

Course Number: PAD 5380                      Semester: Fall 2015

CRN: 15659    Fridays: 1-3:50pm  
HHSN: 219

Course Title: Contract Management and Cross-Sector Governance

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Office Hours: Fridays 11am-1pm, or please email me for a time to meet

**Course Description:**

This course examines cross-sector governance as an approach for delivering government services. The course will focus on the rationale for the government working with the nonprofit and private sectors to deliver government services, trends and issues that have led to the increased use of “collaborative” forms of government service delivery, and tools that public managers can utilize to work in collaborative governance in more effective ways. We will also examine and analyze the potential benefits and costs associated with various approaches to collaborative governance. Across federal, state, and local levels of government, there is an increasing understanding that the challenges our society faces cannot be solved by a single organization on its own. Additionally, public criticism and skepticism of bureaucratic efficiency and effectiveness drive demands for outsourcing and contracting. There is also increasing evidence that our understanding of how to deal with and manage cross-sector collaboration is not keeping pace with the many ways that government managers establish and manage these relationships. A number of specific types of collaborative governance will be examined in this course: contracts (for personnel and complex and simple services/products), partnerships (for social and infrastructure services), and networks. Two sessions will focus primarily on collaborations with nonprofit organizations: contracting for human and social services, and cross-sector partnerships; though we will address their roles throughout the course.

The initiative, leadership, and influence of professionals from the public, private, and nonprofit sector shape collaboration. This course will primarily consider issues from the perspective of government, but the content and approach will be relevant for professionals working in any of the three “sectors.” Specifically, we will examine the reasoning for organizations and individuals to seek out collaboration to suit their respective positions and interests. The curriculum of this course will empower members of the class to better understand the types of configurations of interests that unite organizations in collaboration.

Your role as a leader is the central theme of this course. The aim is to empower you with concepts, case examples, and theory to analyze, critique, advise, and develop collaborations more effectively. My goal for this course is to consider management and leadership issues in collaboration in a more critical way, and to identify a number of practices and analytical frameworks that will lead to more informed and effective services for the public.

### **Student Learning Objectives**

The objective of this course is to empower members of this class with the abilities to:

- Recognize, analyze, and advise various structures of collaboration in practice.
- Understand the many challenges inherent in any type of government service delivered through collaboration with nonprofits or private sector organizations;
- Describe and analyze forms of collaboration and interaction among the public, nonprofit, and for-profit sectors, including advantages and hazards of various organizational schema;
- Demonstrate an understanding of methods for selecting among different approaches to collaboration;
- Differentiate among collaborative and transactional approaches to collaboration;
- Understand the inherent limitations associated with government providing services on its own;
- Determine whether collaboration, including new independent actors, might be a vehicle to address some of the nation's more significant problems, such as health care insurance, the deterioration of the nation's physical infrastructure, responding to natural and human-caused disasters, local public planning, or other boundary-spanning issues;
- Apply the lessons from this class to analyses of real-world issues and problems;
- Draft professional memos with succinct, actionable recommendations for supervisors, clients, or other professional audiences;
- Develop and present analyses of problems and solutions in professional presentations and analytic writing.

### **Course Format:**

Recognizing that students have different learning and working styles, this course will utilize a variety of learning and teaching formats. We will use lectures, discussions, case

studies, examples from current events, examples from students' own personal professional experiences, and written assignments. The professor will utilize the UTEP *Blackboard* system to distribute class materials. The classroom sessions will include a combination of classroom discussion, lecture, and group activities. Members of the class are expected to bring examples of administrative challenges in the news to each class session, questions and observations from the weekly course readings, and examples of potential applications of course materials to their own personal experiences.

Because students learn from each other, as well as from the instructors, students are expected to attend all of the required classes. If, due to illness or emergency, you are unable to attend class, please call or email the instructor. Unexcused absences will be handled according to departmental policy. To the extent that missing class affects your ability to participate in class discussions, excessive absences will substantially affect your grade. Students missing class are responsible for retrieving notes and assignments from classmates. Students are responsible for maintaining access to the blackboard site for this course and their UTEP email accounts. Students are responsible for keeping up to date on email communication from the professor and fellow members of the class through their UTEP email accounts.

Students are expected to deliver their work on time. If, due to illness or personal emergency, you believe your work will be late, you are advised to discuss the matter in advance with the instructor. Late work will normally be penalized at least one-third grade (e.g., from an A- to a B+).

