

PAI 764
UN Organizations - Managing for Change
Department of Public Administration and International Affairs
Maxwell School of Citizenship and Public Affairs
Syracuse University
January 2017

January 5-6, 9-11: Classroom 225 at the Fisher Center of Syracuse University

19 East 31st Street, New York City

January 12-13: United Nations

1st Avenue & 46th Street (visitor's entrance), New York City

January 27: Syracuse University, Eggers 018, 1-4:30pm

Instructor: Catherine Bertini, Professor of Practice in Public Administration and International Affairs

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Office hours: immediately after class each day in NYC; Mondays 2-4pm, Tuesday 10-11am or by appointment during spring semester.

Graduate Assistant: Ashleigh Bartlett ambartle@syr.edu

Date:	Time:	Dress:	Location:
Thursday, January 5	10:00am – 5:00pm	Any	Fisher Center Classroom 225
Friday, January 6	10:00am – 5:00pm	Any	Fisher Center Classroom 225
Monday, January 9	10:00am – 5:00pm	Any	Fisher Center Classroom 225
Tuesday, January 10	10:00am – 5:00pm	Any	Fisher Center Classroom 225
Tuesday, January 10	6:30pm – 8:00pm (<i>networking reception</i>)	Business	Lubin House
Wednesday, January 11	10:00am – 5:00pm	Any	Fisher Center Classroom 225
Thursday, January 12	9:30am – 5:00pm	Business	United Nations Room CR A
Friday, January 13	9:30am – 5:00pm	Business	United Nations Room CR A
Friday, January 27	1:00pm-4:30pm	Any	Maxwell School Eggers 018

Each full day will have a one-hour lunch break and one afternoon 15-minute break.

Course description: The class will analyze operations and processes for change in several United Nations organizations. It begins with a brief summary of the types of UN organizations, including their purposes, funding systems, and governance structures. The course will focus on the Security Council, UN Secretariat, World Food Programme, and other development and humanitarian organizations. Topics will include leadership strategies, organizational effectiveness, funding systems, governance structures, and others. Students will learn that in order to impact organizational change within a UN organization, it is critical to understand the structure, governance, funding, culture, and representational issues of the organization, as the basis for creating a strategy to change. These concepts are generally applicable to large organizations. The course will include mock sessions, lectures, and speeches. As there is a new Secretary-General beginning January 1st, 2017, the class will review challenges and opportunities he faces.

Course materials:

There are five texts required to read for this course and additional class readings available on the web as indicated on the syllabus for each session. All texts should be read by first session.

Basic Facts about the United Nations, United Nations, 2014. ISBN: 978-92-1-101279-8

The Parliament of Man: The Past, Present, and Future of the United Nations, P. Kennedy, Random House, 2007. Chapters assigned.

Bread and Stones: Leadership and the Struggle to Reform the United Nations World Food Programme, J. Ingram, BookSurge LLC, 2006

The United Nations and Changing World Politics, 8th Edition. T. Weiss, et al., Westview Press, 2016.

Global Humanitarian Assistance Report 2016. <http://www.globalhumanitarianassistance.org/wp-content/uploads/2016/07/GHA-report-2016-full-report.pdf>

Course Fee:

The \$144 mandatory class fee covers expenses at the UN, New York City classroom expenses, and evening reception. Students are responsible for their own meals and accommodations.

Course Requirements:

Students will be asked to read course materials, participate actively in class, write one memo (single-spaced two/three pages), write one-page paper daily (Resolution of the Day Comments), participate in a group mock session, and sit for the final written exam. Grading will be as follows:

Grading:

Class Attendance:	14%
Class Participation:	14%
Resolution of the Day Comments (3% each, due after each class/following Monday)	21%
Memo (Due January 20):	15%
Final Exam (January 27):	<u>36%</u>
Final Grade:	100%

Class Attendance and Participation:

This class is heavily participatory. There will be lectures by the instructor and speakers, but much learning occurs through active engagement rather than through passive listening. For this reason, your presence and active participation will be expected at all sessions. Both class attendance and active participation will be a major component of your final grade. Your participation shall reflect your careful reading and consideration of each week's materials on the syllabus. Active participation entails involvement in discussion, but also careful listening, consideration, and respect for the opinions of members of the class.

