Local Government Management
Political Science (POLS) 541
Spring 2016
Course Meets: Tuesday 5:00-7:30 p.m.
Faner 3135

Southern Illinois University Carbondale
Department of Political Science
Master of Public Administration Program

Professor: Dr. Stephanie Pink-Harper
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Office: 3140 Faner Hall
Office Phone: (618) 453-3176
Office Hours: Monday 9:30-12:30; Tuesday 9:30-12:30; or by Appointment

REQUIRED COURSE TEXT:

*Other readings will be assigned during the semester and will be available on SIU Online.

COURSE DESCRIPTION:
Local governments provide an indispensable role in the delivery of services and goods and for citizens in the democratic process. Interestingly local governments are not included in the U.S. Constitution and are creations of state governments. This course will examine the management issues and challenges unique to this level of government as outlined by state charter and general law.

Specifically the course is designed to provide an overview of the issues and challenges faced by city and county government managers. We will examine various aspects related to the structure of local governments and the key role of elected and appointed city and county officials. We will also examine the best practices associated with the management of local governments and service delivery in the areas of economic development, budgeting, housing, parks and recreation, public safety, land use planning, etc.

The goal of the course is to encourage students to think critically, conceptually, and independently about the major challenges facing local government public managers by linking theory with practice through class discussions, readings, and presentations from local government administrators in the Southern Illinois region. The culmination of the course will involve students developing a city using Sim City Software integrating the lessons learned from the readings, case studies, and guest speaker presentations.

COURSE OBJECTIVES:
Upon completion of this course, students will be able to demonstrate a range of competencies including the following.
Knowledge Competencies

• Understand the structure and forms of city and county government.
• Understand how the roles and responsibilities of elected and appointed officials in city and county government are similar and different.
• Understand the challenges facing local government managers in public service delivery and provide recommendations for improvement.

Skill Competencies:

• The ability to think conceptually, critically, analytically, and independently regarding the management of local cities and counties.
• The ability to professionally and effectively communicate ideas in classroom discussions, presentations, and written assignments.
• The ability to apply knowledge about local government and public service delivery to the development of a city.
• The ability to apply knowledge of the course material to practical decisions in the workplace.
• The ability to work effectively with a diverse group of individuals with varying needs.

FINAL GRADES WILL BE ASSIGNED AS FOLLOWS:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>100-90</td>
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<tr>
<td>B</td>
<td>89-80</td>
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<tr>
<td>C</td>
<td>79-70</td>
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<td>D</td>
<td>69-60</td>
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<td>F</td>
<td>59-0</td>
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COURSE REQUIREMENTS:

Student’s grades in the course will be based upon performance in the following areas, each of which is discussed below in detail.

Course Requirements       Grading Percentage
A. Participation & Attendance (10%)
B. Local Government Case Study Reflection (10%)
C. Sim City Creation and Presentation (30%)
D. Final Examination (25%)
E. Local Government Special Topic Paper (25%)

A. Participation and Attendance (10%)

Your participation and attendance are crucial components to your success in the course. Attending and actively participating in class enhances your ability to think conceptually, analytically, and independently regarding the material. As professionals, you are expected to come to class on time and be prepared. By not attending class, you are unable to participate in class discussions. This is a seminar structured course divided between lectures, discussions, interactive group exercises, and presentations from your peers.

My assessment of your participation and attendance score will be determined by both the quantity and quality of your contributions to the discussions and the level of professionalism that you maintain. Attendance will be taken at the beginning of each class. If you arrive late, you are
responsible for making sure you sign the role for that date. The participation and attendance score policy is outlined below.

- Students frequently arriving late or leaving early (2 or more classes) will be considered absent for 1 class.
- For each unexcused absence, your attendance grade will be deducted 2 points.
- For each excused or unexcused absence your participation grade will be deducted 2 points.
- For an absence to be excused documentation from the appropriate officials must be received (see examples below). Documentation is due to the instructor immediately upon your return to class and will not be accepted thereafter. Please inform the instructor in advance of any known absences excluding unexpected losses or severe illness.
  - Absence due to Illness-
    - Documentation Needed:
      - Appropriate documentation from a health service provider.
  - Absence due to Funeral (i.e., spouse, parent, sibling, grandparent)-
    - Documentation Needed:
      - Copy of the obituary
  - Absence due to University related business-
    - Documentation Needed:
      - Appropriate documentation from the appropriate University official.