**Course Requirements (Also please see grading criteria attached to this syllabus):**

1. Take Home Mid-term Exam (15%): Each person in class will complete a comprehensive exam on core issues and topics in this course. The exam response needs to be submitted through SafeAssign on Blackboard site for the course.
2. Case Study Assignment (Memo, Presentation, and Paper) (60%): The purpose of this assignment is to develop a more in-depth examination of a real-world management problem in collaborative governance. This assignment will involve a) summarizing the paper idea to the instructor in 1-2 single-spaced page memo for approval (10%), b) presenting the paper's findings to the class in a 10-15 minute presentation (10%), and developing a written 12-15 page paper to hand-in at the end of the semester (40%). The case study should involve research into a real-world issue or management problem in collaborative governance, as well as background research on course topics to guide the analysis and recommendations. The aim is to demonstrate your mastery of course themes in respect to a real-world problem. The structure of the paper should include both a *thorough review of course material related to your case*, and *an application of that material to your case*. Some of research on the case itself is expected, but the primary contribution of this paper is the application of one or more course themes to a real-world problem. This paper needs to be submitted through SafeAssign on Blackboard site for the course.

3. Quizzes – (15%): There will be two quizzes during the semester to evaluate your understanding of the material discussed in class. The quizzes will be brief and will be conducted at the start of class. Students who are late to class or who miss class will have to make arrangements with the professor to make-up the quiz.
4. Class Participation (10%): Students are expected to keep up with the readings and actively participate in the class. Part of this participation will involve identifying 3-5 topics and/or themes from the readings that relate to challenges or issues with collaboration, in respect to your current professional position, or a potential position in your future to add to each week's discussions. You should also arrive to each class session with an idea to discuss from the news on a topic that relates to management. You may consider reading the *El Paso Times*, the *Washington Post*, *CNN* online, the *Wall Street Journal*, or another major news source. A good weekly source that is international is the *Economist*, a good source on issues in U.S. state and local government is *Governing* magazine, and a good source on the U.S. federal government is *The Public Manager*.

Required Reading (for purchase):

Cohen, Steven, and William Eimicke. 2008. *The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World*. Washington, DC: Georgetown University Press. ISBN: 978-1589012141.

Cooper, Phillip J. 2003. *Governing by Contract: Challenges and Opportunities for Public Managers*. Washington DC: CQ Press. ISBN: 156802620X.

Suggested Reading (purchase is optional):

Forrer, John J., James Edwin Kee, and Eric Boyer. 2014. *Governing Cross-Sector Collaboration*. San Francisco: Jossey-Bass.

Brown, Trevor L., Matthew Potoski, and David M. Van Slyke. 2013. *Complex Contracting Government Purchasing in the Wake of the US Coast Guard's Deepwater Program*. Cambridge, UK: Cambridge University Press.

Journal articles, book chapters, case studies and other required and recommended material not in the assigned books will be available on *Blackboard* or handed out in class.

## **INTRODUCTION**

### **I. INTRODUCTION TO CROSS-SECTOR COLLABORATION AND COMPLEX PROBLEMS (AUGUST 28, 2015)**

Kettl, Donald. 2006. Managing Boundaries in American Administration: The Collaboration Imperative. *Public Administration Review*. 66 (Suppl. 1): 10-19.

Brian, Greg. 2008. The Black Swan Theory of Being Unable to Predict Unexpected Events. Book Review. New York Times.

<http://www.nytimes.com/2007/04/22/books/chapters/0422-1st-tale.html?pagewanted=all>

Recommended:

Rumsfeld, Donald, Secretary, and Richard Myers, General and Chairman of the Joint Chiefs of Staff. 2002. News Briefing. Washington, DC: US Department of Defense (DoD).

<http://www.defense.gov/transcripts/transcript.aspx?transcriptid=2636>

Rittel, Horst and Webber. 1973. Dilemmas in a General Theory of Planning. *Policy Sciences* 4: 155-169.

**II. THE CONTEXT OF CROSS-SECTOR COLLABORATION (SEPTEMBER 4, 2015)**

Cooper, Phillip J. 2003. *Governing by Contract: Challenges and Opportunities for Public Managers*. Washington DC: CQ Press. Chapter 2. From Power to Contract: Governance by Agreement versus Policy from Authority.

