

Draft
PSPA 632: Local Government Administration (Updated December 16)
Spring 2009

Professor: Curt Wood
Class Times: Tuesday, 3:30- 6:10 PM in DuSable 252
Office Hours: Tuesday 9AM-10:30 AM and by appointment
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Course Objectives and Description

This course is designed to give students of public administration theoretical and practical knowledge about how to effectively manage in local government.

Teaching Philosophy

It is my philosophy to train graduate students to think critically about the major issues facing public administrators and to link theory with practice through discussions with practitioners. I will challenge students to think actively by taking responsibility for and becoming involved in their own learning inside and outside the classroom.

Required Texts

The Effective Local Government Manager (Third Edition). 2004. Edited by Charldean Newell. Published by ICMA.

Managing Local Government Services; A Practical Guide. 2007. Edited by Carl W. Stenberg and Susan Lipman Austin. Published by ICMA.

Supplemental Readings:

In addition, there are required articles posted on the Blackboard (in Course Documents) as well as cases that students must read and answer the questions in preparation for class discussion. Students will submit their case study answers that will count toward the student's participation grade.

Exam

There will be a take home final exam that will involve answering 2-3 questions covering the assigned readings, any professor notes, the student departmental papers, class discussion, praxis papers, and guest presenters (practitioners). The final exam is due no later than 4 PM on Thursday May 7 in the public administration office. The maximum length of the final exam will be eight (8) typed pages, with one-inch margins, double-spaced, paginated, and 12 point font. Make-up or late exams will only be permitted in the case of extreme emergencies. In order to be eligible to make up a test, the student must notify the professor **prior** to the test that he/she will

not be able to take the test at the appointed time and submit a doctor's approval. An unexcused absence from an exam will receive a score of zero. Late final exams will not be accepted.

Student Local Government Department Papers/Presentations

Each week one or two students will write a paper, present the paper, and facilitate discussion about one local government department. Material for the paper and presentation will come from the assigned course readings, any other outside academic or professional articles, and interviews with the departmental director and city/county manager about how to manage the assigned department. If two students are assigned the same department they can jointly write the paper, present the paper, and facilitate classroom discussion.

Students are also encouraged to bring in a Department Director to enlighten students about how the director effectively manages the department.

The paper must be about 4-5 pages in length, using 1-inch margins, 12-point font, and paginated. The student presentation should last about 90 minutes (includes the outside speaker presentation). Students must submit a copy of their department paper to the professor. Students must also post their final department paper on Blackboard in Discussion Board in a Forum titled "Department Papers."

Praxis Papers

Each student will be required to turn in and present five (5) praxis papers during the semester that relates **one major** idea, theory, or concept from **all** the readings from the current week to a public administration case (current event or personal/professional experience). The praxis paper may not be about the same department assigned to the student.

Each student should organize their paper as follows (**in the same order as shown**): 1) Statement of the question (purpose) in one sentence; 2) Research thesis (topic) sentence that summarizes the week's literature that relates directly to the purpose of the paper; 3) Brief review of the current week's literature related to the thesis sentence and the question; 4) Case study thesis (topic) sentence that summarizes the case study results that are related to the literature used in the paper and the paper question (purpose), and 5) Briefly describe the case/example/current events and how the case relates to the question, the literature, and the case study thesis sentence. A maximum of one (1) praxis paper will be accepted each week from each student. **No late praxis papers will be accepted.**

Grades will be based on the following: 1) the quality of the question (20%); 2) the quality of the research thesis (topic) sentence (10%); 3) how thoroughly the author draws upon the relevant week's literature to explain the thesis statement (20%); 4) the quality of the case study thesis (topic) sentence that introduces the case (10%), 5) how well the question, research thesis statement, the literature, and the case study thesis sentence are connected/related to the case (20%); and 6) how reader-friendly (concise, organized, and clear) is the paper (20%).

