



ECOLOGY AND HUMAN AFFAIRS

SYLLABUS

COURSE OBJECTIVES

Our natural environment, a key limited resource, is often the subject of heated debate among concerned individuals, communities, the business sector, and agencies at all government levels that engage in policy formulation and in regulatory and permitting activities. Decisions are usually fraught with conflict that delays or prevents any action.

Decision making that affects the environment has to take into account conflicting values, information with heavy scientific content, and the possibility that consequences will affect numerous people for extended periods of time. One measure of the quality of decisions is their **implementability**. The implementation of environmental policies and decisions can be hampered by decision processes geared to the interests of some parties to the near exclusion of other interests. Such processes predictably foil implementation by failing to ensure the participation of those who can assist or prevent it. On the other hand, broad participatory processes can also reach impasse as various interest groups successfully block each other's initiatives. What types of processes are most likely to yield decisions and policies that can be implemented?

Ecology and Human Affairs addresses this question. It introduces students to principles, techniques and examples of decision making in contexts with environmental linkage. It develops the student's ability to assess decision situations affecting the environment, by:

- discussing the kinds of process challenges that decision makers encounter in the realms of planning and environmental decision making;
- identifying strategies (negotiation, litigation, lobbying, etc.) suitable for various decision situations -- such as one-shot versus on-going, two-party versus multiparty, local versus national -- with focus on implementability;
- carrying out the analysis on which decisions can be based, generating implementable strategies, and negotiating them with others who have a say in implementing a selected strategy;
- honing skills for presenting results of the analysis and of negotiations to constituencies.

At the conclusion of this course, students should be able to:

- identify the joint aspects of an environmental decision situation;
- analyze own interests, options, and likelihoods of consequences;
- identify potential stakeholders in the decision, map their interests, resources and strategies;
- understand the design needs for a negotiation process that leads to an acceptable and implementable decision;
- understand what is necessary for arguing in favor of selected decisions before a constituency.



Connect to the course WEB page:

<http://urban.csuohio.edu/~sanda/syl/env.htm>

for syllabus and for up-to-date links to other related WEB sites.

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IMPORTANT CSU DATES

See CSU Academic calendar, <http://www.csuohio.edu/registrar/calendar.html>

STUDENTS WITH SPECIAL NEEDS

Anyone anticipating the need for special accommodations to participate in the class or complete assignments must identify him/herself to the instructor by the end of the first week of classes. These accommodations are available to students with university-documented challenges.



COURSE METHOD

The course consists of:

- lectures on decision making and negotiations principles and strategies;
 - class discussions of current issues and case studies;
 - student presentations on assigned questions regarding case studies;
 - negotiation simulation games.
- ⇒ Students are expected to: attend all classes; participate actively in games and discussions, asking clarifying questions; read text materials as assigned.
- ⇒ Assignments should be handed in **ON TIME (typed)**. Since written assignments serve the goal of sharpening communication skills that complement the analytic ones, pay attention to completeness, clarity and aspect. Grading will be based on both soundness of the analytical thinking and effectiveness of interpretation and communication of conclusions.
- ⇒ Prepare for class sessions by reading text assignments, identifying topics that need clarification or discussion in class. Feel free to raise questions to ensure that you thoroughly understand discussed analytical frameworks and can apply them outside the classroom.

TEXTS, MATERIALS

1. Lawrence Bacow & Michael Wheeler:
Environmental Dispute Resolution, New York: Plenum (1984).
2. Class web site: <http://urban.csuohio.edu/~sanda/syl/env.htm> & related pages:
 - o <http://urban.csuohio.edu/~sanda/envir/sust.htm> (sustainability sources)
 - o <http://urban.csuohio.edu/~sanda/conflict.htm>, <http://urban.csuohio.edu/~sanda/envir.htm> (environmental sources)
 - o <http://urban.csuohio.edu/~sanda/dec.htm>, and <http://urban.csuohio.edu/~sanda/gis.htm> (methods and GIS sources)

Related Readings¹

- M.H. Bazerman, 1986. *Judgment in Managerial Decision Making*. Wiley.
- H. Baer & M. Singer, 2008. *Global Warming and the political ecology of health*. Left Coast Press.
- G. Bammer & M. Smithson, eds., 2008. *Uncertainty and risk*. Earthscan.
- W.J. Baumol & W.E. Oates, 1979. *Economics, Environmental Policy, and the Quality of Life*. Prentice Hall.
- D.J. Bem, 1970. *Beliefs, Attitudes, and Human Affairs*. Brooks/Cole.
- V. Brown, D. Ingle Smith, R. Wiseman, J. Handmer, 1995. *Risks and Opportunities: Managing Environmental Conflict and Change*. Earthscan.
- F. Boudier, D. Slavin & R. Lofstedt, eds., 2007. *The tolerability of risk*. Earthscan.
- S.L. Carpenter and W.J.D. Kennedy, 1988. *Managing Public Disputes*. Jossey-Bass.
- S. Cutter, 2006. *Hazards, vulnerability and environmental justice*. Earthscan.
- J. Darmstadter, ed., 1992. *Global development and the Environment: Perspectives on Sustainability*. Resources for the Future.
- M. Denny, 1993. *Air and Water: The Biology of Life's Physical Media*. Princeton University Press.
- M. Douglas & A. Wildavsky, 1982. *Risk and Culture*. University of California Press.

