PPPM 407/507: Public Sector Leadership
CRN 35020 / 35039 2 credits
University of Oregon
Department of Planning, Public Policy and Management
Spring 2016
Hours: Thursday 4:00 PM to 5:20 PM
Room 195 Anstett Hall

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Instructor
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Office hours: No standing office hours; however, I am available by appointment and generally after each class.

Course Description

Public sector leaders are confronted with two types of problems: technical problems, which can be solved by expertise and good management, and adaptive problems; where conflicting values and beliefs come into play, such as homelessness, environmental justice, human rights and economic growth. Public sector leaders are increasingly called upon to address these adaptive challenges. Whereas addressing technical problems follow a traditional problem-solving model, the complexities of adaptive challenges require leaders who are skilled and comfortable with ambiguity, competing interests, distributed power and fractured relationships. A public sector leader must understand and, at times, transform organizations and communities to help ensure that the ideal of the public good results in prosperity for all community members.

PPPM 407/507 is a practical look at addressing complex community issues, including understanding organizational and community cultures, political landscapes, stakeholder perspectives and the leadership environment in which a public sector leader must work.

Course Objectives

Your full active involvement and participation in this course should result, by the end of the course, in your being able to understand and apply:

• The role of a public sector leader in achieving the public good.
• The community and organizational environments in which a public sector leader works and the influences on that environment.
• The impact of community culture and the public sector leader’s role in influencing and operating within that culture.
• Power and the balancing of power within a community.
• Conflict and using conflict to achieve the public good.
• Individual and community political management.
• The application of adaptive leadership to real-world challenges.

Class Communication

If you send me an email please start with PPPM 407/507 in the subject line. Emails are great for basic communication and I monitor my email closely and will respond promptly. I do not communicate through Twitter or Facebook. Do not put assignments in my mailbox at Hendricks Hall unless you notify me and I okay it. I do not check it often.

The course website is located on the University of Oregon’s Blackboard system (https://blackboard.uoregon.edu). The class syllabus, announcements and other materials will be posted on the blackboard site. Please check the course website frequently for updates. In addition, make sure that the University registrar has your correct email address throughout the term. I may use that email address to communicate with you.

Required Readings

Students are required to read the Register Guard everyday. Other required materials are listed below in the week by week Course Schedule section of this syllabus.

Student Assessment

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<tr>
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<th>Undergraduates/Graduates</th>
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<tr>
<td>Two U/G Writing assignments</td>
<td>25 points each</td>
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<tr>
<td>Class attendance/participation</td>
<td>50 points</td>
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Graduate-only Writing assignment 25 points

This course is graded pass/no pass only. A final grade of “pass” requires at least 70 (70%) points for undergraduates and 100 (80%) points for graduates.

Undergraduate/Graduate (U/G) Writing Assignments. All students will complete two U/G Writing Assignments. The first assignment will be handed out during week 1 class. The second assignment will be handed out during week 4 or 5.

Graduate-only Writing Assignment. Graduate students only are required to complete a third writing assignment. The assignment will be distributed during week 1.
All work turned in for this course is expected to reflect professional standards in tone, presentation, formatting, and spelling. Please do not exceed the word limit noted for each assignment, the purpose of which is to encourage clear and concise writing. All course assignments will be completed using a word processor and turned in the day they are due. Assignments may not be submitted as attachments to email messages unless approved by the instructor in advance.

Class Attendance/Participation. Class attendance and participation are expected because sharing perspectives helps us to respect, understand and learn from each other. In order to create a classroom in which students are comfortable expressing their opinions and perspectives, students should approach the readings and others’ contributions with both an open mind and a willingness to question one’s own assumptions. This is especially important because of the hope that the classroom will develop skills important for public sector leaders.

Students should treat each other and the instructor with the professional courtesy and respect expected in a workplace. The classroom is a place of focused learning. This requires that students arrive on time, stay until the end of the class period, and do not disrupt the class by leaving the room temporarily or by using electronic devices, and refrain from non-learning activities. Students who fail to adhere to these guidelines will be asked to leave for the remainder of the class session.

**Documented Disabilities**

Students who have a documented disability and anticipate needing accommodations in this course should make arrangements to see the instructor as soon as possible. They should also request that the Counselor of Students with Disabilities send a letter verifying the disability. The University of Oregon is working to create inclusive learning environments. Please notify me if aspects of the instruction or course design result in barriers to your participation. You may also want to contact Disability Services: 164 Oregon Hall, 541.346.1155 or diswabsrv@uoregon.edu.

**Late Assignment Policy**

If you are unable to make it to class on the day an assignment is due, you may email your assignment to me prior to the class time and date that assignment is due. Ten points will be deducted from any written assignment that is submitted after the class time and date that the assignment is due unless you have received prior permission from me. Permission will be the exception and only given for extraordinary circumstances.

**Missed Class Policy**

If you miss a class, please arrange to get class notes from a classmate. Instructor lecture notes are not available.