Salamon, Lester M. 2002. *The New Governance and the Tools of Public Action: An Introduction*. In *The Tools of Government: A Guide to the New Governance*. New York: Oxford University Press. Chapter 1. Introduction.

Wang, D. 2014. "A Simple Lesson about the Power of Collaboration." *Public Administration Review* 74 (4):444-444.

Recommended:

GAO. 2013. Leading Commercial Practices Can Help Federal Agencies Increase Savings When Acquiring Services. *GAO-13-417*. Washington, DC: Government Accountability Office (GAO).

Forrer, John J., James Edwin Kee, and Eric Boyer. 2014. *Governing Cross-Sector Collaboration*. San Francisco: Jossey-Bass. Chapter 2.

**STRUCTURES OF CROSS-SECTOR COLLABORATION**

**III. CONTRACTING AND OUTSOURCING (SEPTEMBER 11, 2015)**

Cohen, Steven, and William Eimicke. 2008. *The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World*. Washington, DC:

Georgetown University Press. Chapter 1. Defining Contracting and Contract Management AND Chapter 2. What are the Public Ethics of Contracting AND

DiIulio, John. 2014. *Bring Back the Bureaucrats: Why More Federal Workers Will Lead to Better (and Smaller!) Government*. West Conshohocken, PA: Templeton Press. Chapter 1. Leviathan by Proxy.

*Case Study*: Cohen and Eimicke. Chapter 9. When Not to Contract: The U.S. Military and Iraq.

Recommended:

DiIulio, John. 2014. *Bring Back the Bureaucrats: Why More Federal Workers Will Lead to Better (and Smaller!) Government*. West Conshohocken, PA: Templeton Press. Chapter 2. Big Brother is Outsourcing: Leveraged, Not Limited, Government.

Cooper, Phillip J. 2003. *Governing by Contract: Challenges and Opportunities for Public Managers*. Washington DC: CQ Press. Chapter 1. Getting a Good Deal for the Public.

Loh, Carolyn G., and Richard K. Norton. 2015. "Planning Consultants' Influence on Local Comprehensive Plans." *Journal of Planning Education and Research* 35 (2):199-208.

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**IV. CONTRACTING FOR HUMAN AND SOCIAL SERVICES  
(SEPTEMBER 18, 2015)**

Pettijohn, Sarah L., Elizabeth T. Boris, Carol J. De Vita, and Saunji D. Fyffe. 2013. *Nonprofit-Government Contracts and Grants: Findings from the 2013 National Survey*. Washington, DC: The Urban Institute.

Bielefeld, Wolfgang, and William Suhs Cleveland. 2013. "Faith-Based Organizations as Service Providers and Their Relationship to Government." *Nonprofit and Voluntary Sector Quarterly* 42 (3):468-494.

*Case Study*: Cohen and Eimicke. Chapter 10. When Contracting Really Works: Welfare-to-Work in Philadelphia.

Recommended:

Gronbjerg, Kirsten A. 1991. "Managing Grants and Contracts: The Case of Four Nonprofit Social Service Organizations." *Nonprofit and Voluntary Sector Quarterly* 20 (1):5-24.

Lu, Jiahuan. 2015. "The Performance of Performance-Based Contracting in Human Services: A Quasi-Experiment." *Journal of Public Administration Research and Theory*.

Witesman, Eva M., and Sergio Fernandez. 2013. "Government Contracts With Private Organizations: Are There Differences Between Nonprofits and For-profits?" *Nonprofit and Voluntary Sector Quarterly* 42 (4):689-715.

**V. CONTRACTING FOR COMPLEX PRODUCTS AND COLLABORATIVE CONTRACTING (SEPTEMBER 25, 2015)**  
**QUIZ 1**

Bertelli, Anthony, and Craig R. Smith. 2009. "Relational Contracting and Network Management." *Journal of Public Administration Research & Theory* 20 (Issue Suppl 1):21-40.

Kim, Yong Woon, and Trevor L. Brown. 2012. "The Importance of Contract Design." *Public Administration Review* 72 (5):687-696.

*Case Study:*

Brown, Trevor L., Matthew Potoski, and David M. Van Slyke. 2008. "The Challenge of Contracting for Large Complex Projects: A Case Study of the Coast Guard's Deepwater Program." *IBM Center for the Business of Government*: 48.

Recommended:

El-adaway, I. H. 2013. "Promoting the Sustainability of Relational Contracting through Addressing Third Party Insurance Obstacles." *Journal of Management in Engineering* 29 (3):216-223.

