicians. These six documentaries are as follows:
    - ***Family Homelessness Landscape*** introduces the various stakeholders working in homelessness in NYC.
    - ***Family Homelessness in New York City*** reviews the problem of family homelessness.
    - ***Advantage: Incarnation & Evolution*** describes Advantage, its formation and implementation.
    - ***Advantage: Family Experience*** presents the experiences of families.
    - ***Advantage: Termination*** explains the end of Advantage and the subsequent impact.
    - ***Where do we go from here?*** provides various perspectives on how to move forward in family homelessness.
- **Data Visualizations** give students a visual introduction to the City's family homeless shelter system.
- **News Sources** including articles and video clips pertinent to New York City's homeless shelter system and Advantage over the relevant time period will build students' understanding of the different stakeholder perspectives, tension around the issues, and public information.
- **Research**, including journal articles and reports, relevant to homelessness trends and policies will be available to provide students a broad understanding of research and theoretical perspectives.
- **Documents** include a variety of original source documents.
- **Data Sets** will be available to the students for use in their analyses and exploration of family homelessness.
    - **New York City Department of Homeless Services Family Shelter Census Data**, specifically, monthly homeless shelter system data from July 1, 2008 through June 30, 2013, which spans time under the Advantage policy, the phasing out of Advantage, and more than one full year post-Advantage.
    - **New York City Office of Management and Budget Financial Data,** specifically annual family homelessness spending data for fiscal years 2009 through 2014. This data included amounts spent for each of the six fiscal years by type of major program together with a breakout of the city, state and federal funding sources for each.

INTERACTIVE TOOLS

- **Decision Tree Builder** is used to construct and analyze a decision tree.
- **Stakeholder Analysis Tool** is used to create a stakeholder analysis table identifying key stakeholders, their policy priorities, influence, resources, and alliances as well as where stakeholders are positioned in terms of their relative importance. It is designed to help you develop strategies to garner support for your preferred policy option.
- **Time-Series Data Analysis and Forecasting in Excel** encompasses methods to use the data analysis and visualization tools in MS Excel that enable experimentation with different time-series forecasting approaches and associated parameters.

COURSE REQUIREMENTS AND GRADING COMPONENTS

Final grades are determined by the following course components. Completed assignments should be uploaded to *NYU Classes*.

- **Individual Class Participation (15%)**
  Participation includes presence, promptness, preparation, and engagement. If you have thoroughly prepared, you should have no problem following and contributing to the discussions. Keep in mind that much of a leader's communication is verbal, especially in policy and operations settings. Therefore, developing your abilities to verbally state and support your positions is an important part of this class, in addition to listening and reflecting on the discourse. Students are expected to attend all classes. Use of devices for purposes other than taking notes is not appropriate and can limit one's learning.
- **Individual Assignments (20%)**
  There will be four individual assignments (each 5%), associated with a key learning module (i.e., time series data, forecasting, stakeholder analysis, and decision modeling modules). These individual assignments are important as they lay a foundation for the more sophisticated analysis revolving around the main case of the course.
- **Team Presentation (10%)**
  Each team will prepare and present one in-class presentation with their analysis and supported recommendations for either the Time-Series Data or Stakeholder Analysis module as assigned by instructors. Following each presentation, there will be a critique and discussion with professors and colleagues. All team members are required to present.
- **Team Memo (10%)**
  Each team will prepare and submit one technical memo addressed to the Assistant Commissioner of Policy, Planning and Evaluation at the NYC Department of Homeless Services (3-5 pages, double-spaced, not including appendices). This memo will present analysis and supported recommendations for either the Time-Series Data or Stakeholder Analysis module as assigned by instructors. All supporting analyses should be attached in the appendices.
- **Individual Negotiation Strategy Document (10%)**
  Students will be assigned in groups to represent different stakeholders in the NYC Family Homeless Shelter System (e.g., providers, advocates, the City). Traditionally, the different stakeholders have not worked well together. Nevertheless the Mayor has called a forum where the stakeholders are charged to attempt to develop a series of recommendations around family homelessness in NYC. In preparation for the forum, students will individually prepare a negotiation strategy document (2-3 pages, double-spaced), which will consist of the desired outcomes, expected outcomes, negotiation strategies, and talking points.
- **Team Final Presentation (15%)**
  Each team will prepare and present a presentation for the Mayor and the Deputy Mayor for Health and Human Services outlining the current state of the NYC homeless family shelter system, alternatives considered and the team's recommendation going forward along with supporting arguments.
- **Team Mayoral Policy Memo (20%)**
  Accompanying the Team Final Presentation to the Mayor and the Deputy Mayor for Health and Human Services, teams will submit a memo outlining their recommendations and supporting analysis (10-page, double-spaced, not including appendices).

