

Course Syllabus
CE 5381 Public Private Partnerships for Infrastructure Projects

Instructor: Ghassan Khankarli, Ph.D., P.E, PMP

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Office Hours: NH 340, Friday 3:30 to 4:00 pm or by appointment

Course Number, Section Number, and Course Title: CE 5381, Sec 001, 101 – Public Private Partnership for Infrastructure Projects

Time and Place of Class Meetings: Friday 7:00-9:50 pm, Room WH 311

Description of Course Content: This course is designed to introduce engineers and managers to public-private partnership (P3) arrangements as an innovative approach to deliver public infrastructure projects. In addition, this course explores benefits and limitations involved in P3 arrangements. Prerequisite: CE 3310 or IE 2308 or consent of instructor.

Course Objective: The course objective is to prepare students to demonstrate sound engineering and managerial judgment in the selection and use of public-private partnership arrangements in the delivery of large infrastructure projects.

Specific Course Learning Outcomes: Upon completion of the course, the student will:

- (1) Understand the concept of production and provision of public service,
- (2) Understand the main sources of funds for public infrastructure and the means to deliver traditional and innovative infrastructure project,
- (3) Understand the various types of Public-Private and Public-Public Partnerships (P3) in addition to exploring the strategic decisions which motivate the public and private officials to participate in such arrangements,
- (4) Understand the general procurement process for P3 arrangements,
- (5) Understand the legal, contractual, staffing and risk requirements for managing such arrangements including the challenges of day-to-day management of P3 projects
- (6) Understand the benefits of limitations of P3, and,
- (7) Understand the ethical issues as well as the legal sanctions for mishandling public finances,

All outcomes are observed implicitly through class participation, exams, homework, reports and formal/informal communications with instructor.

Requirements: SOFTWARE:

Student should have a working knowledge of and access to Microsoft Word®, Microsoft Excel®, Microsoft PowerPoint®.

Required Textbooks and Other Course Materials:

- 1) Handout-United States Department of Transportation, Federal Highway Administration. 2007. *User guidebook on implementing public-private partnerships for transportation infrastructure projects in the United States*. Report, Washington, D.C.: Office of Policy and Governmental Affairs (http://www.fhwa.dot.gov/ipd/pdfs/ppp_user_guidebook_final_7-7-07.pdf)

Course Syllabus

CE 5381 Public Private Partnerships for Infrastructure Projects

- 2) Handouts, notes, reading assignments, problem solutions and other information are located on the class Blackboard

Referenced Textbooks

- 1) Khankarli, Ghassan. 2009. *The Politics of Public-Public Partnerships: The Case for Toll Roads*. PhD Dissertation, University of Texas at Dallas. In Proquest Dissertations and Theses, <http://proquest.umi.com/pqdweb?did=1952853591&sid=5&Fmt=2&clientId=70548&RQT=309>
- 2) Goldsmith, Stephen and William D. Eggers. 2004. *Governing by Network: The new Shape of the Public Sector*. Washington, D.C.: The Brookings Institution
- 3) Rohr, John A. 1998. *Public service, ethics, and constitutional practice*. Lawrence, KS: University Press of Kansas.
- 4) Grimsey, Darrin and Mervin K. Lewis. 2007. *Public-Private Partnership: The Worldwide Revolution in Infrastructure Provision and Project Financer*. Cheltnham, UK: Edward Elgar Publishing Limited.
- 5) Lawther, Wendell. 2000. *Privatizing Toll Roads: A Public-Private Partnership*. West Port, CT: Praeger Publishers.
- 6) Giglio, Joseph. 2005. *Mobility: America's Transportation Mess and How to Fix It*. Washington, D.C.: Hudson Institute, Inc.
- 7) Greiman, Virginia A. 2013. *Mega Project Management: Lessons on Risk and Project Management from the Big Dig*. Hoboken, NJ: John Wiley & Sons, Inc.

Descriptions of major assignments and examinations with due dates: Homework assignments, review of **three** peer-reviewed articles assignment, a research paper, presentation, one mid-term exam and a comprehensive final exam.

All assignments must be turned in at the start of the class or, if submitted electronically, prior to the class period in which they are due. Failure to do so will constitute a grade of zero for the assignment in question.

One week of advanced notice will be provided in scheduling each exam. The final exam will be given according to the university's published final exams schedule. Note that failure to appear for an exam at the scheduled time will constitute a grade of zero in that exam.