Carson, S. J., A. Madhok, and T. Wu. 2006. "Uncertainty, opportunism, and governance: The effects of volatility and ambiguity on formal and relational contracting." *Academy of Management Journal* 49 (5):1058-1077.

Macneil, I. R. 2000. "Relational contract theory: Challenges and queries." *Northwestern University Law Review* 94 (3):877-907.

**VI. CROSS-SECTOR PARTNERSHIPS (OCTOBER 2, 2015)**

Torchia, M., A. Calabro, and M. Morner. 2015. "Public-Private Partnerships in the Health Care Sector: A systematic review of the literature." *Public Management Review* 17 (2):236-261.

Schiller, Ruth S., and Michal Almog-Bar. 2013. "Revisiting Collaborations Between Nonprofits and Businesses: An NPO-Centric View and Typology." *Nonprofit and Voluntary Sector Quarterly* 42 (5):942-962.

Aldrich, Ron. 2014. "Commentary: Trust Is Key to Collaboration in Managed Care Health Service Delivery Networks." *Public Administration Review*. 74 (5):599-600.

*Case Study*: Women's Crises Services

Recommended:

Sanzo, María José, Luis I. Álvarez, Marta Rey, and Nuria García. 2015. "Business–Nonprofit Partnerships: Do Their Effects Extend Beyond the Charitable Donor-Recipient Model?" *Nonprofit and Voluntary Sector Quarterly* 44 (2):379-400.

Bovaird, T. 2014. "Efficiency in Third Sector Partnerships for Delivering Local Government Services: The role of economies of scale, scope and learning." *Public Management Review* 16 (8):1067-1090.

Chikoto, Grace L., Abdul-Akeem Sadiq, and Erin Fordyce. 2013. "Disaster Mitigation and Preparedness: Comparison of Nonprofit, Public, and Private Organizations." *Nonprofit and Voluntary Sector Quarterly* 42 (2):391-410.

**VII. PUBLIC-PRIVATE PARTNERSHIPS FOR INFRASTRUCTURE (OCTOBER 9, 2015)**

Chen, K. 2015. "Public-Private Partnerships: Infrastructure, Transportation and Local Services." *Review of Policy Research* 32 (4):513-514.

Garvin, Michael J., and Doran Bosso. 2008. "Assessing the Effectiveness of Infrastructure Public-Private Partnership Programs and Projects." *Public Works Management & Policy* 13 (162).

Koski, C. 2015. "Does a Partnership Need Partners? Assessing Partnerships for Critical Infrastructure Protection." *American Review of Public Administration* 45 (3):327-342.

*Case Study*: Port of Miami Tunnel

Recommended:

Yang, Yongheng, Yilin Hou, and Youqiang Wang. 2013. "On the Development of Public–Private Partnerships in Transitional Economies: An Explanatory Framework." *Public Administration Review* March/April.



De Schepper, S., E. Haezendonck, and M. Doms. 2015. "Understanding pre-contractual transaction costs for Public-Private Partnership infrastructure projects." *International Journal of Project Management* 33 (4):932-946.

Wang, Y., and Z. J. Zhao. 2014. "Motivations, Obstacles, And Resources: Determinants of Public-Private Partnership in State Toll Road Financing." *Public Performance & Management Review* 37 (4):679-704.

## **VIII. GOVERNANCE NETWORKS (OCTOBER 16, 2015)** **MID-TERM EXAM DUE ONLINE**

Cohen, Steven, and William Eimicke. 2008. *The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World*. Washington, DC: Georgetown University Press. Chapter 3. What is Network Management?

O'Toole, L. J. 2015. "Networks and Networking: The Public Administrative Agendas." *Public Administration Review* 75 (3):361-371.

*Case Study: Hurricane Katrina*

### **Recommended:**

Bunger, Alicia C. 2013. "Administrative Coordination in Nonprofit Human Service Delivery Networks: The Role of Competition and Trust." *Nonprofit and Voluntary Sector Quarterly* 42 (6):1155-1175.

Poocharoen, O. O., and B. Ting. 2015. "Collaboration, Co-Production, Networks: Convergence of theories." *Public Management Review* 17 (4):587-614.

Babiak, Kathy, and Lucie Thibault. 2009. "Challenges in Multiple Cross-Sector Partnerships." *Nonprofit and Voluntary Sector Quarterly* 38 (1):117-143.