Writing Assignments:

Writing clearly and succinctly is an important skill for those who progress in careers in international organizations. It will also be a key component of the course work for this class. (1) Each student will be asked to write a brief memo (maximum 3 pages). It will be based on assigned readings and lectures, with additional directions provided on Blackboard. It should be turned in by Friday, January 20 before 1:00 p.m. via Blackboard Turnitin. (2) Each day (Friday, January 6, Monday, January 9-Friday, January 13, and Tuesday, January 17) a one-page paper will be due via Blackboard Turnitin before 9am. These papers should discuss a key finding(s) from the previous day and should refer to speakers/discussions/readings.

Mock Session:

Class will be divided into two mock security councils. Each will hold a session the class on a specific topic. One session will be on Security Council Reform and the other will be on the Syria Crisis.

Final Exam:

The final exam is in written, short-answer form, based upon main topics (and associated readings) discussed in class.

Course Schedule & Readings

Class 1: Overview of the United Nations, Governance, the Security Council, & Funding ***Thursday, January 5 10:00am -5:00pm Classroom 225, Fisher Center***

Overview and Governance:

1. Basic Facts about the United Nations, United Nations, 2014.
Chapter I, pp. 3-54 & Appendices, pp. 271-297.
2. Charter of the United Nations. <http://www.un.org/en/charter-united-nations/index.html>
3. Universal Declaration of Human Rights. <http://www.un.org/en/universal-declaration-human-rights/index.html>
4. Parliament of Man. Chapters 1 & 2.
5. The United Nations and Changing World Politics. Chapter 7.
6. Walker, Peter and Daniel Maxwell. Shaping the Humanitarian World, Routledge, 2009.
Chapter 1 pp. 13-45 (See Blackboard)

Security Council:

1. The Elders. "STRENGTHENING THE UNITED NATIONS: Statement by the Elders, 7 February 2015." February 2015. http://theelders.org/sites/default/files/2015-04-22_elders-statement-strengthening-the-un.pdf
2. Inderfurth, Ambassador Karl F. "The UN's 'Rubik's Cube:' Security Council Reform." Center for Strategic and International Studies (CSIS) Vol 3 Issue. August 2013.
http://csis.org/files/publication/FINAL%20August%202013_WadhvaniChair_USIndiaInsight.pdf
3. Annan, Kofi. "Responsibility to Protect: timely and decisive response." United Nations, 25 July 2012. http://www.un.org/ga/search/view_doc.asp?symbol=a/66/874
3. UN News Centre. "General Assembly President laments lack of political will to reform Security Council." Dec 18, 2013.
http://www.un.org/apps/news/story.asp?NewsID=46776#.VF_GKPnF9S0
4. "Reforming the UN Security Council: mañana, mañana" The Guardian. May 6, 2013.
<http://www.theguardian.com/commentisfree/2013/may/06/un-security-council>
5. Bertini, Catherine. *Personal Humanitarian Envoy of the Secretary-General Mission Report*. (August 11-19) (On Blackboard pp. 1 – 28)

Funding

1. Global Humanitarian Assistance Report. 2016. (pp. 3-52).
www.globalhumanitarianassistance.org/wp-content/uploads/2016/07/GHA-report-2016-full-report.pdf
2. Barrett, Christopher. Overseas Development Assistance: reinforcing success. October 23, 2009 <http://www.cardus.ca/comment/article/1223/overseas-development-assistance-reinforcing-success/>

Class 2: Leadership Issues, New Secretary-General, Creation of New Entities, and Secretariat Reform

Friday, January 6

10:00am-5:00pm

Classroom 225, Fisher Center

Leadership Issues

1. Secretary-General Boutros Boutros-Ghali. “An Agenda for Peace.” June 1992.
<http://www.cfr.org/peacekeeping/report-un-secretary-general-agenda-peace/p23439>
2. Secretary-General Kofi Annan. “In Larger Freedom: Decision Time at the UN.” Foreign Affairs. May/June 2005. <https://www.foreignaffairs.com/articles/2005-05-01/larger-freedom-decision-time-un>
3. Secretary-General Ban Ki-Moon. “My Priorities as Secretary-General: A Stronger United Nations for a Better World” <http://www.unic-ir.org/publication/eng/SGPAMPHLET-E.pdf>