Homework, articles review, and paper in this class are the minimum assignments considered adequate to achieve basic proficiency of course material. Homework will be discussed in class. When doing the homework, specify date, name, course, and problem number at top of each page. Each problem is to be started on a new page. Include at the beginning of the problem, the problem statement and any diagrams given as well as any additional diagram needed to solve the problem. Then show solution. If calculations are required, all calculations should show two (2) significant figures for intermediate values calculated. Final answer should be rounded to two (2) significant figures unless all data is greater than three (3) significant figures. Then use minimum number of significant figures dictated by problem (greater than 3). When establishing elevations or distances for design drawing, answers must be in hundreds of a foot or thousands of a meter.

The exams will generally relate to the material covered in the lectures or in assignments. The philosophy of the exam is not to merely test your total recall or memorization, but to extend your thinking from theory and example problems to engineering situations. Each exam may include both open and closed book portions.

See the **"Make-up Exam and Assignment Policy"** section for accommodations of incomplete or missed assignments.

Course Syllabus

CE 5381 Public Private Partnerships for Infrastructure Projects

Attendance: At The University of Texas at Arlington, taking attendance is not required but attendance is a critical indicator in student success. Each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. As the instructor of this section, [insert your attendance policy and/or expectations, [I have established following attendance policy](#):

[I have elected to take attendance till Census Day but will not factor attendance into the grade.](#)

"Students registered for **Section 001 (Class Number: 27851)** are expected to attend all classes. Students registered for **Section 101-Distance Learning (Class Number: 29313)** are expected to communicate with the instructor on a weekly basis through Blackboard or by email if specifically instructed and agreed to by the instructor. The uploaded message/email will cover the understanding or questions about the lectures covered during the week. Class participation and discussions are essential for full professional development and credit, as applicable.

However, while UT Arlington does not require instructors to take attendance in their courses, the U.S. Department of Education requires that the University have a mechanism in place to mark when Federal Student Aid recipients "begin attendance in a course." UT Arlington instructors will report when students begin attendance in a course as part of the final grading process. Specifically, when assigning a student a grade of F, faculty report the last date a student attended their class based on evidence such as a test, participation in a class project or presentation, or an engagement online via Blackboard. This date is reported to the Department of Education for federal financial aid recipients

Grading Policy: Grades are based on two exams, [three](#) articles review (AR), assignments/participation, group research paper, and presentation. Grades will be determined by averaging the exams and assignments as follows.

• Exams: 2 @ 34% each	68%
• Review and summary of peer-reviewed articles: 3 @ 3% Each	9%
• Class homework/ assignment(s) (1.5%) and participation (1.5%)	3%
• Presentation 5%	5%
• Research paper 15%	<u>15%</u>
Total	100%

The presentation will cover the research topic. Proper spelling, use of clear and concise sentences on essay questions will also be considered in the grading process. Grade standards are as follows: $100 \geq A \geq 90$, Less than $90 > B \geq 80$, Less than $80 > C \geq 70$, Less than $70 > D \geq 60$, and Less than $60 > F \geq 0$. Students are expected to keep track of their performance throughout the semester and seek guidance from available sources (including the instructor) if their performance drops

Expectations for Out-of-Class Study: Beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an [additional 9 hours](#) per week of their own time in course-related activities, including reading required materials, completing assignments, preparing for exams, etc.

Grade Grievances: Any appeal of a grade in this course must follow the procedures and deadlines for grade-related grievances as published in the current University Catalog. [For undergraduate courses, see](#)

Course Syllabus

CE 5381 Public Private Partnerships for Infrastructure Projects

<http://catalog.uta.edu/academicregulations/grades/#undergraduatetext>; for graduate courses, see <http://catalog.uta.edu/academicregulations/grades/#graduatetext>.

Drop Policy: Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering.

Students will not be automatically dropped for non-attendance. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://www.uta.edu/aao/faol>).

Disability Accommodations: UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including *The Americans with Disabilities Act (ADA)*, *The Americans with Disabilities Amendments Act (ADAAA)*, and *Section 504 of the Rehabilitation Act*. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a **letter certified** by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

The Office for Students with Disabilities, (OSD) www.uta.edu/disability or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.

Counseling and Psychological Services, (CAPS) www.uta.edu/caps/ or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

Non-Discrimination Policy: *The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit uta.edu/eos.*

Title IX Policy: The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. *For information regarding Title IX, visit www.uta.edu/titleIX or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or jmhood@uta.edu.*

Course Syllabus

CE 5381 Public Private Partnerships for Infrastructure Projects

Academic Integrity: Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University. Additional information is available at <https://www.uta.edu/conduct/>.

Electronic Communication: UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Campus Carry: Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

Student Feedback Survey: At the end of each term, students enrolled in face-to-face and online classes categorized as "lecture," "seminar," or "laboratory" are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback via the SFS database is aggregated with that of other students enrolled in the course. Students' anonymity will be protected to the extent that the law allows. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.

