

USC Price

EXECUTIVE
EDUCATION
FORUM



EXED FORUM-LOCAL LEADERS

Date: April 26th and 27th, 2013

Time: 8:00am– 5:00pm

Location: USC State Capital Center

Curriculum:

Friday, April 26th

Morning Session

The Challenges and Potential of Performance Management Systems

Lunch Session

TBD

Afternoon Session

Citizen Engagement

Saturday, April 27th

Morning Session

Facilitating Responsible Governance Locally

Lunch Session

TBD

Afternoon Session

The Art of Leadership

USC PRICE FACULTY



Chris Weare, Ph.D.
Research Associate
Professor, Deputy
Director of the
Civic Engagement
Initiative



Janet V. Denhardt,
Ph.D. Chester A.
Newland Professor of
Public Administration
Director, Sol Price
Sacramento Center



Chester A. Newland,
Ph.D. Frances R. and
John J. Duggan
Professor Emeritus
in Public Administra-
tion



Robert Denhardt, Ph.D.
Senior Fellow, Director of
Leadership Programs

FEATURED PRACTITIONERS:

-Chris McKenzie
Executive Director League of California Cities

-JoAnne Speers
Executive Director, Institute for Local Government

-Michelle Marchetta Kenyon
Partner, Burke Williams and Sorensen

-Dan Crary
Artist, Musician

Learn more about **Executive Education Forum** at

www.usc.edu/price/exed

Frank V. Zerunyan, J.D.

Senior Fellow

Director of Executive Education

frank.zerunyan@usc.edu

213.740.0036

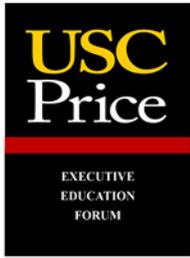
USCPrice

Sol Price School of Public Policy

We educate and train leaders around the world and in local communities to manage organizations and devise policies that make the world, as well as their own communities,



USC University of
Southern California



The Executive Education Curriculum for

April 26th & 27th, 2013

Local Leaders Program, Spring 2013– *USC State Capital Center*

To bridge the gap between theoretical learning and real-life experience, the key topics covered during the program will include the following:

April 26, 2013 9:00 a.m. to 12:20 p.m.

The Challenges and Potential of Performance Management Systems

Course Description and Learning Objectives: Performance management focuses upon the systematic acquisition and use of performance information to guide managerial decision making and the allocation of resources within organizations. The concept of performance management is at once highly appealing and deeply contested. How can public managers not seek out relevant information to guide managerial decisions? Yet, at the same time the contested goals of public sector organizations combine with the constrained discretion of public managers can at times make accountability regimes based on imperfect measures of public sector outcomes an unproductive nightmare for middle managers. Not surprisingly, there are myriad examples of performance initiatives at the federal, state, and local level that have been abandoned due to political constraints or failure to achieve organizational improvements. Nevertheless, the public sector is also replete with positive examples of performance management initiatives that have created value for citizens, and new efforts such as Governor Brown's December 2012 executive order on performance management continue to strive to improve public sector performance.

In this module we will focus on key dimensions of performance management from the public manager's perspective. It will introduce elements of performance management system design, the selection of performance indicators, the use of performance information for improved decision-making, performance reporting, and citizen perception. Throughout the treatment will focus on realistic and feasible reform possibilities and identify the dangers of systems in striving to accomplish too much, end in failure. Participants will learn to evaluate performance management systems and apply performance analysis techniques to improve organizational performance.

Participants will be expected to actively contribute their insights and opinions based on their organizational experiences. Some preparatory material will be provided. The learning objectives for the module include understanding the purpose and design of performance management systems, appreciating the organizational, political, and informational constraints that limit the grand visions of performance management, and understanding the value of a well functioning performance management system for the effective delivery of government services.

USC PRICE Faculty:

Christopher Weare, PH.D.

Research Associate Professor

Deputy Director of the Civic Engagement Initiative

April 26, 2013 12:20 p.m. to 1:40pm-Lunch Session

Chris McKenzie

Executive Director League of California Cities

April 26, 2013 1:40 p.m. to 5:00 p.m.

Citizen Engagement

Course Description and Learning Objectives: This module focuses on citizen engagement in local government. First, we will examine what citizen engagement is and how it differs from other forms of citizen participation and communications. We will consider why traditional approaches to citizen participation often do not work and talk about how some approaches to citizen participation may actually be counterproductive.

Second, we will explore the benefits of citizen engagement for local government. We will talk about the differences between citizens and customers and the implications of those differences for governance and community building. We will also discuss the factors to consider in determining whether a community is ready for engagement activities and how to increase that readiness.

