



## **July 2019 ICMA China Center Guest Lecturer Program (pro bono lecturer opportunity)**

The ICMA China Center was established in 2011 by ICMA and the China University of Political Science and Law (CUPL). Its mission is to improve the quality of city management in China by providing information and services to Chinese city officials. To carry out its mission, the Center is offering a Guest Lecturer Program for ICMA members to serve as pro bono lecturers and speakers in China.

### **Purpose of Program:**

The ICMA Guest Lecturer program aims at implementing one of ICMA China Center's priorities to share knowledge and resources. The Program enables practitioners in the US to share expertise in local government management through a limited teaching stay in China. The Chinese participants greatly welcome the opportunity to build up their knowledge base and gain experience from international learning.

### **Benefits of the Program for Guest lecturers:**

- 1) Immersion in Chinese culture and hospitality;
- 2) Opportunity to establish working relationship with local government officials in China;
- 3) Gain insight into China's current urbanization process and how cities are being managed;
- 4) Opportunity for one's own professional development;
- 5) Contribute to enhancing professional local management in China.

### **The ICMA China Center is now Accepting Guest Lecturer Applicants for July 2019:**

This summer, ICMA members are invited to be a guest lecturer at China University of Political Science and Law (CUPL) for two weeks (8 business days) between July 1-26.

### **Program Description:**

Two successful candidates will give a two-week intensive course to a summer school class at CUPL in Beijing, China. The class will be composed of undergraduate students from law, political science and administrative studies and there will be lectures for three hours for 4 days each week. Topics might be **Urban Planning in US Cities; US Urbanization and City Development Models; Environmental Management; Waste Management, Smart Cities; Citizen Engagement; Media, City Management and Volunteer Activities**, or another similar topic in terms of US local governance and US urbanization and City development Models (an alternative topic can be suggested as well).

### **China University of Political Science and Law (CUPL) will cover:**

- International air tickets to Beijing (CUPL will be responsible for purchasing the tickets based on your schedule),
- Accommodation up to 2 weeks and voucher for meals to use at university cafeterias
- Stipend commensurate with prior teaching experience at university level



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**Requirements:**

Applicants are required to have at least Master's degree on Public Administration, Political Science, Law or relevant background and working experience in local government in the area of city management. Previous lecturing experience will be an advantage.

Interested ICMA members should send their applications to Berna Oztekin at [boztekin@icma.org](mailto:boztekin@icma.org) **by March 15, 2019**. The application should include CV, a brief description of the subject matter you would like to teach and a draft syllabus (final syllabus can be submitted upon selection, example syllabuses are attached).

Please note "Your name-China Center July 2019 Guest Lecturer Program Application" in the subject line of your e-mail. Decisions on acceptance will be made by the end of March.

# China University for Political Science and Law

## Local Government Operations in the US

Summer 2019

Instructor:

Contact information – e-mail:

**Brief Course Description:** The course will focus on the topic of local government operations in the United States. The various functional areas commonly found in municipal governments will be reviewed and discussed. Each class will consist of an interactive lecture in which students will be expected to participate, discussion on assigned reading and homework assignments and in-class exercises.

**Course Description:** Local government in the United States is considered the most responsive of all forms because it is closest to the people it serves. Citizens feel most connected to their municipal/city government because it is designed to meet their most common, basic needs – health, safety, infrastructure, etc. In addition, citizens have the ability to routinely interact with the elected officials who represent them. They do not have this same opportunity with state and federal officials. We will examine the makeup of local government operations in the US including the various services that are provided, common organizational structures, and general governance that outlines the roles and responsibilities of the various elected and appointed officials. Students will be asked to review various local government websites from cities in the US as part of their research throughout the course. Research findings will be discussed in class and will also be the basis for presentations that will be shared with the group.

Upon completion of the course, students will be able to:

1. Understand the structure of local government organizations in the US;
2. Recognize the areas of specialization within the public sector; and
3. Discern the different roles and responsibilities of various elected and appointed government officials.