Final Review Week: for semester-long courses, a period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no

Course Syllabus

CE 5381 Public Private Partnerships for Infrastructure Projects

instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Emergency Exit Procedures: Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit, **which is located to the right center or left of the classroom**. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities

Student Support Services: UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include [tutoring](#), [major-based learning centers](#), developmental education, [advising and mentoring](#), personal counseling, and [federally funded programs](#). For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at <http://www.uta.edu/universitycollege/resources/index.php>.

The IDEAS Center (2nd Floor of Central Library) offers **free** tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. To schedule an appointment with a peer tutor or mentor email IDEAS@uta.edu or call (817) 272-6593.

The English Writing Center (411LIBR): The Writing Center Offers free tutoring in 20-, 40-, or 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Our hours are 9 am to 8 pm Mon.-Thurs., 9 am-3 pm Fri. and Noon-6 pm Sat. and Sun. Register and make appointments online at <http://uta.mywconline.com>. Classroom Visits, workshops, and specialized services for graduate students are also available. Please see www.uta.edu/owl for detailed information on all our programs and services.

The Library's 2nd floor Academic Plaza offers students a central hub of support services, including IDEAS Center, University Advising Services, Transfer UTA and various college/school advising hours. Services are available during the library's hours of operation. <http://library.uta.edu/academic-plaza>

Librarian: Martin Wallace, Engineering Librarian, Central Library, Office No. 518, (817) 272-3924, martin.wallace@uta.edu

Make-up Exam and Assignments Policy: No make-up exams and assignments are given or accepted except for medical or other similar hardships where advanced arrangements are made with the instructor; or in case of non-selective medical emergencies with appropriate physician's note or documentation. Other than circumstances describe above, failure to take the exam or turn in assignments at the scheduled time will constitute a grade of zero in the exam and assignment. It is the student's obligation to contact the instructor, generally before the examination so that appropriate arrangement (if any) may be made.

Emergency Phone Numbers: In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911. Non-emergency number 817-272-3381

Course Syllabus

CE 5381 Public Private Partnerships for Infrastructure Projects

General Information:

Blackboard Site: Handouts, notes, articles, and other information are located on Blackboard

“As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. - G. A. Khankarli.”

Adjustments will be posted on Blackboard.

Articles Review: Articles will be posted on Blackboard and are due by the dates shown on the class schedule. The articles shall be two to three pages long double spaced with font 12 (Arial or Times New Roman), one inch margins. It shall cover at a minimum:

- Introduction
- A summary discussion of the main points that the author(s) addressed in the paper.
- Author(s)' conclusion

Proper spelling, use of clear and concise sentences and structure will be considered in the grading process.

Provide a cover sheet that complies with UTA's Thesis and Dissertation (T&D) Guidelines that can be found at: <https://library.uta.edu/etd> using the **Turabian** or APA Styles. In addition, your last name must appear in the upper right corner and the page numbers must be centered in the bottom of each page. The paper shall follow the style guidelines as shown in UTA's Thesis Manual Style guides.

Research Paper: Students/assigned groups will submit a research topic in public-private partnership arrangements or policy for approval by **February 10**. The research paper will cover a thorough review of a case study or the development of the delivery of an infrastructure project using a public-private partnership (P3) model as approved by the instructor. The research paper will be completed and turned in at the beginning of the class on **April 28** prior to the scheduled presentations.

The research paper will be between 10 to 12 pages long double spaced with font 12 (Arial or Times New Roman), one inch margins.. Its format and style guidelines shall follow UTA's Thesis and Dissertation (T&D) Guidelines that can be found at: <https://library.uta.edu/etd> using the **Turabian** or APA Styles and shall cover at a minimum:

- Introduction
- Discussion of the case study or the development of an infrastructure program
- Findings and conclusion
- References (minimum 10 or as approved by instructor) and proper citations

Cover sheet, abstract/executive summary, table of content and appendices/attachments are not considered part of the total pages.

Proper spelling, use of clear and concise sentences, structure, and compliance with UTA's formatting requirements will be considered in the grading process.

Your last name/Group Number must appear in the upper right corner and the page numbers must be centered in the bottom of each page.

Course Syllabus

CE 5381 Public Private Partnerships for Infrastructure Projects

Presentation: The presentation will provide a summary covering the findings of the research paper. All respective group members are expected to attend and take an active part in the presentation.

Distance Learning students who are unable to attend/participate in the presentation must inform the instructor no later than the research topic approval due date to make alternate arrangements. Failure to do so will result in no credit for the presentation.