PREREQUISITES

- **CORE-GP.1020** Managing Public Service Organizations (MPSO)
- **CORE-GP.1022** Introduction to Public Policy
- **Excel Knowledge*** Complete the following tutorials on Lynda.com, which can be accessed by (1) going to Lynda.com and clicking "Log In" in the upper right-hand corner and (2) choosing the left-side option of "Log in through your organization or school." The below list proceeds from most basic to more advanced.
    - REQUIRED Up and Running with Excel 2010
    - One of the following REQUIRED depending on your Excel version
        - Excel 2013 Essential Training
        - Excel 2010 Essential Training
        - Excel for Mac 2011 Essential Training
    - REQUIRED Excel 2013: Charts in Depth
    - One of the following REQUIRED depending on your Excel version
        - Excel 2013: Advanced Formulas and Functions
        - Excel 2010: Advanced Formulas and Functions
    - HIGHLY RECOMMENDED Excel 2013 Tips and Tricks
    - LEARN MORE And many more

  Expected knowledge includes but is not limited to the following: Entering Data; Fill Down; Locking Cells; Using Formulas (e.g., AVERAGE, SUM); Advanced Formulas (e.g., IF, COUNTIF, AVERAGEIF, VLOOKUP); Formatting; Printing with appropriate formatting; and Creating Charts.

**While the quantitative work is generally straightforward, it presumes more than a passing familiarity with Excel. Also, the course teaching assistant, Cristian Carreno, is available for guidance and assistance.*

COURSE READINGS

The readings for the class will come from the following sources:

1. **MICS Platform**
   The MICS Platform will contain case study resources and interactive tools.
2. **Course Packet***
   Available in digital format. Inquire at the bookstore or at *www.XanEdu.com*.
3. **NYU Classes**
   NYU Classes will be used to post readings and assignments throughout the semester. Students are encouraged to check it frequently.
4. **E-Book****
   Hyndman, Rob J., and George Athanasopoulos. *Forecasting: principles and practice*. 2014.
5. **E-Book****
   Lawrence, Kenneth D., Ronald K. Klimberg, and Sheila M. Lawrence. *Fundamentals of forecasting using excel*. Industrial Press Inc., 2009.
6. **E-Book****
   Hollins, Bill, and Sadie Shinkins. *Managing service operations: Design and implementation*. Sage, 2006.
7. **Book***
   Fisher, Roger, William L. Ury, and Bruce Patton. *Getting to yes: Negotiating agreement without giving in*. Penguin, 2011.

** Indicates student responsible for purchase. Available at NYU Bookstore.*
*** E-Books can be accessed for free through the NYU Library (http://library.nyu.edu/) using your NYU Login. Search for the book and follow the Online Access links. All links to E-Books are also available on NYU Classes.*

COURSE CALENDAR

#	Date	Topics	Assignments Due
1	*9/12*	A. Introduction B. NYC Family Homelessness Discussion C. Time-Series Data Introduction D. Advantage Discussion: Incarnation & Evolution	*Understanding Time-Series Data Webinar*
	9/19		Time-Series Data Individual Assignment
2	*9/26*	A. Advantage Discussion: Termination B. Time-Series Data MICS Presentations C. Forecasting Lecture	[Teams 1,3,4] Time-Series Data Team Presentation [Teams 2,5,6] Time-Series Data Team Memo
	10/3		Forecasting Individual Assignment
	10/9	Site Visit *Optional but highly recommended*	*Approximately 12:30pm-6:00pm*
3	*10/10*	A. Site Visit Debrief B. MICS Forecasting Discussion C. Introduction to Financial Data D. Stakeholder Analysis Lecture	
	10/17		Stakeholder Analysis Individual Assignment
4	*10/24*	A. Stakeholder Analysis MICS Presentations B. Policy Making in a Political Context Discussion C. Capacity Management Lecture & Discussion	[Teams 2,5,6] Stakeholder Analysis Team Presentation [Teams 1,3,4] Stakeholder Analysis Team Memo
	10/31		
5	*11/7*	A. Decision Modeling Lecture B. Negotiations Discussion	
	11/14		Individual Negotiation Strategy Document
6	*11/21*	A. Decision Modeling Discussion B. Mayoral Forum: Negotiation around NYC Family Homeless Policy C. Mayoral Forum Debrief	Decision Modeling Individual Assignment
	11/28		
7	*12/5*	A. Final Team Presentations B. Wrap-Up	Final Team Presentation
	12/12		Team Mayoral Policy Memo