B. Local Government Case Study Reflection (10%)

Students will be responsible for attending a city council, county commission, planning commission, downtown advisory board, or similar meeting (with approval from Professor). In addition to attending a local government meeting students will be responsible for completing a reflection memorandum summarizing the meeting and their recommendations for addressing the major issues presented. A handout with a detailed description of this assignment will be provided early in the semester.

C. Sim City Creation & Presentation (30%)

As a group, students will be responsible for creating a city using Sim City Software. Each student will have a roll in the development of the city and must stay in character during the development of the city (City Manager, Budget/Finance Director, Mayor, etc.). Groups will be responsible for presenting a detailed overview of their city, what occurred during the development of the city, and explain how the development of their city integrates the theoretical and best practices learned through the course. A handout with a detailed description of this assignment will be provided early in the semester.

D. Examination (25%)

There will be a TAKE HOME COMPREHENSIVE EXAM that will come from the assigned readings, class discussions, lectures, guest speaker’s presentations, activities, and assignments. The format of the test will consist of fill in the blank, short answer and essay questions to aid students in the development of the theoretical and practical applications of the material. Please note the following:
• There are **NO MAKE-UP EXAMS** unless the student has an extraordinary excuse, which **WILL REQUIRE DOCUMENTATION**. If you miss an exam it is your responsibility to contact me as soon as possible to inform me of the situation.

• Your excuse is due immediately upon your return to class. Any excuse that is received after your return to class will be **NOT** be accepted. This rule is non-negotiable.

• Anyone who arrives to take the test (after the first person taking the test leaves the room) will take a different exam. Therefore, always arrive on time for test.

E. **Local Government Special Topic Research Paper (30% Total)**

Students will be responsible for a research paper on a local government topic. Suggestions for topics include: economic development, transportation, tourism, public housing, recreation etc. Topics must be approved by February 16 and a formal proposal is due March 8. The aim of this project is to aid students in understanding the application of theoretical and best practice principles learned throughout the course. A handout with a detailed description of this assignment will be provided early in the semester.

**COURSE POLICIES:**

*COURSE POLICIES:*

**Classroom Conduct:**

As professionals, each student must remain respectful of their peers and the Professor at all times. Failure to do so will result in dismissal from the course until such behavior has been addressed.

**Electronic Device Usage:**

Electronic devices; including but not limited to RECORDING DEVICES, CELL PHONES, IPODs, etc. are **NOT** allowed in class. The usage of such electronic devices is disruptive and requires prior approval by the Professor to use. Computer/Laptop use is restricted to note taking only. Violation can lead to loss of participation points and dismissal from class.

**Late Assignments:**

An electronic copy of each assignment is due at 4:30 p.m. on the date assigned and must be submitted to SIU Online, via Dropbox. Failure to submit an electronic copy by 4:30 p.m. on the date assigned will result in the grade penalty outlined below. Please note that it is your responsibility to inform me **AS SOON AS POSSIBLE** if you have an excused absence that will affect your assignment being late.

**Grading Penalty for Late Assignments:**

• All assignments are due on the Tuesday assigned by 4:30 p.m.

• Assignments received after 4:30 p.m. on the Tuesday assigned, but by 9:30 p.m. on the due date will result in 5 points deducted from your grade on the assignment.

• Assignments received after 9:30 p.m. on Tuesday but by 4:30 p.m. on Wednesday will result in 10 points deducted from your grade on the assignment.

• Assignments received after 4:30 p.m. on Wednesday but by 4:30 p.m. on Thursday will result in 20 points deducted from your grade on the assignment.

• Assignment received after 4:30 p.m. on Thursday but by 4:30 p.m. on Friday will result in 30 points deducted from your grade on the assignment.
• Assigned received after 4:30 p.m. on Friday but by 4:30 p.m. on Saturday will result in 40 points deducted from your grade on the assignment.
  o This is the last opportunity for you to submit the assignment.
    ▪ Assignments due on a Tuesday must be submitted within 4 days from the due date (by Saturday at 4:30 p.m.) for you to receive any credit on the assignment.
    ▪ Assignments received after 4:30 p.m. from this date will not be accepted. You will receive a 0 on the assignment.

