

***PSPA 630: Local and Metropolitan Government***

Fall 2009

DU 252

Wednesday 6:30-9:10

Professor: *Kimberly Nelson, Ph.D.*

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Office hours: Th 2:00-3:00

and by appointment

**Course Objectives & Description:**

This course is designed to provide an introduction to the theory and practice of local government administration in metropolitan areas. We will focus on the structure and function of urban and suburban governments, the relationships between elected officials and public administrators, public policymaking, and the roles of leaders and administrators in metropolitan and regional government. Additionally, we will address the changing environment caused by growth and decline of metropolitan areas and the challenges these changes present to local government administrators.

**Required Texts:**

Saltzstein, Alan L. 2003. *Governing America's Urban Areas*. Belmont, CA: Wadsworth/Thomson Learning.

Svara, James H. (ed.) 2009. *The Facilitative Leader in City Hall: Reexamining the Scope and Contributions*. Boca Raton, FL: CRC Press, Taylor & Francis Group.

There will be an additional required book available on Blackboard. This book is pending publication, full bibliographic information is not available.

**Other readings are available on Blackboard.**

**Course Requirements:**

Analyses of book chapters/cases (2 @ 20% each)	40%
Journal article reports (2 @ 10% each)	20%
Discussion leader assignment	10%
Final exam	20%
Attendance & participation	<u>10%</u>
	100%

**Format for all assignments:** Typed, double-spaced, 12-point font (Times New Roman or similar). Please number the pages and include a cover page with your name, the date submitted, and a title. Do not write your name as a header or footer on subsequent pages.

***Analysis of book chapters/cases:***

For both the *Facilitative Leader* book and the *Question of Form* book (available on Blackboard), students will choose one chapter during the first class meeting. For each book, one chapter is a single-city case study. In addition to reading your case chapter, you must read the introduction and conclusion for each of the books. For each assignment, students will write a 5-page analysis of their chapters.

The Form of Government book analysis should include:

- 1) Introduction
  - a. Introduce the main points you will be making
  - b. Describe the primary objectives of the editors
  - c. Thesis statement
- 2) Summary of the case
  - a. Brief summary of the background information for the case city
  - b. Brief summary of the form of government issues in the city
  - c. Describe the current form of government
- 3) Form of government discussion (you should include these items in the discussion but you are not limited to addressing these questions)
  - a. What are the primary reasons that the city adopted its current form of government?
  - b. What are the advantages/disadvantages to this form of government? Do you believe this form is best for this community? Why or why not?
  - c. Do you believe there is one best form of government for large cities? If so, which one? If not, explain why. Justify your arguments.
- 4) Conclusion
  - a. Sum up the major points from the paper

**DUE DATE: September 16**

The *Facilitative Leader* analysis should include:

- 1) Introduction
  - a. Introduce the main points you will be making
  - b. Define facilitative leadership
  - c. Thesis statement
- 2) Summary of the case (brief summary of the background information for the case city)
- 3) Facilitative leadership discussion (questions raised by Svava in the introduction)
  - a. What evidence is presented that the leader in the case is facilitative?
  - b. Does cooperation between the council, mayor, and administrators make it possible to be a facilitative leader? Or, does the facilitative leadership create the cooperative environment?

- c. How do mayors handle behavior that is counter to the normal expectations of the form?
  - d. How do council-manager mayors deal with conflict? Or How do mayor-council mayors establish trust and build support?
- 4) Conclusion
- a. Sum up the major points from the paper.
  - b. What do you think the findings say about which form of government is best?

**DUE DATE: October 7**

In addition to the written reports, on the dates the analyses are due, you must come prepared to discuss your findings in class. The reports will serve as the basis for group discussion in which you will compare and contrast the experiences from the case cities. As a group, you will try to identify patterns related to the guidelines I will give you for discussion.

***Journal Article Reports:***

There will be two reports due for each student. For each report, the student must find a peer-reviewed academic journal article that addresses one of the topics from the syllabus. The reports are due on the date the topic is to be covered in class. Each report is limited to two pages (strictly enforced). In the reports, summarize the main points from the article and discuss whether you believe the findings are important from a practical standpoint. Students will present the reports to the class and submit the written report for grading. You will be allowed to choose one topic from the first half of the semester, and another from the second half.

While *Public Administration Review* (PAR) is the best-known journal in public administration, please do not limit yourself to PAR. Other public administration/local government journals include (not a complete list):

- Journal of Public Administration Research and Theory*
- Public Administration Quarterly*
- The American Review of Public Administration*
- State and Local Government Review*
- Urban Affairs Review*
- Urban Affairs Quarterly*
- Journal of Urban Affairs*
- Public Performance and Management Review*

***Discussion Leader Assignment:***

For this assignment, students will sign up for one of the topics on the syllabus. This should be a different topic from the two chosen for the journal article assignments. I will provide a list of additional readings that you should complete during the week you are discussion leader. You will prepare a 1-page written report that summarizes the key points from each reading. The summary should be understandable to someone who did not read the material. Make sufficient copies to distribute to the class and turn in for an evaluation. During class, you will

be expected to help lead the class in a discussion of the material. To do this, you should develop several questions about the topic that you believe will promote a discussion. Due to the size of the class, most weeks will have two student discussion leaders.