**Incomplete Policy**
Students are expected to behave in a professional manner and to turn in all materials at the designated time. In accordance with university regulations, an incomplete will only be given when “the quality of work is satisfactory but a minor yet essential requirement of the course has not been completed for reasons acceptable to the instructor.”

**Academic Misconduct**

You are expected at all times to do your own work. Copying content from other students and submitting it as your own work is grounds for failing the class. The University Student Conduct Code (available at www.conduct.uoregon.edu) defines academic misconduct. Students are prohibited from committing or attempting to commit any act that constitutes academic misconduct. By way of example, students should not give or receive (or attempt to give or receive) unauthorized help on assignments or examinations without express permission from the instructor.

Students should properly acknowledge and document all sources of information (e.g. quotations, paraphrases, ideas). If there is any question about whether an act constitutes academic misconduct, it is the student’s obligation to clarify the question with the instructor before committing or attempting to commit the act. Additional information about a common form of academic misconduct, plagiarism, is available at: www.libweb.uoregon.edu/guides/plagiarism/students.

**Discrimination/Inclusion**

All students are expected to adhere to University of Oregon policies related to discrimination based upon ethnicity, gender and sexual orientation. The School of Architecture and Allied Arts is a community that values inclusion. We are committed to equal opportunities for all faculty, staff and students to develop individually, professionally and academically regardless of ethnicity, heritage, gender, sexual orientation, ability, socio-economic standing, cultural beliefs and traditions. We are dedicated to an environment that is inclusive and fosters awareness, understanding, and respect for diversity. If you feel excluded or threatened, please contact your instructor and/or department head. The University Bias Response Team is also a resource that can assist you. Find more information at their website at http://bias.uoregon.edu/index.html or by calling 541.346.2037.

**Duty to Report**

I support Title IX and have a duty to report relevant information.

The UO is committed to providing an environment free of all forms of prohibited discrimination and sexual harassment, including sexual assault, domestic and dating violence and gender-based stalking.

Any UO employee who becomes aware that such behavior is occurring has a duty to report that information to their supervisor or the Office of Affirmative Action and Equal Opportunity.
The University Health Center and University Counseling and Testing Center can provide assistance and have a greater ability to work confidentially with students.

**Course Schedule (Subject to modification)**

Current issues will be used throughout the course as the basis for discussion, thus it is important for students to keep up with reading the Register Guard and to review other required materials.

**Week #1:**

**March 31: Introduction to Public Sector Leadership**

*Register Guard*

*Review the PDF file at The Next Big Things Report*

**Week #2:**

**April 7: Organizational Culture and Leadership**

*Register Guard*

*Review the material at: Executive Summary: The Speed of Trust*

*Review the material at: Eugene/Springfield Fire Merger*

*Watch video at: Eugene/Springfield Fire Merger*

**Week #3:**

**April 14: Guest Presentation**

Steve Mokrohisky, Chief Administrative Officer, Lane County

*Register Guard*

**Week #4:**

**April 21: Who Follows Who?**

*Register Guard*

*Watch the video at: First Follower: Leadership Lessons from the Dancing Guy*

**Week #5:**

**April 28: Guest Presentation**

Sarah Medary, Assistant City Manager/Planning and Development Director, City of Eugene

*Register Guard*

**Undergraduate/Graduate Writing Assignment #1 due in Class**

**Week #6:**

**May 5: Individual and Community Power/Social Capital**

*Register Guard*

*Review the material at: Chadwick: Beyond Conflict to Consensus*

*Review the report at: Envision Eugene Recommendation*

*Review the video at: Envision Eugene Introduction Video*
Week #7: **May 12: Downtown Walking Tour/Discussion**
Class will meet at 4:00 PM in the lobby of the Atrium Building located at 99 W 10th Avenue, Eugene. **IMPORTANT:** The class is expected to last until 6:00 PM. It is not mandatory that students stay beyond the regular class ending of 5:20; however, it is highly encouraged.

Week #8: **May 19: No Class**
Class is cancelled to allow students to attend the PPPM Alumni Awards Program from 3:00 PM to 6:00 PM. All students are encouraged to attend.

Week #9: **May 26: Community Rhythms/Stages of Community Life**
*Register Guard*
*Watch the video at: Community Rhythms: The 5 Stages of Community Life*
*Review the material at: Community Rhythms Report*

Week #10: **Jun 2: Public Value**
*Register Guard*
*Research: Students are responsible to research and be familiar with homelessness in Eugene. Students should be generally familiar with the Occupy Eugene and SLEEPS movements, One Night Counts, the role of the Eugene Mission and St. Vincent de Paul, Operation 365, 15th Night, OVE, Rest Stops, etc. A basic familiarity will be essential to fully participate in class discussion.*

*Undergraduate/Graduate Writing Assignment #2 due in Class*

Final: **Jun 9 (12:30 to 2:30): Panel Presentation – Topic TBA**
*Graduate-only Writing Assignment Due in Class*