**ADVISING:**
Please take time to consult the instructor when you need assistance with any aspect of the course or if you are uncertain about your performance. It is your responsibility to schedule a meeting with the instructor immediately after the midterm examination to discuss your progress in the course. I am available to meet during my Office Hours and if necessary and my schedule permits by appointment if you need to meet outside of the posted hours.

**REQUEST FOR MODIFICATIONS:**
Students with disabilities for which accommodations may be required should notify the instructor as soon as possible at the beginning of the semester. For all aspects of the course requiring accommodations (e.g. assignments and examinations) students are responsible for contacting Disability Support Services (DSS) (618-453-5738; [http://disabilityservices.siu.edu/](http://disabilityservices.siu.edu/)) to make the necessary arrangements. It is the student’s responsibility to provide the instructor with a copy of the supporting documentation from DSS so that the necessary accommodations can be made in advance.

**ELECTRONIC COMMUNICATION:**
You are responsible for checking your siu.edu email address and SIU Online account daily concerning class updates. Your siu.edu email account is considered an official method of communication. Emails sent by students from any address other than your official siu.edu account will not be responded to as a safety precaution.

**WRITING ASSISTANCE:**
A large portion of the requirements for this course are based upon student’s ability to write effectively. The English Department’s Writing Center offers free tutoring services to all SIU students for such assistance. The Morris Library and Trueblood locations are open starting the third week of the semester. Please visit their website at: [http://write.siu.edu/](http://write.siu.edu/) for more information.

**INCOMPLETE GRADING POLICY:**
Incomplete grades will only be granted to students for course work missed **UNAVOIDABLY** at the end of the semester. Additionally, incomplete grades will only be granted if at least 70% of the course requirements have been completed. Any student that is granted an incomplete grade must complete all course requirements by the day before the next semester (Summer 2016) begins. If the remaining course requirements are not
submitted by the specified deadline the incomplete grade will be calculated according to the 
course work completed for the semester.

ACADEMIC MISCONDUCT:

As graduate students, a high level of academic honesty is expected from you. Any form 
of academic dishonesty which includes but is not limited to the following acts: cheating, 
plagiarism (the submission of work as one’s own that is not, the submission of portions of papers 
for other classes, and making up a source because you couldn't remember where you got the 
information), etc. will not be tolerated. Students are responsible for knowing the basic principles 
of academic honesty. Ignorance is not acceptable. The SIUC Student Conduct Code procedures 
will be followed to discipline academic dishonesty offenders accordingly. If you have any 
questions or concerns please let me know.

Additionally, in efforts to eliminate such actions, students agree to submit all assignments 
to Turnitin via the SIU Online Dropbox tool. All assignments must be uploaded to SIU Online 
via the Dropbox tool on the date assigned by 4:30 p.m. I will not grade any assignment that has 
not been uploaded on the date assigned and points will be deducted per day (as outlined above) 
until the assignment is properly submitted via the SIU Online Dropbox tool.

EMERGENCY PROCEDURES:

Southern Illinois University Carbondale is committed to providing a safe and healthy 
environment for study and work. Because some health and safety circumstances are beyond our 
control, we ask that you become familiar with the SIUC Emergency Response Plan and Building 
Emergency Response Team (BERT) program. Emergency response information is available on 
posters in buildings on campus, available on the Bert’s website at www.bert.siu.edu Department 
of Public Safety’s website www.dps.siu.edu (disaster drop down) and in the Emergency 
Response Guidelines pamphlet.

Instructors will provide guidance and direction to students in the classroom in the event 
of an emergency affecting your location. It is important that you follow these instructions and 
stay with your instructor during an evacuation or sheltering emergency. The Building Emergency 
Response Team will provide assistance to your instructor in evacuating the building or sheltering 
within the facility. Additionally, I will follow the university procedures in the event of an 
emergency or campus closure.

TENTATIVE COURSE OUTLINE & READING ASSIGNMENTS:

Below is a tentative course outline schedule for the assigned readings which is subject to change.