Third, we will look at alternative goals of citizen engagement, and how to choose strategies to meet those goals. For example, should the strategies used be high tech or high touch? How do we choose the right strategy in particular circumstances? What approaches work under what conditions?

Finally, we will consider actual case examples of innovative local governments using a wide variety of citizen engagement strategies to accomplish their objectives. Participants will then have the opportunity to assess their own community's readiness for citizen engagement, identify possibilities and opportunities, and develop ideas for overcoming the challenges they confront. The goal is for participants to clarify the purposes they want to achieve and to develop action steps they can take in the short and long-run to accomplish them.

At the conclusion of the workshop, participants will:

1. Have a better understanding of what citizen engagement is, what it isn't,
2. Know what citizen engagement and participation can do for their communities,
3. Be able to identify alternative approaches for engaging citizens,
4. Identify goals and choose strategies that best work to achieve them
5. Be able to assess their community's readiness for citizen engagement and how to build on what they are already doing to enhance that readiness over time.

USC PRICE Faculty:

Janet V. Denhardt, Ph.D.
Chester A. Newland Professor of Public Administration
Director, Sol Price Sacramento Center

April 27, 2013 9:00 a.m. to 12:20 p.m.

Facilitating Responsible Governance Locally

Course Description and Learning Objectives: Shared local-governance challenges and institutional and human competencies to resolve them are the focus of this module. A leading group of challenges consists of extensive intergovernmental and public/private complexities. Conceptual frameworks of disaggregated sovereignty and local-governance conjunction facilitate understanding of practical means used to deal successfully with these challenges. Practical devices include Councils of Government, Joint-Powers Agreements, and such political and civic organizations as the California League of Cities, the County Supervisors Association of California, and the California Contract Cities Association. Human Resources performance and costs constitute a second category of challenges, in particular public-sector unionization and *political bargaining* and now-old *New Public Management* (contracting-out services, etc.) and alternative *New Public Service* values. A third set of challenges consists of economic funding-revenues and expenditures-including such factors as State Government actions vis-à-vis local jurisdictions and termination of Redevelopment funding. Other local-governance challenges include safety and security (crime, natural disasters, etc.); cultures of entitlement and dependency; and community enhancement, prosperity, and advanced civic culture. Beyond these problems are wide-

spread perceptions that the American political system is gravely nonfunctional if not broken. Importantly, this module focuses on two sets of frameworks to succeed in dealing with such challenges: *Human Competencies* of successful, responsible people and *Facilitative Governance* practices.

USC PRICE Faculty:

Chester A. Newland, Ph.D.

Frances R. and John J. Duggan Professor Emeritus in Public Administration

April 27, 2013 12:20 p.m. to 2:00pm-Lunch Session

JoAnne Speers

Executive Director, Institute for Local Government

Michelle Marchetta Kenyon

Partner, Burke Williams and Sorensen

April 27, 2013 2:00 p.m. to 5:30 p.m.

The Art of Leadership

Course Description and Learning Objectives: Chances are very good that you think of leadership as more of an art than a science – even though much of the writing about leadership is based on the science of leadership. This session will take the notion of leadership as an art seriously and help you explore how you might take your leadership skills, which are already strong– as evidenced by your election or your appointment to an important public office – to an even higher level. Local government is a special arena, one in which you are constantly called on to demonstrate your leadership skills and one in which you are constantly challenged to lead in building community. But stepping back to take a good look at your current skills, to think of those skills in new ways, and then to build on those skills is always helpful. One way to shine new light on your leadership skills is to look at the sometimes hidden artistic side of leadership. We find this is especially helpful because it takes you out of your normal way of thinking about leadership to open new possibilities for developing your leadership in organizations, in politics, and in communities. In the first half of the session, Bob Denhardt will lead you through “The Dance of Leadership,” focusing on issues of rhythm and timing, communicating in images, symbols and metaphors, and concentration, passion and discipline. But don’t worry you won’t have to dance! In the second half of the session, Dan Crary’s music will provide a touchstone for our talking about “Music and Leadership,” introducing tone, dynamics, contrast, musical expression, and more. By this time, you may want to dance – or at least sing! We anticipate a delightful and entertaining session, but one that will leave you with a new sense of the possibilities of leadership!

USC PRICE Faculty:

Robert Denhardt, Ph.D.

Senior Fellow, Director of Leadership Programs

Practitioner:

Dan Crary

Artist, Musician

N.B. Bob Denhardt is a Senior Fellow and Director of Leadership Programs in the Price School of Public Policy at the University of Southern California. He is the author of a dozen books, including *The Dance of Leadership*.

Dan Crary is a musical legend, master of the flatpick guitar, and pioneer of one of the most intricate forms of American music. With more than fifty years as a performer, Dan has an international reputation for innovation, taste and brilliance.