DETAILED COURSE SCHEDULE

SESSION 1 — SEPTEMBER 12

A. INTRODUCTION

Students and professors will share their expectations and goals for the class. The syllabus will be distributed and reviewed.

B. NEW YORK CITY FAMILY HOMELESSNESS DISCUSSION

There will be a lecture and discussion about Family Homelessness, particularly in New York City, which will center on the first two video documentaries of the series.

PREPARATION

- MICS Platform: Homelessness Stakeholders - *Family Homelessness Landscape* video
- MICS Platform: Family Homelessness - *Family Homelessness in New York City* video
- MICS Platform: Homelessness Stakeholders - Institute of Children, Poverty, and Homelessness*. A Portrait of Family Homelessness*.
- MICS Platform: Homelessness Stakeholders - *The State of Homelessness in America 2013*. Washington, DC: National Alliance to End Homelessness, April, 2013. *Executive Summary Required; Full Report Optional.*

C. UNDERSTANDING TIME-SERIES DATA INTRODUCTION

Understanding data over time – trends, cycles, seasonality – is critical from forecasting, strategic and operational perspectives. In class students will be introduced to time-series data and a subsequent webinar will expand on the topic.

PREPARATION

- **Be sure to have completed your Excel Prerequisites before this class!**
- NYU Classes: E-Book – Lawrence, Kenneth D., Ronald K. Klimberg, and Sheila M. Lawrence. *Fundamentals of forecasting using excel*. Industrial Press Inc., 2009.
  - Chapter 1: Introduction to Forecasting, Pages 9-21
  - Sections 2.1-2.4: Summarizing and Displaying Data in Excel, Pages 9-21
  - Chapter 3: Basic Time Series Analysis, Pages 33-56
- NYU Classes: Hyndman, Rob J., and George Athanasopoulos. *Forecasting: principles and practice*. 2014.
  - Section 2/1: The forecaster's toolbox
  - Sections 6/1-6/3: Time-Series Decomposition

AFTER CLASS

NYU Classes: Understanding Time-Series Data Webinar

Time-Series Data Individual Assignment — *Due September 19 by midnight via NYU Classes*

D. ADVANTAGE DISCUSSION: INCARNATION & EVOLUTION

There will be a discussion about the incarnation and evolution of the Advantage program, which center on the third video documentary in the series.

PREPARATION

- MICS Platform: Advantage Evolution – *Advantage: Incarnation & Evolution* video
- MICS Platform: Advantage Evolution – Bosman, Julie. "Plan Would Require Homeless to Work to Qualify for Rent Subsidies." *New York Times*. April 14, 201
- MICS Platform: Advantage Evolution – "To whose advantage is work advantage?" Institute of Children, Poverty, and Homelessness. September 1, 2011
- MICS Platform: Advantage Evolution – "Fact Sheet: Work Advantage." Department of Homeless Services

SESSION 2 — SEPTEMBER 26

A. ADVANTAGE DISCUSSION: TERMINATION

There will be a discussion about the incarnation, evolution and termination of the Advantage program, which will be informed by the Decision Modeling MICS presentations.

PREPARATION

- MICS Platform: Family Experience - *Advantage: Family Experience* video
- MICS Platform: Advantage Termination – *Advantage: Termination* video
- MICS Platform: Family Experience - Elliot, Andrea. "Invisible Child: Dasani's Homeless Life." *The New York Times*. December 9, 2013.
- MICS Platform: Advantage Termination – "As Rental Subsidies for Families End, Time in Shelter Grows." Independent Budget Office. February 23, 2012
- MICS Platform: Advantage Termination – Saul, Michael H. "Homeless Costs Shifted." *Wall Street Journal*. March 18, 2013

B. UNDERSTANDING TIME-SERIES DATA MICS PRESENTATIONS

Teams will present their decomposition of different NYC DHS family homeless shelter data as well as their conclusions.