## Student Assessment

Overall course grades will be determined as follows:

- **Attendance and class participation** – 30% of the semester grade.
- **Individual presentation** – 20% of the semester grade. Each student will make a brief presentation (3 – 5 minutes) on a specific service delivery element of a city in the US based on internet research conducted outside of class.
- **Test** – 20% of the semester grade. A test on the subjects covered in class will be given near the end of the course.
- **Final presentation** – 30% of the semester grade. Each student will be expected to develop a short but thorough research paper on a subject being discussed in class. Each student will then present their findings in class at the end of the course. This presentation will require reading and research outside of class. The subject of the presentation must be approved in advance.

## **Attendance Policy**

Because this course meets only 9 times, attendance is imperative. However, because unforeseen emergencies can arise, each student may miss 1 class without impact to their grade, if prior notice is provided to the instructor. The exception to this policy is that all students must attend the last class when they are required to give their final presentations. All assignments and presentations due at a class that was missed must be made up at the next class. Any absences beyond the first one or in which prior notice was not given will lead to a 5% reduction in the final grade for the semester.

## **Readings**

Various readings will be assigned throughout the course. Students will be expected to read all assigned materials within the established timelines as they will be relevant to the class discussions. Reading assignments may include excerpts from books, articles, websites and other related sources.

**The background text book: Though there is not a required text book for this course, students may be assigned readings from various books in the ICMA Municipal Management Series**

**Important note:** *This syllabus may be adjusted to account for current events in local government that are of relevance to this course.*

Students are encouraged to suggest reading assignments that are of interest and related to the subjects being covered.

### **Lecture 1 Class Theme:** Course Introduction

- Instructor introduction
- Student introductions
- Review course outline
- Discuss expectations
- Provide research tips
- Review oral presentation techniques
- Start overview of local government in the US

### **Lecture 2 Class Theme:** Introduction to Local Government

- Role of local government in the US
- Differences between local government and state/federal governments
- Electoral process
- Elected officials vs appointed officials in local government
- Policy vs operations

### **Lecture 3 Class Theme:** Local Government Management

- Leadership vs Management
- What makes a good leader?
- What makes a good manager?
- Effective communication
- Role of a City Manager
- Working with elected officials
- Introduction of Local Government Services – internal vs external

**Lecture 4 Class Theme:** Internal Services

- Administration
- Budget and Finance
- Information Technology
- Human Resources
- Legal
- Introduction of external services

**Lecture 5 Class Theme:** External Services

- Public Works
  - fleet, transportation, utilities, facilities, solid waste etc
- Planning and Development
- Building Safety
- Engineering

**Lecture 6 Class Theme:** External Services continued

- Public Safety
  - police, fire, emergency management
- Social Services
- Parks and Recreation
- Economic Development

**Lecture 7 Class Theme:** Public Engagement

- Importance of public information
- Working with the media
- Why engage the citizenry?
- Role of volunteers in local government
- Role of a Public Information Officer
- Engaging employees
- Working with partners, agencies, and stakeholders

**Lecture 8 Class Theme:** Organizational Structures (**FINAL PAPERS DUE**)

- How local governments are typically organized
- Functions and services occasionally housed in local government organizations
- Pros and cons of various structures
- What are the similarities and differences between local governments in the US and China?

**Lecture 9 Class Theme** Final Paper Presentations

- Students will make presentations on their final papers
- Course evaluations will be completed
- Discuss any outstanding issues or lingering questions from the course

# Syllabus

## China University for Political Science and Law

### Community Governance in US Cities

Summer 2019

Instructor:

Contact information – e-mail:

#### **Brief Course Description:**

The United States of America is a large country consisting primarily of fifty States. Each State and region has a unique history and culture and therefore their communities have developed quite differently. For example, the New England Town Meeting, still found in the States of the northeast (e.g., Massachusetts, Vermont, Maine and New Hampshire) but is unknown anywhere else in the nation. By the same token, the French culture of Louisiana has left a mark on that area, as can be seen in the city of New Orleans.

The course will look at community governance in various cities in the USA from a number of perspectives. We will look at the legal structures that undergird them, the operations of their functional areas, how local governments interact with the wider community and, finally, how leaders move cities forward.

