Presenter:
John J. Carroll, Ph.D., M.P.A.
Associate Professor for Public Administration
Deputy Sheriff Major (retired)

An Idea Untried Will Always Fail:
Entrepreneurial Governance Theory to Practice

2019 ASPA Conference/Panel 29PS: Washington, D.C.
How the Presentation Will Unfold…

- Published Research & Theory
- A Word About Social, Policy, & Public Entrepreneurship
- Theory to Practice – The Graduate Course
- Visionary or Crackpot – A Fine Line Indeed
- Unintended Findings – The State of Degree Programs
- Concluding Remarks
Published Research & Theory: Timeline

- Entrepreneurs – Cantillon (1755), Schumpeter (1934), Knight (1956), etc.
- Public Entrepreneurship/Ostrom (1965)
- Reinventing Government (1992)
- New Public Management (1991-today)
- This Journey Begins (2014)
- Entrepreneurial Governance Framework
Published Research & Theory: Entrepreneurial Elements

• Risk Taking
• Knowledge
• Innovation
• Opportunity
• Implementation
A Word About…

• Social Entrepreneurship
• Policy Entrepreneurship
• Public Entrepreneurship
• The Approach Taken Here
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Words With Varied Definitions…

<table>
<thead>
<tr>
<th>Entrepreneur</th>
<th>Governance</th>
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<tbody>
<tr>
<td>Equity</td>
<td>Diversity</td>
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<tr>
<td>Collaborative</td>
<td>Community</td>
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<tr>
<td>Sustainable</td>
<td>Success</td>
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<td>Effectiveness</td>
<td>Efficiency</td>
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</tbody>
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Placing “Social” before a term for another version
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For Example: What is “Governance”?

• Not as well defined as “Governing”
• Interdependence
• Networks of Stakeholders
• Inclusive nature
• Non-state actors
• Collaboration spreads risk
For Example: What is “Governance”? 

• Popular, almost “must use” term

• First appears in searchable literature in 1932, then in 1940’s about WWII and Asian Pacific

• 1990-1999: 2,453 records

• 2000-2009: 14,295 records

• 2010-2019: 28,178 records

• Obviously gaining traction in the literature
Theory to Practice – The Graduate Course

• Evolution 2014-2018

• The 3 Streams of Entrepreneurship in the Public Sector

• Entrepreneurial Governance Framework

• How the Course is Constructed
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Evolution: 2014-2018

• Challenge to Design Course to Reflect College Name (2014)
• International Conference on Public Policy; Milan (2015)
• Entrepreneurial Public Management course launched Fall 2015
• “Failure is an Option: The Entrepreneurial Governance Framework” published JEPP (2017)
• Course run online & classroom 5X to 2018; 59 students
• Changes approved 2018 for 2019-20
Entrepreneurship in the Public Sector…

Stream 1: Role in Economy (Always)
• Provide venture capital
• Improve infrastructure
• Tax policies
• Employment creation
• Regulation
• Anti-trust
• Public Ownership
Stream 2: Delivery of Public Services

- How services are provided by others
- Privatization
- Sub-Contracting
- Collaboration
- Consolidation
- Non-Profits
Entrepreneurship in the Public Sector...

Stream 3: Adopt Private Sector Practices

• New Public Management
  – Accountability & Performance
• Schools of Management
• Street Level Bureaucrats
• Re-shaping Bureaucracies
• Budget Styles
Entrepreneurial Governance Framework

Knowledge (learning)  Innovation (new ideas)  Opportunity (timing & luck/discover & exploit)  Implementation (action)

Addressing Risk Culture & Risk Reduction [Responsible Risk]
How the Course is Constructed…

• 8 Week Terms

• Concentration in State & Local and Non-Profit tracks

• Much like Ph.D. course, lighter load

• No textbooks

• Articles used in research set up through NSU Library
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How the Course is Constructed…

• Journal articles, public documents, conference papers,…

• Weekly in depth essays to synthesize readings

• Each week builds on definitions & concepts toward framework

• Course project – paper/presentation; “Entrepreneurial Touch”

• Build critical skills: Read, Think, Write, Speak

• Applicable to practice
Visionary or Crackpot – A Fine Line Indeed!

• A Review of NASPAA accredited programs

• Methodology

• The Findings

• Some Interesting Notes
A Review of NASPAA accredited programs - Methodology

- 2018-19 roster of accredited programs
- 202 programs accredited at 183 institutions
- 174 U.S. based (except Puerto Rico)
- Who offers courses/tracks/programs/etc. with variants of “entrepreneurship,” “governance,” and/or “collaborative”
A Review of NASPAA accredited programs - Methodology

• Searched websites like prospective student
• Pulled course descriptions, syllabi, etc., to gauge intent
• Determine where course is in program (core, elective, etc.)
• Construct table to examine findings by program/institution
• Note to Web-people: Far too many sites were too difficult to navigate and find information, much less NASPAA required!
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A Review of NASPAA accredited programs - Findings

• 54 of 174 (31%) institutions had results from the search

• Courses with…
  • Governance – 34
  • Collaborative – 15
  • Collaborative/Governance – 7
  • Entrepreneur – 19
  • Social Entrepreneur - 14
A Review of NASPAA accredited programs - Findings

• Similar, but not named courses – 20
• Core courses – 7
• Elective/Concentration – the rest
• Most courses in a version of Non-Profit, esp. “Social”
• More detail in journal article
A Review of NASPAA accredited programs – Some Interesting Notes

• Of 174 programs, 150 (86.3%) in public, 24 (13.8%) in private

• Old Dominion – Wicked Problems of Public Administration

• U. of Washington – Diagnosing & Reforming Corrupt Systems; Quadruple Bottom Line Performance (conceptual framework)

• George Mason – 11 concentrations; Carnegie-Mellon – 10…

• 02-19 – USC posting for Associate/Full Professor in Governance
Unintended Findings – The State of Degree Programs

- Beyond Scope of Study, But…
- Structure of Programs
- Cores, Concentrations, Specializations, etc.
- Little change since 1993
- The 30 credit phenomenon
Concluding Remarks…

- Do We Accept Our Premise to Teach Knowledge?
- Theory to Practice – The Role of the “Prac-ademic”
- Visionary or Crackpot? The Findings
- Is it time to change up our programs?
- 2019 - Moving the concentration/elective to the core
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Thank you!