A separate cover sheet must be included with the submission which shows each group member's name and the section of the research paper and presentation that the respective member developed. It is expected that each respective group member will provide equivalent level of contribution to the respective group's effort in the development and production of the presentation and associated research report. This is important to ensure an equitable grade distribution for this group effort.

Use of Laptops, I-pads, other electronic devices, or E-MAIL correspondence during class: In order to minimize disruption, the use of all electronic devices will not be allowed during class. Students wishing to take notes via a laptop may do so only with prior permission from the Instructor.

Cell Phone use in classroom during class: In order to minimize distractions, use of cell phones during class in the classroom is **prohibited**. Students must turn off/change to "vibrate" mode their cell phones during class. If you are anticipating an important call, please inform the Instructor at the beginning of class and change the cell phone to "vibrate" mode. If your call comes through during class, leave the classroom quietly before beginning your conversation and return quietly as soon as the call is completed.

The Instructor reserves the right to adjust Students' grades as a result of class disruption due to cell phone or non-adherence to the above electronic device usage policy.

Guest Speakers: Guest speakers' presentations/class discussions will be part of the scheduled exams, as applicable unless specifically noted otherwise by the instructor.

Case Studies: Case studies/current events will be discussed throughout the semester and will be part of the scheduled exams, as applicable unless specifically noted otherwise by the instructor.

Useful Links:

Library Home Page.....	http://www.uta.edu/library
Subject Guides	http://libguides.uta.edu
Subject Librarians	http://www.uta.edu/library/help/subject-librarians.php
Database List.....	http://www.uta.edu/library/databases/index.php
Course Reserves	http://pulse.uta.edu/vwebv/enterCourseReserve.do
Library Tutorials	http://www.uta.edu/library/help/tutorials.php
Connecting from Off- Campus.....	http://libguides.uta.edu/offcampus
Ask A Librarian	http://ask.uta.edu

Course Syllabus

CE 5381 Public Private Partnerships for Infrastructure Projects

Class	Date		Topic/Chapter	Description	Homework/Articles Review (AR) Due
	Jan 16			First Day of Classes	
1	20	F-A	Khankarli	Introduction	
	20	F-B	Khankarli	Production and provision of public service	
2	27	F-A	Greiman/Handout	The need for Infrastructure	
	27	F-B	Greiman/Handout	Sources of funding infrastructure projects	
			Census Day Feb 1		
3	Feb 3	F-A	Khankarli/Handout	Delivery of Infrastructure projects	
	3	F-B	Khankarli/Handout	Public-Public Partnership arrangements	
4	10	F-A	Grimsey et al/Giglio	Public-Private Partnerships arrangements	AR-1
	10	F-B	Grimsey et al/Giglio	Criteria for determining partnership arrangements (Value for Money-VFM)	Research Topic due
5	17	F-A	Grimsey et al/Giglio	Financial management/VFM	
	17	F-B	Khankarli/Goldsmith et al	Financial/Risk management/VFM	
6	24	F-A	Khankarli/Goldsmith et al	Risk management/VFM	
	24	F-B	Khankarli/Goldsmith et al	Risk management/VFM	
7	Mar 3	F-A	Lawther/Handout	Procurement – Legislative/Legal/Institutional requirements	
	3	F-B		EXAM I	
8	10	F-A	Lawther/Handout	Procurement process – RFI, RFQ, RFP	AR-2
	10	F-B	Lawther/Handout	Procurement process – RFQ Criteria	Laptop Allowed
			Spring Break Mar 13-19		
9	24	F-A	Lawther/Handout	Procurement process – RFQ Criteria	Laptop Allowed
	24	F-B	Lawther/Handout	Procurement process – RFP Criteria	
			Last Day to Drop Apr 1;		
10	31	F-A	Lawther/Handout	Management of Contract – Project Management Plan	RFP Criteria HW
	31	F-B	Handout/Greiman	Case Study-Scope management	
11	Apr 7	F-A	Greiman	Case Study-Schedule management	
	7	F-B	Greiman	Group Research Review	
12	14	F-A	Greiman	Case Study-Cost management	AR-3
	14	F-B	Greiman	Case Study-Risk management	
13	21	F-A	Greiman	Case Study-quality management	
	21	F-B	Greiman	Case Study-Change management	
14	28	F-A	Group Paper Due	Presentations	
	28	F-B	Handout	Maintenance and Operations	
15	May 5	F-A	Handout	Ethics	
	5	F-B	Handout	Class Discussions	
	May 5			Last Day of Classes	
				Final Exams Week May 7-12	
16	12	F		Final / EXAM II; 7:00 pm – 8:30 pm	

As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. – G. A. Khankarli.”