Week 1-January 19: Introduction to Local Government Management
• Syllabus Distribution, Course Overview, Expectations, & Introductions

Week 2- January 26: The Environment of Local Government
• England et al. (2012): Chapter 1-Managing American Cities in the Twenty-first Century
  Public Administration Review, 70 (s1), 145-147. DOI: 10.1111/j.1540-6210.2010.02257.x
Week 3-February 2: The Structure of Local Government
• *Forms & Structures of Local Government*
• England et al. (2012): Chapter 3- Urban Political Structure

Week 4- February 9: The Role of Urban Mayors, Councils/Boards, & Managers
• *Urban Communities*
• England et al. (2012): Chapter 4- Urban Policymaking

Week 5- February 16: The Role of Small Town Mayors, Councils/Boards, & Managers
• *Small Town Communities*
• **Research Paper Topic Due**

Week 6- February 23: Intergovernmental Relations
• *Local Intergovernmental Relations*
• England et al. (2012): Chapter 2- Cities and the System of Intergovernmental Relations
• Work on Sim City Creation

Week 7- March 1: The Decision Making Process- Theoretical Perspectives
• *Local Decision Making & The Management Process*
• England et al. (2012): Chapter 6- Decision Making and Analysis
• England et al. (2012): Chapter 8- The Management Process: Theory & Practice

Week 8- March 8: Human Resource, Finance and Budgeting Issues in Local Government
• England et al. (2012): Chapter 9- Managing Human Resources
• England et al. (2012): Chapter 10- Finance and Budget
• **Research Paper Proposal Due**

Week 9- March 15: Spring Break
• No Class

Week 10- March 22: American Society for Public Administration Conference
• No Class- Attend City/County Meeting
• Work on Sim City Creation
Week 11- March 29: Service Delivery Issues in Local Government
• England et al. (2012): Chapter 7- Urban Service Delivery
• Local Government Case Study Reflection Due

Week 12- April 4: Planning & Economic Development Issues in Local Government
• England et al. (2012): Chapter 5- Urban Planning and Development
• Work on Sim City Creation
• Additional Readings available on D2L.

Week 13- April 11: Public Safety, Parks & Recreation, & Public Works Issues in Local Government
• Readings available on D2L.

Week 14- April 19: Sim City Creation Presentations
• Sim City Creation Presentation

Week 15-April 26: The Future of Local Government
• England et al. (2012): Chapter 11- Managing the Urban Future

Week 16- May 3: Research Paper & Presentation Due
• Research Paper & Presentation Due

Week 17- May 10: Final Examination
• Final Examination 5:00- 7:00 p.m.

SYLLABUS NOTE:
The Professor reserves the right to amend this syllabus. This syllabus is subject to change at any time. Changes in reading assignments and discussion topics may be announced in class, emailed, or posted online via SIU Online. Students are responsible for all materials assigned on this syllabus and any additional material assigned in class or posted to SIU Online.

I have read this syllabus, and I understand what is expected of me in this course POLS 541 Local Government Management Spring 2016.

Student Signature:_______________________________________Date:__________________
IMPORTANT DATES TO REMEMBER:
January 19, 2016    1st day of class
February 16, 2016    Research Paper Topic Due
March 8, 2016    Research Paper Proposal Due
March 15, 2016    No Class (Spring Break)
March 22, 2016    Attend City-County Meeting/ Work on Sim City Creation
March 29, 2016    Local Government Case Study Reflection Due
April 19, 2016    Sim City Creation & Presentation Due
May 3, 2016    Research Paper & Presentation Due
May 10, 2016    Comprehensive Examination 5:00-7:00 p.m.

HELPFUL REFERENCES & WEBSITES:

- *The American Review of Public Administration*
- *Public Administration Review*
- Government Management Daily
- City of Carbondale, Illinois Calendar of Events
  - [http://explorecarbondale.com/calendar/2016-01](http://explorecarbondale.com/calendar/2016-01)
- Jackson County, Illinois County Board Calendar
- Governing: The State and Localities
  - [www.governing.com](http://www.governing.com)
- Illinois City/County Management Association
  - [www.ilcma.org](http://www.ilcma.org)
- International City/County Management Association
  - [www.icma.org](http://www.icma.org)
- National Association of Counties
  - [www.naco.org](http://www.naco.org)
- National League of Cities
  - [www.nlc.org](http://www.nlc.org)
IMPORTANT DATES *

Semester Begins. .................................................. 01/19/2016
Last day to add a class (without instructor permission): ........... 01/24/2016
Last day to withdraw completely and receive a 100% refund: ....... 01/31/2016
Last day to drop a course using SalukiNet: ........................... 04/03/2016
Last day to file diploma application (for name to appear in Commencement program): ............................................. 02/12/2016
Final examinations: .................................................. 05/09-05/13/2016