¹ Also: consult the instructor's WEB page for additional readings and resources.



- R. Fisher & W. Ury, 1981. **Getting to Yes: Negotiating Agreement without Giving In.** Penguin.
- R. Fisher & S. Brown, 1988. **Getting Together: Building Relationships as We Negotiate.** Penguin.
- J. Flynn, P. Slovic & H. Kunreuther, eds., 2001. **Risk, media and stigma.** Earthscan.
- A.L. Goldman, 1991. **Settling for More: Mastering Negotiating Strategies and Techniques.** BNA.
- B. Gray, 1989. **Collaborating: Finding Common Ground for Multiparty Problems.** Jossey-Bass.
- I. Guijt, ed., 2007. **Negotiated learning: collaborative monitoring for forest resource management.** RFP Press.
- L. Hall, ed., 1993. **Negotiation: Strategies for Mutual Gain.** Sage.
- D.H. Henning & W.R. Mangun, 1989. **Managing the Environmental Crisis.** Duke University Press.
- P.B. Heyman, 1989. **The Politics of Public Management.** Yale University Press.
- R.A. Johnson, 1993. **Negotiation Basics: Concepts, Skills and Exercises.** Sage.
- W. Kempton, J. Boster & J. Hartley, 1995. **Environmental Values in American Culture.** MIT Press.
- T.M. Koontz et al., 2004. **Collaborative environmental management: what roles for government?** RFP Press.
- K. Kressel, D. Pruitt & Associates, 1989. **Mediation Research.** Jossey-Bass.
- M.K. Landy, M.J. Roberts & S.R. Thomas, 1990. **The Environmental Protection Agency: Asking the Wrong Questions.** Oxford University Press.
- L. Lawson, 1993. *Staying Well in a Toxic World.* The Noble Press, Inc.
- M. LeBaron Duryea, 1992. **Conflict and Culture: A Literature Review and Bibliography.** UVic Institute for Dispute Resolution.
- R. J. Lewicki, et al., 2005. **Negotiation.** Richard D. Irwin, Inc.
- G. Lowenstein, 1991. **Time.**
- M. Lustig & J. Koester, 1993. **Intercultural Competence: Interpersonal Communication Across cultures.** Harper-Collins.
- C. Maser, 1996. **Resolving Environmental Conflict: Towards Sustainable Community Development.** St. Lucie Press.
- R. J. Mason, 2008. **Collaborative land use management.** Rowman Littlefield
- D. Miller, G. De Roo, eds. 1999. **Urban Environmental Planning.** Aldershot, England: Avebury.
- M. Moore, **Creating Public value.** Harvard University Press.
- D. Nelkin, 1979. **Controversy: Politics of Technical Decisions.** Beverly Hills: Sage.
- M. O'Hare, L. Bacow & D. Sanderson, 1983. **Facility Siting and Public Opposition.** Van Nostrand Reinhold Co. Inc.
- R. O'Leary & L. Bingham, eds., 2003. **The promise and performance of environmental conflict resolution.** RFP Press.
- J.M. Petulla, 1977. **American Environmental History: the Exploitation and Conservation of Natural Resources.** Boyd & Fraser.
- P.R. Ponney, ed. 1990. **Public Policies for Environmental Protection.** Resources for the Future.
- L.L. Putnam & M.E. Roloff, eds., 1992. **Communication and Negotiation.** Sage.
- H. Raiffa, 1982. **The Art and Science of negotiation: How to Resolve Conflict and Get the Best Out of Bargaining.** Harvard University Press. Also, 2003: **The Art and Science of Collaborative Decision Making.**
- O. Renn, 2008. **Risk governance.** Earthscan.
- M. Seigrist, T. Earle & H. Gutscher, eds., 2007. **Trust in cooperative risk management.** Earthscan.
- P. Slovic, 2000. **The perception of risk.** Earthscan.
- L. Susskind, L. Bacow & M. Wheeler eds., 1983. **Resolving Environmental Regulatory Disputes** Shenkman.
- L. Susskind & J. Cruikshank, 1987. **Breaking the Impasse: Consensual Approaches to Resolving Public Disputes.** Basic Books.
- A. Teich, ed., 1977. **Technology and Man's Future.** St. Martin's Press.



- H. Tiessen et. al. eds., 2008. **Communicating global change science to society**. Island Press.
- T. Tietenberg, 1992. **Environmental and Natural Resources Economics**. Harper Collins.
- W. Ury, 1991. **Getting Past No: Negotiating with Difficult People**. Penguin Books.
- W. Ury, J. Brett & S. Goldberg, 1988. **Getting Disputes Resolved: Designing Systems to Cut the Cost of Conflict**. Jossey-Bass.
- A. Wildavsky, 1995. **But Is It True? A Citizen's Guide to Environmental Health and Safety Issues**. Harvard U. Press.

