

SAN JOSE STATE UNIVERSITY
Topics
In
Public Administration
PADM 295

Leadership in Local Government

Clark Hall, Room 318
Fall 2009, Thursdays 6:00 p.m. to 8:45 p.m.

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Summary

Preparing the next generation of local government executives is an urgent business necessity for several reasons. Due to changing demographics, there are fewer numbers of mid-career professionals available to take the place of traditionalists and baby-boomers that are now retiring in large numbers. In addition, due to economic pressure and other antigovernment sentiments, it is becoming increasingly more difficult to recruit young professionals into public service.

This graduate seminar will focus on leadership and management practices, policies and principles at the local government level that are helping to recruit, retain, manage and motivate multiple generations of workers. It will address the flexibility and value propositions that today's newest workers are looking for, against the more structured and risk averse style that exists in most government organizations.

Lessons in personal change, teamwork, labor relations, continuous improvement and organizational development will provide the framework for case studies involving service delivery challenges, human resource management, the economy, innovation, the environment and operations and maintenance.

Student Learning Objectives

On successful completion of this course, students will:

- Have a better understanding of the challenges of recruiting and retaining public service leaders and managers
- Gain an appreciation for the power of teamwork, collaboration and partnerships

- Understand the significance of employee development and recognition
- Better understand budgeting processes
- Realize the significance of positive labor-management relations
- Be able to apply gained knowledge to real life case study situations
- Gain an appreciation for Council-Manager relations
- Have a greater understanding of Continuous Improvement and Change Management
- Gain an understanding of Alignment, Accountability and Performance Measures

Class Format

This is a graduate seminar. The primary format for the class sessions is discussion. Students are expected to complete assigned readings and actively participate during class discussions. Active participation is frequently essential to insure maximum benefit for all members of the class. Guest speakers from local government organizations will occasionally be invited to speak on the material being covered.

Required Texts:

Kouzes & Posner, *The Leadership Challenge*, Jossey-Bass, published 2007

Lencioni, Patrick, *The Five Dysfunctions of a Team*, Jossey-Bass, published 2002

Additional readings will be assigned (some of which are available on the internet)

Evaluation:

Student performance will be based on the following criteria:

- Class Participation (20%) [100 PTS]
- Homework Assignments (20%) [100 PTS]
- Case Study (30%) [150 PTS]
- Final Exam (30%) [150 PTS]

Due Dates: Due Dates for homework assignments are subject to change with fair notice

Make-up assignments or exam: If students have a written medical excuse for missing an assignment or exam, a make-up opportunity will be given within one week.

Grading: A=90-100% [450-500]; B=80-89% [400-449]; C=75-79% [375-399]; D=70-74% [350-374]; F=69% and below [0-349]

Academic Integrity: Your own commitment to learning, as demonstrated by your enrollment at SJSU, and the University's Academic Integrity Policy require you to be honest in all your academic course work. Faculty members are required to report all infractions to the Office of Judicial Affairs. The policy on academic integrity can be found at: http://sa.sjsu.edu/student_conduct

ADA Accommodation: “If you need course adaptations or accommodations because of a disability, or if you need special accommodations in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities requesting accommodations must register with DRC to establish a record of their disability.”

College Policies:

- Students are responsible for understanding the policies and procedures about adds/drops, academic renewal, withdrawals, incompletes, classroom behavior and other policies described in the catalog. Please read your catalog thoroughly.
- A library liaison will be available.
- The evacuation plan for the classroom will be reviewed during the first class.

Class Schedule and Reading List:

August 27, 2009

Introductions, review of syllabus and class requirements

Class Seminar: Discussion on Generations and Local Governments

Reading Assignment: Kouzes & Posner; What Leaders Do and What Constituents

Expect pgs 3-41

Learning Objective: An understanding of the schedule of classes, their content and class requirements. To discuss the need to select a local Council meeting no later than the week of October 12-16, as part of a homework assignment.

September 03, 2009

Class Seminar: Traits of Successful Leaders

Reading Assignment: Kouzes & Posner; Model the Way, Inspire a Shared Vision pgs 45-156

Learning Objective: To have a seminar regarding the traits, characteristics and leadership style of recognized leaders at any level.