Note: For outreach, internet, and short course drop/add dates, visit Registrar’s Academic webpage: http://registrar.siu.edu/

SPRING SEMESTER HOLIDAYS

Martin Luther King, Jr.’s Birthday Holiday 01/18/2016
Spring Break 03/12—03/20/2016

WITHDRAWAL POLICY ~ Undergraduate only

Students who officially register for a session may not withdraw merely by the stopping of attendance. An official withdrawal form needs to be initiated by the student and processed by the University. For the proper procedures to follow when dropping courses and when withdrawing from the University, please visit http://registrar.siu.edu/catalog/undergraduatecatalog.html

INCOMPLETE POLICY ~ Undergraduate only

An INC is assigned when, for reasons beyond their control, students engaged in passing work are unable to complete all class assignments. An INC must be changed to a completed grade within one semester following the term in which the course was taken, or graduation, whichever occurs first. Should the student fail to complete the course within the time period designated, that is, by no later than the end of the semester following the term in which the course was taken, or graduation, whichever occurs first, the incomplete will be converted to a grade of F and the grade will be computed in the student's grade point average. For more information please visit: http://registrar.siu.edu/grades/incomplete.html

REPEAT POLICY

An undergraduate student may, for the purpose of raising a grade, enroll in a course for credit no more than two times (two total enrollments) unless otherwise noted in the course description. For students receiving a letter grade of A,B,C,D, or F, the course repetition must occur at Southern Illinois University Carbondale. Only the most recent (last) grade will be calculated in the overall GPA and count toward hours earned. See full policy at http://registrar.siu.edu/catalog/undergraduatecatalog.html

GRADUATE POLICIES

Graduate policies often vary from Undergraduate policies. To view the applicable policies for graduate students, please visit http://gradschool.siu.edu/about-us/grad-catalog/index.html

DISABILITY POLICY

Disability Support Services provides the required academic and programmatic support services to students with permanent and temporary disabilities. DSS provides centralized coordination and referral services. To utilize DSS services, students must come to the DSS to open cases. The process involves interviews, reviews of student-supplied documentation, and completion of Disability Accommodation Agreements. http://disabilityservices.siu.edu/

PLAGIARISM

Student Conduct Code http://srr.siu.edu/student_conduct_code/
MORRIS LIBRARY HOURS
http://www.lib.siu.edu/about

SAFETY AWARENESS FACTS AND EDUCATION

Title IX makes it clear that violence and harassment based on sex and gender is a Civil Rights offense subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. If you or someone you know has been harassred or assaulted, you can find the appropriate resources here: http://safe.siu.edu

SALUKI CARES

The purpose of Saluki Cares is to develop, facilitate and coordinate a university-wide program of care and support for students in any type of distress—physical, emotional, financial, or personal. By working closely with faculty, staff, students and their families, SIU will continue to display a culture of care and demonstrate to our students and their families that they are an important part of the community. For Information on Saluki Cares: (618) 453-5714, or siucares@siu.edu, http://salukicares.siu.edu/index.html

EMERGENCY PROCEDURES

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INCLUSIVE EXCELLENCE

SIU contains people from all walks of life, from many different cultures and sub-cultures, and representing all strata of society, nationalities, ethnicities, lifestyles, and affiliations. Learning from and working with people who differ is an important part of education as well an essential preparation for any career. For more information please visit: http://www.inclusivexcellence.siu.edu/

LEARNING AND SUPPORT SERVICES

Help is within reach. Learning support services offers free tutoring on campus and math labs. To find more information please visit the Center for Learning and Support Services website:
Tutoring: http://tutoring.siu.edu/
Math Labs http://math.siu.edu/courses/course-help.php

WRITING CENTER

The Writing Center offers free tutoring services to all SIU students and faculty. To find a Center or Schedule an appointment please visit http://write.siu.edu/

AFFIRMATIVE ACTION & EQUAL OPPORTUNITY

Our office's main focus is to ensure that the university complies with federal and state equity policies and handles reporting and investigating of discrimination cases. For more information visit: http://diversity.siu.edu/

Additional Resources Available:

SALUKINET: https://salukinet.siu.edu/cp/home/displaylogin
ADVISEMENT: http://advisement.siu.edu/
PROVOST & VICE CHANCELLOR: http://pvcaa.siu.edu/
SIU ONLINE: http://online.siu.edu/