## **TOOLS OF CROSS-SECTOR GOVERNANCE**

### **IX. CONTRACT MANAGEMENT (OCTOBER 23, 2015)**

Cooper, Phillip J. 2003. *Governing by Contract: Challenges and Opportunities for Public Managers*. Washington DC: CQ Press. Chapter 3. Integration: Forming the Relationship and Setting the Rules. AND Chapter 4. The Management Contract Relationships.

Cohen, Steven, and William Eimicke. 2008. *The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World*. Washington, DC: Georgetown University Press. Chapter 7. Managing Contracts: The Skills You Need and What Can Go Wrong – Twenty Common Problems in Contracting.

Recommended:

Andrews, R., and T. Entwistle. 2015. "Public-private partnerships, management capacity and public service efficiency." *Policy and Politics* 43 (2):273-290.

Cohen, Steven, and William Eimicke. 2008. *The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World*. Washington, DC: Georgetown University Press. Chapter 8. Performance Measurement and Performance Management.

Cooper, Phillip J. 2003. *Governing by Contract: Challenges and Opportunities for Public Managers*. Washington DC: CQ Press. Chapter 5. Separation or Transformation: Ending or Remaking Relationships.

**X. COLLABORATIVE MANAGEMENT AND LEADERSHIP (OCTOBER 30, 2015)**

Crosby, Barbara C., and John M. Bryson. 2010. Integrative Leadership and the Creation and Maintenance of Cross-sector Collaborations. *The Leadership Quarterly* 21(2): 211-230.

Silvia, Chris, and Michael McGuire. 2010. Leading Public Sector Networks: An Empirical Examination of Integrative Leadership Behaviors. *The Leadership Quarterly* 21(2): 264-277.

Morse, Ricardo S. 2010. "Integrative public leadership: Catalyzing collaboration to create public value." *The Leadership Quarterly* 21 (2):231-245.

Recommended:

Sun, P. Y. T., and M. H. Anderson. 2012. "Civic capacity: Building on transformational leadership to explain successful integrative public leadership." *Leadership Quarterly* 23 (3):309-323

Davis, J. P., and K. M. Eisenhardt. 2011. "Rotating Leadership and Collaborative Innovation: Recombination Processes in Symbiotic Relationships." *Administrative Science Quarterly* 56 (2):159-201.

O'Leary, Rosemary, Yujin Choi, and Catherine M. Gerard. 2012. "The Skill Set of the Successful Collaborator." *Public Administration Review* 72:S70-S83.

**XI. POLITICAL AND STAKEHOLDER MANAGEMENT (NOVEMBER 6, 2015)  
QUIZ 2**

Cohen, Steven, and William Eimicke. 2008. *The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World*. Washington, DC: Georgetown University Press. Chapter 4. Ensuring Accountability and Democratic Representation in Government Contracting.

Boyer, Eric J., David M. Van Slyke, and Juan D. Rogers. 2015. "An Empirical Examination of Public Involvement in Public-Private Partnerships: Qualifying the Benefits of Public Involvement in PPPs." *Journal of Public Administration Research and Theory*.

Cohen, Steven, and William Eimicke. 2008. *The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World*. Washington, DC: Georgetown University Press. When Contracting Really Doesn't Work: Atlanta's Water Contract.

Recommended:

Poister, Theodore H., John Clayton Thomas, and Anita Faust Berryman. 2013. "Reaching Out to Stakeholders." *Public Performance & Management Review* 37 (2):302-328.

Chen, C., M. Hubbard, and C. S. Liao. 2013. "When Public-Private Partnerships Fail: Analysing citizen engagement in public-private partnerships - cases from Taiwan and China." *Public Management Review* 15 (6):839-857.

Ni, Anna Ya. 2012. "The Risk-Averting Game of Transport Public-Private Partnership: Lessons from the Adventure of California's State Route 91 Express Lanes." *Public Performance & Management Review* 36 (2):253-274.

**XII. STRATEGIC MANAGEMENT OF COLLABORATIVE CAPACITY**  
**(NOVEMBER 13, 2015)**

Cooper, Phillip J. 2003. *Governing by Contract: Challenges and Opportunities for Public Managers*. Washington DC: CQ Press. Chapter 6. Capacity Building for Contract Management: Developing Hybrid Institutions for a Complex State.