Teams 1,3,4: ***Time-Series Data Team Presentation***	*Slides due September 24 by midnight via NYU Classes*
Teams 2,5,6: ***Time-Series Data Team Memo***	*Memo due September 24 by midnight via NYU Classes*

C. FORECASTING LECTURE

Forecasting encompasses techniques for predicting the future. In this class, students will build off of their understanding of time-series data, learning how and when to use different forecasting methods.

PREPARATION

- NYU Classes: E-Book – Lawrence, Kenneth D., Ronald K. Klimberg, and Sheila M. Lawrence. *Fundamentals of forecasting using excel*. Industrial Press Inc., 2009.
  - Chapter 3: Basic Time Series Analysis *excluding Section 3.5*
- NYU Classes: Hyndman, Rob J., and George Athanasopoulos. *Forecasting: principles and practice*. 2014.
  - Sections 1/1-1/4 and 1/6: Getting Started
  - Section 2/5: Evaluating Forecast Accuracy
  - Section 6/6: Forecasting with Decomposition
  - [Optional] Sections 3/1-3/3, 3/6, and 3/8: Judgmental Forecasting

Forecasting Individual Assignment	*Due October 3 by midnight via NYU Classes*

OPTIONAL SESSION — OCTOBER 9

SITE VISIT (OPTIONAL BUT HIGHLY RECOMMENDED)

Approximately 12:30pm-6:00pm

Students will spend the afternoon (1pm-6pm) visiting the PATH (**P**revention **A**ssistance and **T**emporary **H**ousing), which is the New York City Department of Homeless Services intake center for homeless families. In addition, we will visit a homeless family shelter and have an opportunity to tour it and talk with staff and residents.

PREPARATION (REPEATED IN SESSION 2)

- MICS Platform: Family Experience - *Advantage: Family Experience* video
- MICS Platform: Family Experience - Elliot, Andrea. "Invisible Child: Dasani's Homeless Life." *The New York Times*. December 9, 2013.
- MICS Platform: Family Experience - Wolfson, Howard, "Bloomberg's Real Antipoverty Record; Under the Mayor's 12-Year Tenure, More Than 900,000 New Yorkers Have Moved from Welfare to Work." *Wall Street Journal*. December 17, 2013.
- MICS Platform: Family Homelessness – "A Theory of Poverty Destabilization: Why Low-income Families Become Homeless in New York City." Institute for Children, Poverty, & Homelessness. June 2013.
- MICS Platform: Family Experience – Katenbaum, Steve. "NYC Hit with Huge Wave of Homelessness." *CNN Radio*. January 28, 2013
- NYU Classes - N. Smith, L. Flores, J. Lin and J. Markovic. *Understanding Family Homelessness in New York City: An In-Depth Study of Families' Experiences Before and After Shelter*. New York: Vera Institute of Justice. 2005.

SESSION 3 — OCTOBER 10

D. SITE VISIT DEBRIEF

The class will share their reactions to the site visits and discuss how it informed their understanding of the issues.

PREPARATION

- MICS Platform: Family Experience - *Advantage: Family Experience* video
- MICS Platform: Family Experience - Elliot, Andrea. "Invisible Child: Dasani's Homeless Life." *The New York Times*. December 9, 2013.
- MICS Platform: Family Experience - Wolfson, Howard, "Bloomberg's Real Antipoverty Record; Under the Mayor's 12-Year Tenure, More Than 900,000 New Yorkers Have Moved from Welfare to Work." *Wall Street Journal*. December 17, 2013.
- MICS Platform: Family Homelessness – "A Theory of Poverty Destabilization: Why Low-income Families Become Homeless in New York City." Institute for Children, Poverty, & Homelessness. June 2013.
- MICS Platform: Family Experience – Katenbaum, Steve. "NYC Hit with Huge Wave of Homelessness." *CNN Radio*. January 28, 2013
- NYU Classes - N. Smith, L. Flores, J. Lin and J. Markovic. *Understanding Family Homelessness in New York City: An In-Depth Study of Families' Experiences Before and After Shelter*. New York: Vera Institute of Justice. 2005.

E. FORECASTING MICS DISCUSSION

In the first portion of this class session, the class will debrief their individual assignment and discuss the application of forecasting to family homelessness.

F. INTRODUCTION TO FINANCIAL DATA

There will be a discussion about the New York City Office of Management and Budget Financial Data including funding sources for various DHS initiatives.

