UST 619
Seminar in City Management

Course Description
This course will focus on the governance of American municipalities with specific emphasis on the role of the city manager. Though course content will center on the council-manager form, students will examine other forms of local government management including the roles of executive mayors and chief administrative officers. The course will explore challenges facing city managers and practices for effective leadership and management in the pursuit of achieving community goals. Students will delve into contemporary issues in urban management, including the environmental context, political structures, service delivery, organizational theory and management processes through a combination of readings, class discussions, guest speakers, and class assignments.

Course Objectives
At the end of the course:

- Students will expand their understanding of local government as an institution and where it stands in American governance
- Students will develop a working understanding of the forms of local government management and the roles of chief executive and administrative officers
- Students will gain an academic and practical understanding of administrative management’s role in each phase of the policy cycle – agenda setting, formulation, implementation, evaluation, change and termination
- Students will increase their knowledge of how professional staff deliver services to the public within the political context

Texts
The following books are required reading for this course:


Class Milestones

January 18, 2017
First day of class

January 22, 2017
Deadline to add a course

March 12-19, 2017
Spring Recess

March 31, 2017
Last day to withdraw from course

May 3, 2017
Last day of class

May 10, 2017
Final Exam Due
Students will learn how to foster professionalism, ethical behavior and social equity in the conduct of local government management

Students will practice linking theory with practice through projects and case studies

Course Requirements – The “Seminar” Course Method

The definition of a seminar is “a small group of advanced students engaged in original research or intensive study”. To adequately prepare for a seminar it is important that students read the material well in advance of the seminar meeting in order to have time to think about, or process, the ideas and to conduct some outside research. Each student will be expected to bring articles or other materials that provide additional context for the topic. All students will discuss, ask questions, and critique presentations.

Tentative Course Schedule

January Topics & Assignments

- Managing Cities – The Basics
  - Morgan Text: Chapters 1 – 3
  - Newell Text: Chapter 1
- Managing in the New Urban Context
  - Morgan Text: Chapter 4
  - Newell Text: Chapter 3
- ASSIGNMENTS:
  - Research: Ohio cities and counties with council – manager form of government
  - Research: At least one variation of the council-manager form of government in Ohio
  - Other assignments may be given in class

February Topics & Assignments

- Managing Change in the Urban Community
  - Morgan Text: Chapter 6
  - Newell Text: Chapter 6
- Managing Relationships with the Community
  - Newell Text: Chapters 2, 7
- ASSIGNMENTS:

Grading

Course grade will be based on the following:

Class Participation 10%
City Council Meeting Summary 10%
Chief Executive Interview 30%
Final Paper & Presentation 50%

Scale:
A 94 – 100%
A- 90 – 93%
B+ 87 – 89%
B 83 – 86%
B- 80 – 82%
C 70 – 79%

Grades of “I” and “X”

- X - The grade of "X" can be assigned by the instructor when an attending/participating student has stopped attending/participating without notification and has not completed all assignments for reasons that cannot be determined by the end of the grading period. An "X" automatically becomes an F if not resolved by the last day of instruction of the following semester. An “X” also will be assigned by the University Registrar when no grade is submitted by an instructor.
- I - Incomplete. The "I" grade is given when the work in a course has been generally passing, but when some specifically required task has not been completed through no fault of the student.

An "I" grade can be assigned by the instructor when all three of the following conditions are met:
Attend a City Council Meeting (week of Feb. 20th) – Summary Paper due March 1, 2017
Other assignments may be given in class

March Topics & Assignments

- Managing the Organization’s Internal Effectiveness
  - Morgan Text: Chapters 5, 7, 8, 9, 10
- Managing Conflict

ASSIGNMENTS:
- In Class Role Play (March 22, 2017)
- Chief Executive Interview (Due April 5, 2017)
- Other assignments may be given in class

April Topics & Assignments

- Managing the Community’s Future
  - Morgan Text: Chapter 11
  - Newell Text: Chapter 4
- Managing Oneself
  - Newell Text: Chapters 5, 8, Appendix A

ASSIGNMENTS:
- Final Paper – Topic to be assigned
  - Final Paper due May 10, 2017
- Other assignments may be given in class

Course Policies

Students with Special Needs

Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at (216) 687-2015. The Office is located in MC 147. Accommodations need to be requested in advance and will not be granted retroactively. Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services.

Writing Assistance

Students with difficulty writing may contact the Writing Center located in Rhodes Tower 124 for assistance. Students should use the American Psychological Association (APA) format for citations and

1. Student is regularly attending/participating in the class and has the potential to pass the course;
2. Student has not completed all assignments and has stopped attending/participating for reasons deemed justified by the instructor; and
3. Student has notified the instructor prior to the end of the grading period.

Resources

Professional Journals/Publications:
Administration and Society
American Review of Public Administration
Governance
Governing Magazine
ICMA Public Management Magazine
Journal of Public Administration Research and Theory
Journal of Public Management and Social Policy
Public Administration Quarterly
Public Administration Review
Public Budgeting & Finance
Public Manager
State & Local Government Review

Professional Associations & Conference Dates:
Conference of Minority Public Administrators (COMPA)
- Annual Meeting: Atlanta, GA March 15-17

Ohio City/County Management Association (OCMA)
- State Conference: Columbus, OH February 22-24

American Society for Public Administration (ASPA)
- Annual Conference: Atlanta, GA March 17-21
Plagiarism

Plagiarism is stealing and/or using the ideas or writings of another in a paper or report and claiming them as one’s own. This includes but is not limited to the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgment.

The penalties for plagiarism are found in full in the Student Handbook (Office of Student Life) under Academic Regulations (Policy on Academic Misconduct) at the following link:

https://www.csuohio.edu/sites/default/files/StudentCodeOfConduct.pdf

International City/County Management Association (ICMA)

- Midwest Regional Conference: Middleton, WI March 3-4
- National Conference: San Antonio, TX October 22-25

National Forum for Black Public Administrators

- National Forum: Little Rock, AR April 19-23

International Hispanic Network

- TBA: ihnonline.org

US Conference of Mayors

- 85th Annual Meeting: Miami Beach, FL June 23-26

National League of Cities

- City Summit: Charlotte, NC November 15-18