This course will be conducted as a seminar. I will provide information, through lecture and in written form, and then we will discuss it. Students questions and comparisons with their knowledge of their local governments should help deepen the level of discussion and understanding of all of the participants, myself included.

#### **Student Assessment**

The final grade will be determined using the following three assessments:

*Class participation:* This class is designed to give all of the participants a chance to discuss issues being raised and to compare and contrast the information being presented about the USA with their experiences in their communities. Participating regularly is vital to this process. Participation will be worth 70% of the class grade. This is an intensive course so any class days missed is significant.

*Final test:* The final test will give the students a chance to share what they have learned throughout the semester and will consist of short essays. This test will be worth 30% of the final grade.

#### **Readings**

Course readings will be selected to provide the students with a greater understanding of the information presented in class. Readings will be provided during the course. There will be no text to purchase.

# ***Basic Operations of Local Governments in the USA***

## **Topic 1: The Legal Framework**

States and communities in the USA developed from different cultural and legal contexts. We will discuss the issues that arise at the local level because of the sometimes overlapping responsibilities of the national, state and local governments and look at how these issues have been resolved.

## **Topic 2: Public Safety**

Public safety --- police, fire, ambulance and emergency management --- are all basically the responsibility of local governments. These basic functions are handled in very different manners in communities across the USA. In some places these are all staffed by full-time employees, in others they are run by volunteers and in still other places they are contracted out to the private sector. We will look at some examples and discuss how these differences impact levels of service and development.

## **Topic 3: Finance and Budgeting**

They say you can tell what cities really value by how they spend their money. We will look at various municipalities to see how priorities are set through their funding choices. Where money comes from is also an indication of a community's culture, so we will look at both revenue sources and expenses.

## **Topic 4: Technology**

More and more politicians and citizens are expecting local governments to make "data driven decisions." Of course, this involves being able to collect and accurately assess the data, which is forcing municipalities to increasingly use technology. There are many new applications that help communities make decisions based on trending data and geographic location. We will look at some of the major trends in this area and focus on some communities that are using data to great effect in their planning and budgeting.

## **Topic 5: Sustainable Community Initiatives**

Sustainability is turning out to be the major focus of planning in community development in this century. There are many truly interesting and innovative projects being done at the municipal level and we will discuss these, once again looking at how the culture of the communities impacts their decisions to get involved in these initiatives.

## ***Community Relations***

### **Topic 6: Informing the Community**

Communities in the USA have a variety of approaches they use to inform their citizens. Some of these are formal legal requirements (e.g., posting notice of changes in the local paper) and some are informal (e.g., maintaining a Facebook page). We will look at a number of different avenues that are used and discuss the advantages and disadvantages of each.

### **Topic 7: Involving the Community**

Building a sense of community takes more than just a one-way stream of information. There needs to be a way for citizens to interact with their community in a sense that means something to them and is helpful to the community. We will look at the various ways municipalities approach this, including discussions of using volunteers and doing surveys.

### **Topic 8: Collaborating with the Community**

At the municipal level there are many opportunities for the local government to collaborate with private companies, NGOs, and other community groups. We will discuss a number of examples of how these collaborations are structured so they work out well for all of the collaborators.

### **Topic 9: Celebrating with the Community**

A major aspect of community life in many municipalities are their shared celebrations. Whether it is the celebration of national holidays (e.g., Independence Day, Memorial Day), shared national cultural celebrations (e.g., Thanksgiving, New Year's Day) or local events (e.g., Old Home Day, Founder's Day) these events can be central to a community's view of itself. We will discuss some of these national and local events and discuss how they impact municipal governance.



## ***Moving the Community Forward***

### **Topic 10: Community Leadership**

Being an effective community leader can be daunting. We will look at a number of successful leaders in municipalities across the country to determine whether there are certain skill-sets that are common. We will also discuss how community culture will impact leadership styles in different communities.

### **Topic 11: Managing Change**

In this discussion we will look at how the various aspects of community governance discussed throughout the course will impact the strategies chosen to manage change. We will look at the policy process and specific examples of communities that have transformed themselves.

### **Topic 12: Final Thoughts**

In our final class together we will each summarize our thoughts on the course and discuss how the things we have learned might impact our actions in the future.