Secretary-General Selection

1. World Federation of United Nations Associations. “WFUNA Congratulates the Next Secretary-General of the UN.” 5 October 2016. <http://www.wfuna.org/news/wfuna-congratulate-the-next-secretary-general-of-the-un>
2. Steven, David. “Becoming Secretary-General – Learning from the Past.” The Medium. September 24, 2015. <https://medium.com/unsg-2016/becoming-secretary-general-learning-from-the-past-5a7821956495>
3. Steven, David. “How to get the UN’s top job in nine easy steps.” The Medium. September 24, 2015. <https://medium.com/unsg-2016/9-lessons-from-9-secretary-generals-5a8cac0d733f#.mzse0c444>
4. Guterres, Antonio. “On his appointment by the General Assembly to the position of Secretary-General of the United Nations.” United Nations Webcast. 3 October 2016.
<http://webtv.un.org/meetings-events/general-assembly/watch/ant%C3%B3nio-guterres-secretary-general-designate-on-his-appointment-by-the-general-assembly-to-the-position-of-secretary->

[general-of-the-united-nations-general-assembly-27th-plenary-meeting-71st-session/5168461416001](http://www.un.org/News/Press/docs/2016/01/160104_SG_Vision_Statement_Portal_20161.pdf)

5. Guterres, Antonio. "Vision Statement." United Nations. 4 April 2016.
http://www.un.org/pga/70/wp-content/uploads/sites/10/2016/01/4-April_Secretary-General-Election-Vision-Statement_Portugal-4-April-20161.pdf
6. UN Elections. "UN Secretary-General." <http://www.unelections.org/?q=node/71>
7. "Next UN chief names three women to senior posts." *The Guardian*. 14 December 2016.
<https://www.theguardian.com/world/2016/dec/15/next-un-chief-names-three-women-to-senior-posts>
8. Guterres, Antonio. "Message from the Secretary-General Antonio Guterres to UN Staff." 3 January 2017. (See Blackboard).
 - a. Establishment of an Executive Committee
 - b. Enhancing Performance in the Peace and Security Pillar
 - c. Strengthened Information Management
 - d. EOSG Terms of Reference
9. Optional Reading – UN Secretary-General Selection Process 2016 (PowerPoint). (On BlackBoard).

Creation of New Entities

1. Delivering as One, Report of the Secretary General's High Level Panel, 2006
<http://www.un.org/events/panel/resources/pdfs/HLP-SWC-FinalReport.pdf>
2. Secretary-General Ban Ki-Moon, "Remarks at the adoption by General Assembly of system wide coherence". UN News Centre. July 2, 2010
http://www.un.org/apps/news/infocus/sgspeeches/search_full.asp?statID=883

Secretariat Reform

1. Reform at the UN: *Renewing the United Nations: A Programme for Reform- Report of the Secretary General*. (A/51/950). July 14, 1997. Introduction pp. 6-31.
http://unicef.org/about/execboard/files/A-51-950_Renewing_the_UN-ODS-English.pdf
2. The United Nations and Changing World Politics. Chapter 11.
3. Catherine Bertini's Testimony to Congress, May 2005 (See Blackboard)
4. Secretary-General's bulletin. "Family status for purposes of United Nations entitlements." January 20, 2004. (see Blackboard).

5. Secretary-General's bulletin. "Personal Status for the Purpose of United Nations Entitlements." September 2004. (see Blackboard).
6. UN News Centre. "UN widens its same-sex marriage policy to include all legally-married staff." July 8, 2014. <http://www.un.org/apps/news/story.asp?NewsID=48222#.VltVgHarTnC>

Class 3: World Food Programme Mandate, Scope, & Reform

Monday, January 9 10:00am-5:00pm Classroom 225, Fisher Center

World Food Programme Mandate, Scope, & Reform

1. Bread and Stones. Entire book.
2. A Decade of Change: Renewal and Transformation of the World Food Programme, 1992-2002 (See Blackboard).
3. World Food Programme. "WFP Strategic Plan (2017-2021)." <http://documents.wfp.org/stellent/groups/public/documents/eb/wfp286743.pdf>
4. FAO. "FAO's Views on the Integrated Roadmap of the World Food Programme." 2016. (See Blackboard).
5. World Food Programme. "Message from the Executive Director to All WFP Staff on the Integrated Road Map." 30 December 2016. (See Blackboard).
6. World Food Programme. "Integrated Road Map Terms of Reference." 30 December 2016. (See Blackboard).
7. World Food Programme. "IRM Organization Structure." 30 December 2016. (See Blackboard).