G. STAKEHOLDER ANALYSIS LECTURE

Stakeholder analysis enables decision makers to identify key influencers and their relative importance. From there, one can develop an appropriate strategy for each of them

PREPARATION

- MICS Platform: Interactive Tools – Familiarize yourself with PolicyMaker 4 Software
- NYU Classes – Center for Applied Research, "Sweeping People into a Campaign for Strategic Change." *CFAR Briefing Notes* (1999).
- NYU Classes – Glassman, Amanda, et al. "Political analysis of health reform in the Dominican Republic." *Health policy and planning* 14.2 (1999): 115-126.
- NYU Classes – Reich, Michael R. "Applied political analysis for health policy reform." *Current issues in Public health* 2 (1996): 186-191.
- [Optional] NYU Classes – Varvasovszky, Zsuzsa, and Ruairí Brugha. "A stakeholder analysis." *Health policy and planning* 15.3 (2000): 338-345.

Stakeholder Analysis Individual Assignment — *Due October 17 by midnight via NYU Classes*

SESSION 4 — OCTOBER 24

A. STAKEHOLDER ANALYSIS MICS PRESENTATIONS

Teams will present the results of their stakeholder analysis from the MICS case study.

PREPARATION

- MICS Platform: Family Homelessness – *An Election Primer on New York City's Homeless Families: The Public Policies of Four Mayors, 1978-2013*. New York: Institute for Children, Poverty & Homelessness, 2013. *Pages 1-30 only*
- MICS Platform: Advantage Evolution – Frazier, I. Hidden City. *The New Yorker*. 28 Oct, 2013.

Teams 2,5,6: ***Stakeholder Analysis Team Presentation***	*Slides due October 22 by midnight via NYU Classes*
Teams 1,3,4: ***Stakeholder Analysis Team Memo***	*Memo due October 22 by midnight via NYU Classes*

B. POLICY MAKING IN A POLITICAL CONTEXT

Policy making is not conducted in a vacuum. Rather, it is played out in the context of disparate stakeholders with competing demands, a finite set of resources, an ever changing landscape, a charged political environment, and a lack of certainty.

PREPARATION

- MICS Platform: Going Forward – *Where do we go from here?* Video
- [Optional] MICS Platform: Going Forward – Canavan, D. and S. McDonald. "Ending Family Homelessness: National Trends and Local System Responses." National Alliance to End Homelessness. October 2012
- [Optional] MICS Platform: Going Forward –Culhane, D., S. Metraux, and T. Byrne. "A Prevention-Centered Approach to Homelessness Assistance: A Paradigm Shift?" *Housing Debate Policy*. May 2011
- [Optional] MICS Platform: Homelessness Stakeholders – Shinn, M. B., Rog, D. R., & Culhane, D. P. (2005). Family homelessness: Background research findings and policy options. *Departmental Papers (SPP)*.
- [Optional] MICS Platform: Family Homelessness – O'Flaherty, B.. "Housing Subsidies and Homelessness: A Simple Idea." *SPP Research Paper No. 12-2*. January 25, 2012

Individual Negotiation Strategy Document	*Due November 14 by midnight via email to profs & teammates*

C. CAPACITY MANAGEMENT LECTURE & DISCUSSION

This lecture will focus on the concepts and strategies for managing capacity and demand. There will be a discussion of potential DHS capacity management strategies and tactics that will build upon the lecture and established understanding of the DHS family homeless shelter data and system.

PREPARATION

- NYU Classes: E-Book: Hollins, Bill, and Sadie Shinkins. *Managing service operations: Design and implementation*. Sage, 2006. *– Chapter 12 except Yield Management and Managing Queues sections*
- NYU Classes: Sasser, W. Earl. "Match supply and demand in service industries." Harvard Business Review 54.6 (1976): 133-140.
- MICS Platform: Family Homelessness – "Tier II Homeless Shelter Capacity." *Keeping Track Online: The Status of New York City Children.* Citizens Committee for Children of New York. Data Visualization. Web.
- NYU Classes – Rodak, Sabrina. "5 Proven Strategies to Improve Hospital Capacity Management" Becker's Hospital Review, June 5, 2012.
- MICS Platform: Going Forward – Colvin, Jill. "City Spending on Homeless Shelters to Soar to $800 Million." *DNAinfo* New York, March 7, 2013. Web.
- NYU Classes –Stevens, Harry and Greg Smith. "Thousands of New Yorkers living in dangerous 'cluster units' as homeless population tops 59,000, a record high." *New York Daily News*, February 1, 2015. Web.