At the first class the professor will provide the students with the analytic scale (scoring guide) used by the professors to grade students' praxis papers. A copy of the scoring guide can also be found on Blackboard, in Course Information. Students are required to complete the assessment tool, and turn in the completed assessment tool along with the praxis paper. A model (exemplary) praxis paper can be found on Blackboard, in Course Information.

Students that receive a "C" on their praxis paper will have the opportunity to revise the praxis paper one time only. Students will have until the last class to turn in any revised praxis

papers. Students must attach the original graded paper and a second completed analytic tool when submitting a revised praxis paper.

Students may turn in more than five praxis papers. In that event, the professor will use the praxis papers with the five highest scores when averaging the overall score for the praxis papers. Students will receive extra credit for each additional praxis paper.

The praxis paper should have a title, the student's name should be typed on the paper, and the paper should be double-spaced, paginated, and have one-inch margins and 12-point font. Students should cite within the text the original authors' name and the current events authors' last name and the year published as well as the page number (if a direct quote). For the case, a full reference should also be provided at the end of the paper in a reference section.

Class Participation and Attendance

Attending class is a prerequisite for participation. Each student is expected to fully participate in class discussion and participation in the in-class case studies, and is encouraged to ask questions during class and to be prepared to present their praxis paper. In order to meaningfully participate, each student must be prepared for class. Each student is expected to have read the material (including the case or cases assigned for that week (if applicable) prior to coming to class. Student use of the Discussion Board on Blackboard will count as in-class participation. Participation will count for five (5) percent of the total course grade.

Attendance will also count for 5 percent of the overall course grade. The attendance score will be determined by the percentage of the 14 classes each student attends during the semester. The professor does not make a distinction between excused or unexcused absences.

Basis for Calculating Course Grade

Letter grades will be based on the standard 100 percent scale (e.g. 90% – 100% = A, 80% – 89% = B, 70% - 79% = C, etc.). The following components are the criteria for calculating the course grade.

5 praxis papers (10% each)	50%
Department Paper/Presentation	20%
Final exam	20%
Participation/Attendance	<u>10%</u>
	100%

Class Schedule:

Week 1 (January 13): Introduction

Go over syllabus and Introductions
Assign Department Presentations
Go over citations
Go over praxis assessment tool

Readings:

1. "Meeting the Challenge of Change" by Carl Stenberg in Managing Local Government Services
2. "The Profession of Local Government Manager: Evolution and Leadership Styles" by Raymond W. Cox III in *The Effective Local Government Manager*.

Presentation by Rudy Expiritu, Assistant City Manager of DeKalb, Illinois (5 PM-6:00 PM)

Week 2 (January 20): Health and Human Services

Student Presentations

Karen Grush, the DeKalb County Health Department Administrator, has tentatively agreed to talk about the effective management of the county health department (3:30-5PM).

Praxis papers

Readings:

1. "Health and Human Services" by Abraham David Benavides in *Managing Local Government Services*

Week 3 (January 27): City/County Manager

Ray Bockman, County Administrator of DeKalb County, Illinois will talk about managing in county government (3:30-5PM).

Praxis papers

Readings:

1. "Enhancing the Governing Body's Effectiveness" by Craig M. Wheeland in *The Effective Local Government Manager*
2. "Essential Management Practices" by Mary Ellen Guy, William Earle Klay, and David Coursey in *The Effective Local Government Manager*
3. "Leading a Manager's Life" by William H. Hansell in *The Effective Local Government Manager*
4. "Policy Implementation, Productivity, and Program Evaluation" by Joseph Cayer and Ronald W. Perry in *The Effective Local Government Manager*
5. "A Manager's Toolbox" by William C. Rivenbark in *Managing Local Government Services*

Week 4 (February 3): City/County manager

Marc G. Hummel, Village Manager at the Village of Hanover Park, Illinois will talk about managing in municipal government (3:30-5PM).