Class 4: Peacekeeping & Peacebuilding

Tuesday, January 10 10:00am-5:00pm Classroom 225, Fisher Center
6:00pm-8:00pm Reception: TBA

**There will be time given for Mock Session preparation in class*

Peacekeeping

1. Basic Facts about the UN. Chapter II International Peace & Security pp. 59-123.
2. Bellamy, Alex J., Paul Williams & Stuart Griffin. Understanding Peacekeeping. Polity. (2010). Chapters 1&2 pp. 11-67. (See Blackboard).

3. The United Nations and Changing World Politics. Chapter 4.
4. UN News Centre. “Ban Ki-moon details plans for restructuring UN peacekeeping, disarmament work.” February 16, 2007.
<http://www.un.org/apps/news/story.asp?NewsID=21601#.VkLMrLerTnA>

Peacebuilding

1. “Peacebuilding Commission Explanatory Note by the Secretary-General.” April, 2005.
http://www.un.org/ga/search/view_doc.asp?symbol=A/59/2005/Add.2
2. Tschirgi, Necla and Cedric de Coning. “Ensuring sustainable peace: Strengthening global security and justice through the UN Peacebuilding Architecture.” Commission on Global Security Justice and Governance. (2015).
http://www.stimson.org/sites/default/files/Commission_BP_Tschirgi_De-Coning.pdf

Reception Information:

<i>Lubin House</i>	<i>6:30-8:00pm</i>
<i>11 East 61st Street</i>	<i>Dress: Business Attire</i>
<i>New York, NY 10065</i>	

Class 5: Development and Humanitarian Architecture, & Measuring Success: Sustainable Development Goals

Wednesday, January 11 10:00am-5:00pm Classroom 225, Fisher Center

Development Progress, Issues & Humanitarian “Architecture:”

1. Parliament of Man. Chapter 5 pp. 143-176.
2. Basic Facts about the UN. Chapter III Economic & Social Development pp. 127-203.
3. Interventions. Chapter VI pp. 209-250. (See Blackboard).
4. The United Nations and Changing World Politics. Chapters 10 and 12.
5. Walker, Peter and Daniel Maxwell. Shaping the Humanitarian World, Routledge, 2009. Chapter 5, pp. 97-116. (See Blackboard).
6. Global Humanitarian Assistance Report. (2016). Chapter 5 pp. 53-64.
<http://www.globalhumanitarianassistance.org/wp-content/uploads/2016/07/GHA-report-2016-full-report.pdf>
7. Guterres, Antonio. “Think the aid system can cope? It can’t.” World Economic Forum. (January 2015). <https://www.weforum.org/agenda/2015/01/think-the-aid-system-can-cope-it-cant/>

8. UNHCR Global Trends: Forced Displacement in 2015. (20 June 2016).
<http://www.unhcr.org/en-us/statistics/unhcrstats/576408cd7/unhcr-global-trends-2015.html>

9. UNHCR. “Figures at a Glance.” <http://www.unhcr.org/en-us/figures-at-a-glance.html>

10. UNHCR Headquarters Organizational Structure. <http://www.unhcr.org/en-us/admin/execoffice/4bffd0dc9/unhcr-headquarters-organizational-structure-geneva-budapest.html>

10. (Optional) IOM World Migration Report. (2015).
http://publications.iom.int/system/files/wmr2015_en.pdf

11. (Optional) “IOM Organizational Structure.” <http://www.iom.int/organizational-structure>

Measuring Success: Sustainable Development Goals:

1. The Millennium Development Goals Report. (2015).
[http://www.un.org/millenniumgoals/2015_MDG_Report/pdf/MDG%202015%20rev%20\(July%20201\).pdf](http://www.un.org/millenniumgoals/2015_MDG_Report/pdf/MDG%202015%20rev%20(July%20201).pdf)

2. Galatsidas, Achilleas & Finbarr Sheehy. “What have the millennium development goals achieved?” *The Guardian*. July 6, 2015. <http://www.theguardian.com/global-development/datablog/2015/jul/06/what-millennium-development-goals-achieved-mdgs>