September 10, 2009

Class Seminar: Forward Looking Leaders

Reading Assignment: Kouzes & Posner; Challenge the Process, Enable Others to Act pgs 161-274

Reading Assignment: City of San Jose Charter, 2009-10 City Manager’s Budget Message

Learning Objective: To gain a better understanding of the difference between managing and leading, guiding and directing, and encouraging others to align their actions to a shared vision.

September 17, 2009

Guest Lecturer: Local Government City Manager
Class Seminar: Manager-Council Government Dynamics
Reading Assignment: Kouzes & Posner; Encourage the Heart, Leadership for Everyone
pgs 279-351
Homework Assignment: Ethics in Local Government
Learning Objective: To gain insight from a local City Manager on the challenges and opportunities of leading a local government organization in today's environment. To learn about roles and relationships between elected officials and City administrative staff.

September 24, 2009

Guest Lecturer: Local Government Elected Official
Class Seminar: Conflict of Interest and Ethics
Reading Assignment: Lencioni, pgs 1-114 Team Development
Reading Assignment: Review of Union Memorandum of Understanding
Learning Objective: To gain a better understanding of governance at the local level, and the types of decisions and trade-offs elected officials must make to provide balanced City services; how officials must operate within local and state codes and regulations pertaining to conflict of interest and ethics.

October 1, 2009

Guest Lecturer: Local Government Human Resource Manager
Class Seminar: Recruiting, Retaining, Managing and Motivating Public Sector Employees
Reading Assignment: Lencioni, pgs 115-184
Homework Assignment: Case Study on Team Effectiveness
Learning Objective: To have a dialogue between students and a local government human resources manager regarding involving the hiring, retaining and managing employees in a changing workforce, and how to encourage self-leadership.

October 8, 2009

Class Seminar: Case Study Discussion and Team Assignments
Learning Objective: To review several potential case study assignments, narrow the range of options to four, then form four teams consisting of five members, two of which will serve as the team leader and facilitator.

October 12-15, 2009

Attend Local Government Council or Board Meeting
Homework Assignment: Report on Council Item pertaining to Budget or Employee Contract
Learning Objective: To gain perspective on a significant local government issue, and observe first hand the interaction between the elected officials, staff and general public, including key stakeholders.

October 22, 2009

Class Seminar: Review and Discussion of Council Meeting Assignment
Homework Assignment: Collaborative Community Leadership

Learning Objective: To hear each class member's presentation on their Council item, and provide feedback on key findings and issues.

October 29, 2009

Class Seminar: Case Study Review & Writing Effective Council Reports

Reading Assignment: Teams 1 and 2 only: Helmer, James, *Aligning and Marketing Transportation Services to Achieve Community Goals*

Learning Objective: To share progress, challenges and issues on the case study assignments and to understand different styles of communicating in Council reports.

November 05, 2009

Class Seminar: Case Study Review & Effective Delegation and Win-Win Agreements

Reading Assignment: Teams 3 and 4 only: Course Reader, Helmer, James, *Aligning and Marketing Transportation Services to Achieve Community Goals*

Learning Objective: To continue the discussion on case studies, and gain a full understanding on presentation techniques of the study.

November 12, 2009

Presentation & Discussion of Case Studies: Teams 1 and 2

Reading Assignment: Teams 1 and 2 only, Innovation in Local Government

Learning Objective: To make effective public presentations using varying means of communicating to the audience.

November 19, 2009

Presentation & Discussion of Case Studies: Teams 3 and 4

Class Discussion on Case Studies

Reading Assignment: Teams 3 and 4 only, Innovation in Local Government

Learning Objective: To make effective public presentations using varying means of communicating to the audience.

November 26, 2009

No Class

December 03, 2009

Class Seminar: Putting it All Together

Course Review & Final Exam preparation

Final Exam Hand-Out; Due December 10 5:00 p.m. in electronic form or electronic copy delivered to CH 406-J (Instructor's Office)

Learning Objective: To prepare for the final exam, and have a dialogue on reading assignments from the October 29th, November 5th, November 12th, and November 19th classes.

December 10, 2009

No Class, Final Exam due 5:00 p.m.

December 21

Final Grades Posted