SESSION 5 — NOVEMBER 7

A. DECISION MODELING LECTURE

Most decisions involve uncertainty of some kind. In this class, we will learn how to create and use decision trees, graphic decision models that systematically incorporate uncertainty and evaluate alternatives.

PREPARATION

- Course Packet – Wu, G. (1997). *Decision Analysis*. Harvard Business School #9-894-004, 1-14.
- NYU Classes – Kirkwood, Craig W. "Chapter 1: Decision Trees." *Decision Tree Primer*. Department of Supply Chain Management, Arizona State University Tempe, AZ (2002): 85287-4706.
- NYU Classes – E-Course: Alemi, Farrokh. "Decision Trees." *Decision Analysis in Healthcare*. Ed. Wojtusiak, Janusz. Fairfax: George Mason University, 29 Sept 2008. Web Course. *Reading required; audio and video optional.*
- [Optional] NYU Classes – "Decision Trees: Choosing by Projecting 'Expected Outcomes.'" *Mind Tools*, Mind Tools Ltd, n.d. Web.
- [Optional] NYU Classes – Kirkwood, Craig W. "Chapter 2 Risk Aversion: 2.2 Utility Functions." *Decision Tree Primer*. Department of Supply Chain Management, Arizona State University Tempe, AZ (2002): 85287-4706.
- [Optional] NYU Classes – Davis, Jeff. "Decision Trees." (Length: 10:39). Online Video. *YouTube*. 9 Sept 2011. Web. *This is a worked example.*

B. NEGOTIATIONS LECTURE

This class will discuss the basics of negotiation around complex, multi-faceted issues with disparate stakeholders.

PREPARATION

- Book – Fisher, Roger, William L. Ury, and Bruce Patton. *Getting to yes: Negotiating agreement without giving in*. Penguin, 2011. *–Chapters 1, 6, 7 and 8*
- Course Packet – Ware, James P. "Bargaining Strategies: Collaborative versus Competitive Approaches." HBS Product #480055-PDF-ENG. April 1, 1980.
- NYU Classes – Mehta, Kandarp. "Five Essential Strategies for Creative Negotiations" *IESE Insight*. Fourth Quarter, Issue 15. 2012.
- [Optional] HBSP Website: Ertel , Danny. "Getting Past Yes: Negotiating As If Implementation Mattered." HBS Product # R0411C-PDF-ENG. 2004. *Available for purchase separate from the course packet at https://cb.hbsp.harvard.edu/*
- [Optional] Book – Fisher, Roger, William L. Ury, and Bruce Patton. *Getting to yes: Negotiating agreement without giving in*. Penguin, 2011. *Entire Book*

Decision Modeling Individual Assignment — *Due November 21 by midnight via NYU Classes*

SESSION 6 — NOVEMBER 21

A. DECISION MODELING DISCUSSION

In the first portion of this class session, the class will debrief their individual assignment and discuss the application of decision modeling to policy decisions particularly around family homelessness.

B. MAYORAL FORUM: NEGOTIATION AROUND NYC FAMILY HOMELESS POLICY

Students will be assigned in groups to represent different stakeholders in the NYC Family Homeless Shelter System (e.g., providers, advocates, the City). Traditionally, the different stakeholders have not worked well together; nevertheless the Mayor has called a forum where the stakeholders are charged to attempt to develop a series of recommendations around family homelessness in NYC.

C. MAYORAL FORUM DEBRIEF

The Mayoral Forum will be discussed in terms of process, substance and results. Students will reflect on the experience as it relates to their own development as well as policy making in a highly political context.

SESSION 7 — DECEMBER 5

A. FINAL TEAM PRESENTATIONS

Each team will prepare and present a presentation for the Mayor and the Deputy Mayor for Health and Human Services outlining the current state of the NYC homeless family shelter system, alternatives considered and the team's recommendations along with supporting arguments.

Final Team Presentation and Slides — *Slides due December3 by midnight via NYU Classes*

B. WRAP UP

Professors will summarize the course as students reflect on their experience from both academic and experiential perspectives.

Team Mayoral Policy Memo — *Due December 12 by midnight via NYU Classes*