3. UN General Assembly. Transforming our world: the 2030 Agenda for Sustainable Development. September 25, 2015.
http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E

4. UN SDSN. SDG Guide. December 14, 2015. <http://unsdsn.org/wp-content/uploads/2015/12/151211-getting-started-guide-FINAL-PDF-.pdf>

5. UN Statistics. The Sustainable Development Goals Report 2016. 2016. pp. 1-11.
<http://unstats.un.org/sdgs/report/2016/The%20Sustainable%20Development%20Goals%20Report%202016.pdf>

6. Walker, Richard. “UN Sustainable Development Goals: Many, messy, momentous?” *DW*. September 26, 2015. <http://www.dw.com/en/un-sustainable-development-goals-many-messy-momentous/a-18743183>

7. Walker, Tamsin. “The pros and cons of the SDG longlist.” *DW*. September 15, 2015.
<http://www.dw.com/en/the-pros-and-cons-of-the-sdg-longlist/a-18701543>

Future

1. The United Nations and Changing World Politics. Chapter 5.
2. UNOCHA. Global Humanitarian Overview 2017. (October 2016). pp. 1-15.
<http://www.unocha.org/2017appeal/#p=1>

Class 6: At United Nations*

Thursday, January 12 ***9:30am-5:00pm*** ***Room CR A, United Nations***

1. Segar, Mike. "Inside the UN's headquarters – in pictures." The Guardian. September 25, 2015.
<https://www.theguardian.com/artanddesign/gallery/2015/sep/25/inside-un-headquarters-in-pictures>

Class 7: At United Nations*

Friday, January 13 ***9:30am-5:00pm*** ***Room CR A, United Nations***

*In addition to UN Speakers, a UN tour, and group mock sessions, the professor will lecture from all readings not previously discussed, as well as provide a summary of the class.
***Group mock sessions dates/times TBD after speaker confirmations

Class 8: FINAL EXAM

Friday, January 27 ***1:00pm-4:00pm*** ***Eggers 018***

Accommodation Policy:

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact their instructor personally as soon as possible to discuss accommodations necessary to ensure full participation and facilitate your educational opportunities. According to University policy:

If you believe that you need academic adjustments (accommodations) for a disability, please contact the Office of Disability Services (ODS), <http://disabilityservices.syr.edu>, located in Room 309 of 804 University Avenue, or call (315) 443-4498 or TDD: (315) 443-1371 for an appointment to discuss your needs and the process for requesting academic adjustments. ODS is responsible for coordinating disability-related academic adjustments and will issue students with documented Disabilities Accommodation Authorization Letters, as appropriate. Since academic adjustments may require early planning and generally are not provided retroactively, please contact ODS as soon as possible.

Academic Honesty:

Syracuse University's Academic Integrity Policy reflects the high value that we, as a university community, place on honesty in academic work. The policy defines our expectations for academic honesty and holds students accountable for the integrity of all work they submit. Students should understand that it is their responsibility to learn about course-specific expectations, as well as about university-wide academic integrity expectations. The policy governs appropriate citation and use of sources, the integrity of work submitted in exams and assignments, and the veracity of signatures on attendance sheets and other verification of participation in class activities. The policy also prohibits students from submitting the same work in more than one class without receiving written authorization in advance from both instructors. Under the policy, students found in violation are subject to grade sanctions determined by the course instructor and non-grade sanctions determined by the School or College where the course is offered as described in the Violation and Sanction Classification Rubric. SU students are required to read an online summary of the University's academic integrity expectations and provide an electronic signature agreeing to abide by them twice a year during pre-term check-in on MySlice. For more information about the policy, see <http://academicintegrity.syr.edu>.

The Violation and Sanction Classification Rubric establishes recommended guidelines for the determination of grade penalties by faculty and instructors, while also giving them discretion to select the grade penalty they believe most suitable, including course failure, regardless of violation level. Any established violation in this course may result in course failure regardless of violation level.

Religious Observances Notification and Policy:

SU religious observances notification and policy, found at <http://hendricks.syr.edu/spiritual-life/index.html>, recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes and by the submission deadline for flexibly formatted classes.

For fall and spring semesters, an online notification process is available for students in **My Slice / StudentServices / Enrollment / MyReligiousObservances / Add a Notification**. Instructors may access a list of their students who have submitted a notification in My Slice Faculty Center.