EVALUATION PROCEDURE

The final grade will be a composite of grades for:

◆ Assignments	10%
◆ Test	40%
◆ Case study	20%
◆ Games participation, discussions, presentations	30%

- No extra credit beyond the list above.
- Late homeworks will not be accepted.
- **Attendance at exams is required.** (Students earn a score of zero on missed exams.)
Makeups will be given only in extreme, documented circumstances (proof required; vacation arrangements are not emergencies) and with advance notice. The student must schedule the make-up exam within 7 days of the in-class exam. The make-up exam will vary in form, content, and length from that given in class.
- If any course component is not offered, the points are redistributed among remaining components.
- Class attendance is not required, but strongly recommended because:
 - that's how you get participation the points
 - changes to this syllabus may be announced in class

OFFICE HOURS, LOCATION, PHONE

Office: Urban Building, Room 220.
 Office hours: Before each class and by appointment.
 Office phone: 216.687.2367; E-mail: s.kaufman@csuohio.edu
 Homepage: <http://urban.csuohio.edu/~sanda/newsk.htm>

UNIVERSITY POLICIES

- Students should refer to the CSU Bulletin for procedures regarding add/drop and withdrawal as well as S/U and incomplete grading.
- Contact the instructor at the beginning of the Semester if you need to make special arrangements for testing, etc.
- Academic misconduct: plagiarism or cheating will result in an "F" for the course.
- Grades cannot be changed after their issuance at the end of the Semester.



SCHEDULE²

TENTATIVE (CHANGES ARE EXPECTED AND WILL BE ANNOUNCED IN CLASS AND ON THE WEB)

WEEK	READ BACOW- WHEELER TEXT	SUBJECT
1. 5.23 5.25	BW Chapters 1, 2 BW Chapters 3, 4	Introduction—class organization, course content; Game 1 <i>The Nature of Environmental Conflict, Dispute Resolution Theory</i> <i>Incentives to Negotiate, Joint Problem Solving</i> Game 2
2. 5.30 6.1	 BW Chapter 5	<i>Memorial Day (no class)</i> <i>Data negotiation</i> (HW 1)
3. 6.6 6.8	BW Chapter 6 BW Chapter 7	<i>Two-Party versus Multiparty Negotiations</i> Game 3 <i>Prospects for Compliance</i> Game 4
4. 6.13 6.15	BW Chapter 8 BW Chapter 9	<i>Mediation Techniques</i> Game 5 <i>Mediating Large Disputes</i> (HW 2)
5. 6.20 6.22		MIDTERM: CHAPTERS 1 - 9 + GAMES Case study preparation – independent work
5. 6.27 6.29	BW Chapters 10, 11 BW Chapter 12	<i>Mediation Ethics</i> Game 7 <i>Negotiated Rule Making</i> <i>Institutionalizing Negotiations</i> Case study presentations



Write concisely (homeworks at most 2 pages; case study 5-6 pages), but in sufficient detail that items do not appear vague or general. Where necessary, give your reasoning.

Type and proofread.

- Homework grades: based on coverage of issues included in the format.
- Case study grade: based on coverage of issues included in the format, quality of the analysis and presentation.

HOMWORK 1 (DUE: JUNE 2, 2011)

1. Give 2 brief examples of environmental problems you think should become a priority for the Cleveland area.
Format: issue, reasons for its importance, why it is a joint decision problem.
2. Solve *Special Problem*, Bacow-Wheeler, p. 44. Give reasons for your answers.

HOMWORK 2 (Due: June 15, 2011)

1. Re-read Chapter 5 (Bacow-Wheeler, Data negotiation).
Answer questions 2 and 3, page 100.
Format: Use examples. Give your reasons, identifying facts, beliefs, and values.
2. Give two examples of national or international environmental issues in contention, where one involves two main parties while the other is multi-party.

CASE STUDY (GROUP ASSIGNMENT) (Due: June 27, 2011)

Find an environmental dispute (or a decision affecting the environment that is already in dispute or where disputes might be expected) at the local, regional, national, or international level. Locate information to build a case study similar to the textbook. Format:

- Background (history)
- Issues under contention
- Stakeholders and their interests and positions
- Decision process/moves by stakeholders to advance their interests
- Timeline
- Outcomes (if any)
- Analysis:
 - Aspects of the case that relate to the text book chapters (for example, incentives to negotiate, compliance concerns, or mediation)
 - Evaluation of decision process and outcomes (or speculation on what the outcome might be, giving reasons for the prediction).

Give sources for each piece of information (newspapers, web, personal experience, etc.)

Be prepared to present the case in class. Submit the case as a group project.

Begin work on the case early. Assemble the information. Use the session of 6.22.2011 to organize the information, write up the case and prepare the presentation.