Praxis papers

Readings:

6. "Service Delivery Alternatives" by Gordon P. Whitaker in *Managing Local Government Services*

7. "Achieving Effective Community Leadership" by James H. Svara in *The Effective Local Government Manager*
8. "Promoting the Community's Future" by Martin Vanacour in *The Effective Local Government Manager*
9. "Relating to Other Organizations" by Michael McGuire in *The Effective Local Government Manager*

Week 5 (February 10): Human Resource Department

Student Presentations

Praxis papers

Readings:

1. "Human Resource Management" by Gregory Streib and David W. Pitts in *Managing Local Government Services*

Week 6 (February 17): The Finance Department and the Clerk

Student Presentations

Praxis papers

Readings:

1. "Budgeting and Financial Management" by John W. Swain in *Managing Local Government Services*
2. "The Clerk" by Drew A. Dolan in *Managing Local Government Services*
3. "The Sandwiched Effect," by Curtis Wood (Found in Course Documents)

Week 7 (February 24): Planning

Student Presentations

Praxis papers

Readings:

1. "Planning" by Stuart Meck in *Managing Local Government Services*

Week 8 (March 3): The Legal Department

Student Presentations: Tracy Thomas Stallworth

Steven Elrod, with Holland and Knight LLP will present on how to provide legal services for municipalities in the Chicago region (4:30-6PM).

Praxis papers

Readings:

1. "The Legal Foundations of Local Government" by David R. Berman in *Managing Local Government Services*

Week 9 (March 10): No Class, Spring Break

Week 10 (March 17): Economic Development

Student Presentations

Praxis papers

Readings:

1. "Economic Development" by Donald T. Iannone in *Managing Local Government Services*

Week 11 (March 24): Community Development

Student Presentations: Kelley Chrissie

Praxis papers

Readings:

1. "Community Development and Affordable Housing" by Anita R. Brown-Graham and Jonathan Q. Morgan in *Managing Local Government Services*

Week 12 (March 31): Public Works

Student Presentations: Tom Malone

Praxis papers

Readings:

1. "Public Works" by Cathy R. Lazarus in *Managing Local Government Services*

Week 13 (April 7): Parks and Recreation

Student Presentations: Aaron Ruder

Speaker: Terry Hannan, DeKalb County Forest Preserve Superintendent

Praxis papers

Readings:

1. "Public Parks and Recreation" by Candace Goode Vick in *Managing Local Government Services*

Week 14 (April 14): Emergency Management

Student Presentations

Praxis papers

Readings:

1. "Emergency Management" by Bob Hart

Week 15 (April 21): Fire Service

Student Presentations: Bart Mroczowski

Praxis papers

Readings:

1. "Fire and Other Emergency Services" by John W. Swain in *Managing Local Government Services*

Week 16 (April 28): Police Services

Student Presentations

Praxis papers

Readings:

1. "Police Services" by Gary Cordner in *Managing Local Government Services*

Hand out Final Take-home exam (Due no later than 4 PM Thursday, May 7 in the public administration office).

Professor Wood reserves the right to make changes to the above schedule.

Academic Misconduct

Academic misconduct is defined in the Student Judicial Code as the receipt or transmission of unauthorized aid on assignments or examinations, plagiarism, the unauthorized use of examination materials, or other forms of dishonesty. The professor is authorized by NIU to levy a sanction not greater than an F for the course.

Whenever referencing material from the texts, supplemental readings, or lectures, students should include appropriate citations to avoid problems of plagiarism. Students are guilty of plagiarism, intentional or not, if they copy material from books, journals, or other sources without identifying and acknowledging those sources or if they paraphrase ideas from such sources without acknowledging them (*NIU Undergraduate Catalog*).

Statement Concerning Students with Disabilities

NIU abides by Section 504 of the Rehabilitation Act of 1973 that mandates that 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).

The Writing Center

The Writing Center provides writing assistance for all undergraduate and graduate students. The Center is located in Stevenson Towers South, Lower Level. For more information call 753-6636. **Students are strongly encouraged to use the writing center if they need to learn critical writing skills.**

Other Rules

Please turn your cell phones off before coming to class. Cell phones may not be used in class, nor is it acceptable to read newspapers or bring persons not enrolled in the course to class.