Boyer, Eric, and Kathryn Newcomer. Forthcoming. "Developing government expertise in strategic contracting for public-private partnerships." *Journal of Strategic Contracting and Negotiation*.

Gazley, Beth. 2010. "Linking Collaborative Capacity to Performance Measurement in Government—Nonprofit Partnerships." *Nonprofit and Voluntary Sector Quarterly* 39 (4):653-673.

Recommended:

Yang, Kaifeng, Jun Yi Hsieh, and Tzung Shiun Li. 2009. "Contracting Capacity and Perceived Contracting Performance: Nonlinear Effects and the Role of Time." *Public Administration Review* 69 (4):681-696.

Amirkhanyan, A. A. 2009. "Collaborative Performance Measurement: Examining and Explaining the Prevalence of Collaboration in State and Local Government Contracts." *Journal of Public Administration Research and Theory* 19 (3):523-554.

**XIII. THE FUTURE OF CROSS-SECTOR COLLABORATION**  
**(NOVEMBER 20, 2015) (ONLINE)**  
**MEMO DUE ONLINE**

Cohen, Steven, and William Eimicke. 2008. *The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World*. Washington, DC: Georgetown University Press. Chapter 12. Contracting, Representative Democracy, and Public Ethics.

Mitchell, G. E., R. O'Leary, and C. Gerard. 2015. "Collaboration and Performance: Perspectives From Public Managers and NGO Leaders." *Public Performance & Management Review* 38 (4):684-716.

Davis, E. F. 2014. "Decades of Preparation, but Only Moments to Respond: How Authentic Collaboration Saves Lives and Solves Problems." *Public Administration Review* 74 (6):696-697.

Recommended:

Bryer, T. A. 2014. "Social Media in the Public Sector: A Guide to Participation, Collaboration, and Transparency in the Networked World." *American Review of Public Administration* 44 (6):740-743.

Jing, Y. J., and D. J. Besharov. 2014. "Collaboration Among Government, Market, And Society: Forging Partnerships And Encouraging Competition." *Journal of Policy Analysis and Management* 33 (3):835-842.

**XIV. RESEARCH PRESENTATIONS (DECEMBER 4, 2015)**

**XV. FINAL PAPER DUE (DECEMBER 11, 2015)**

## Course Policies

1. Incompletes: A student must consult with the instructor to obtain a grade of “I” (incomplete) no later than the last day of classes in a semester. At that time, the student and instructor will both sign the contract for incompletes and submit a copy to the Program Director. Please consult the Student Handbook for the complete policy on incompletes.
2. Submission of Written Work Products Outside of the Classroom: It is the responsibility of the student to ensure that an instructor receives each written assignment, even those submitted online through SafeAssign.
3. Submission of Written Work Products after Due Date: Policy on Late Work: All work must be turned in by the assigned due date in order to receive full credit for that assignment, unless an exception is expressly made by the instructor.
4. Academic Honesty: Please consult the “policies” section of the student handbook for the university code of academic integrity. Note especially the definition of plagiarism: “intentionally representing the words, ideas, or sequence of ideas of another as one’s own in any academic exercise; failure to attribute any of the following: quotations, paraphrases, or borrowed information.”
5. Changing Grades After Completion of Course: No changes can be made in grades after the conclusion of the semester, other than in cases of clerical error.
6. The Syllabus: This syllabus is a guide to the course for the student. Sound educational practice requires flexibility and the instructor may therefore, at her/his discretion, change content and requirements during the semester.
7. Accommodation for Students with Disabilities: In order to receive accommodations on the basis of disability, a student must give notice and provide proper documentation to the Office of Disability Support Services at UTEP.
8. Instructor’s Policy on Grade Contestation: Students wishing to contest a grade are required to draft a brief memo explaining the reasoning behind their dispute, and to then schedule a meeting with the instructor to discuss it.

## Grading Criteria

### **A**

Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, well reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional, professional quality.

### **B**

Adequate: Competent work for a graduate student with some evident weaknesses. Demonstrates competency in the key course objectives but the understanding or application of some important issues is less than complete.

### **C**

Deficient: Inadequate work for a graduate student; rarely meets minimal expectations for the course. Work is poorly developed or flawed by numerous errors and misunderstandings of important issues.

### **F**

Unacceptable: Work fails to meet minimal expectations for course credit for a graduate student. Performance has consistently failed to meet minimum course requirements. Weaknesses and limitations are pervasive.