

The ASU School of Public Affairs

Arizona State University

“Advancing Urban Governance in a Global Context”

The new demands on public leadership in the context of global urban governance are unprecedented in complexity and scope. Unlike public leaders in traditional local governments, leaders in the new urban “citistates” must enable these entities to compete internationally for economic survival, while simultaneously preparing these citistates to face a broad range of persistent issues at the global, regional, and neighborhood levels.

Facilitated by dramatic improvements in communications, declining transportation costs, the opening of markets to other countries, improvements in information technology, and economic deregulation, a common world market has developed. Consequently, citistates face competition not only from others within their own country but also from citistates across the world. Globally, citistates must cope with economic issues ranging from market fluctuations to market restructuring, environmental issues such as global warming, and health threats from new and menacing diseases. Within the regional sphere, citistates must address crime, unemployment, housing issues, transportation gridlock, and aging infrastructure. And at the local level, the new citistates must confront the need to develop and maintain vibrant neighborhoods characterized by a vital and inspiring culture, civic engagement, and a sense of community.

In the future, citistates will accommodate increasingly larger shares of wealth, economic activity, population, amenities, and arts and culture. Yet at the same time these urban centers will have the capacity for homelessness, violent crime, drugs, poverty, air pollution, and much more. Unfortunately, the public policies of citistates are often ad hoc arrangements made by informal and un-elected coalitions. The power to deal with a region's specific problems and issues is often dispersed and diluted among special and general-purpose governments, different levels of government, nonprofit organizations, and private entities. There is a clear need to develop innovative forms of governance, as well as processes and tools suited to deal with new social, economic and scientific realities.

We also recognize that beyond the issues of governance raised by the new citistates, there also lie challenges in influencing and helping steer these global aggregations towards a renewed and revitalized civil society. Some have said that globalization has a “democracy deficit,” and that management and governance are not inherently democratic. Moreover, the idea of governance itself poses challenges to traditional forms of democracy, collective will formation, and public authority. What democracy will mean in and for the global community in terms of citizenship and civic engagement, both in theory and in practice, remains to be seen.

The ASU School of Public Affairs believes that the most important intellectual contributions we can make are the development multiple, useful, and realistic models of governance with accompanying processes for extended civic engagement, and the training of a

new generation of urban leaders capable of addressing the questions raised by the rapid growth of global citistates. *Our mission of studying issues of governance in a global context will enable us to become a dominant intellectual force in analyzing and addressing the questions generated by these movements.*

Our unique understanding of the significant challenges facing the world will be translated into practical programs that will aid us in 1) understanding better the complexity of the new global urban governance and the challenges and dilemmas of the new citistates, 2) designing institutional mechanisms and interpersonal processes that enable effective solutions to the complex problems mentioned above, and 3) training a new generation of urban leaders and managers equipped to deal with the new reality of global citistates.

The School of Public Affairs proposes to address these goals through the maintenance and development of eight academic and professional programs: the current Master's in Public Administration degree program, the current Ph.D. in Public Administration program, the Morrison Institute of Public Policy, and the Advanced Public Executive Program, as well as four new initiatives:

- the development of a Center for Innovation in Urban Governance
- the design and implementation of a new master's degree in public policy
- the initiation of a new undergraduate degree in urban institutional design
- the undertaking of new undergraduate concentrations in public leadership and public policy
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It is through these programs that the New School of Public Affairs will seek a positive impact on the new global society by seizing and shaping the possibilities it holds.

The ASU School of Public Affairs is already recognized as one of the premier public administration programs in the country. Yet we are not satisfied to rest on our current reputation. Instead, we recognize significant shifts in the ways that public administration and public policy will be configured in the future and we want to respond in ways that are intellectually sound and fundamentally relevant. Specifically, we acknowledge and want to confront the challenges that a new global society poses for urban governance.

The growing number of urban citistates and the need to find new and innovative approaches to the development and implementation of public policy in these regions suggest new areas of scholarly activity, including the exploration of urban governance in a global context, new programs in training and executive development designed to prepare leaders for a global future, and a full engagement between theory and practice, insight and action. In the pursuit of these goals and objectives, the New School of Public Affairs at ASU will move to the forefront of those programs that are currently engaging the issue of global urban governance.