***Final Exam:***

There will be a comprehensive final exam in this class. It will be due on December 3. The exam will be essay format.

***Attendance and Participation:***

I will take attendance for every class period. You are expected to attend every class meeting. Your participation grade has a baseline equivalent to the percentage of classes you attend. Students who participate regularly will see an increase in that percentage, while students who do not participate regularly will see a decrease. The maximum score for participation is 100% (5 points of the total class grade).

**Grading:**

A = 90-100; B = 80-89; C = 70-79; D = 60 – 69; below 60 = F

Late assignments will only be accepted with prior approval from the instructor or in cases of documented emergencies. I will not accept assignments via email or fax. When you cannot attend class the day an assignment is due, you may upload the assignments through Blackboard.

**Attendance:** This course is a graduate seminar, not a lecture course. In order for students to get the greatest benefit from the course, they should come to class prepared to discuss the weekly topics. Therefore, students should complete the readings on time and bring notes on the readings to class.

**Academic Integrity:** Students are required to adhere to NIU's code of student conduct for academic integrity. Violations will result in a failed grade on the assignment and possibly the class. ***You are expected to ensure that all assignments submitted for a grade reflect substantially your own work, that work submitted under your name is substantially original, and that you have understood and learned the competencies in each assignment and not relied primarily on the knowledge of others.*** Students whose work is substantially plagiarized from others, whether intentional or not, will receive a '0' on that assignment or exam. A lack of understanding as to what constitutes plagiarism is no defense. If you are unclear of what actions constitute plagiarism, please see me.

**Students with Disabilities:** NIU abides by Section 504 of the Rehabilitation Act of 1973 which mandates reasonable accommodations be provided for qualified students with disabilities. If you have a disability and may require some type of instructional and/or examination accommodation, please contact me early in the semester so that I can provide or facilitate in providing accommodations you may need. If you have not already done so, you will need to register with the Center for Access-Ability Resources (CAAR), the designated office on campus

to provide services and administer exams with accommodations for students with disabilities. The CAAR office is located on the 4th floor of the University Health Services building (815-753-1303). I look forward to talking with you soon to learn how I may be helpful in enhancing your academic success in this course.

**The professor reserves the right to change this syllabus at any point in the semester.**

DATE	TOPIC	ASSIGNMENT DUE
Aug. 26	Introduction Context of American local governments & intergovernmental relationships	Student & professor introductions Discuss syllabus Sign up for assignments Saltzstein, Chapter 5
Sept. 2	Historical perspective on local governments	Saltzstein, Chapters 1-3
Sept. 9	Regional/metropolitan government	Saltzstein, Chapter 9 Stephens & Wikstrom, Chapters 1-2 (on Blackboard)
Sept. 16	Local government structure and form	Saltzstein, Chapter 4 <b>Form of government chapter analysis due</b>
Sept. 23	The role of the city manager/administrator	Stillman, "The City Manager: Professional Helping Hand, or Political Hired Hand?" PAR 37-6: 659-670 Bosworth, "The Manager <i>Is</i> a Politician," PAR 18-3: 216-222 Nalbandian, "Tenets of Contemporary Professionalism ..."
Sept. 30	Power and leadership in local governments	Saltzstein, Chapter 6
Oct. 7	The role of elected officials	Wikstrom, "The Mayor as a Policy Leader in the Council-Manager Form of Government," PAR 39-3: 270-276 <b>Facilitative leadership chapter analysis due</b>
Oct. 14	Citizen participation	Saltzstein, Chapter 8
Oct. 21	Economic development policy	Chapter 5, <i>Building the Local Economy</i> , "Crossing State Borders"
Oct. 28	Housing, race, and poverty	Miller, Chapter 8 Chapters 5-8, <i>Urban &amp; Regional Policies for Metropolitan Livability</i> —on Blackboard
Nov. 4	Environment & land use	Chapters 4 & 11, <i>Urban &amp; Regional Policies for Metropolitan Livability</i> —on Blackboard
Nov. 11	The suburbs	Chapter 5, <i>Building Suburbia</i> , "Streetcar Buildouts" on Blackboard Chapters 6 & 7 "Redefining Urban & Suburban America", <i>Boomburbs &amp; Suburbs: Patterns of Growth &amp; Decline</i>
Nov. 18	Fractionalized local governments Catch-up day and concluding business	Burns, "The Formation of American Local Governments" Ch. 1 & 2 (on Blackboard) Evaluations Distribute final exams
<b>Nov. 25</b>	<b>Thanksgiving Holiday</b>	
Dec. 2	<b>FINAL CLASS MEETING—FINAL EXAM DUE</b>	