

**University of Oregon**  
**Department of Planning, Public Policy and Management**  
**Spring 2020**  
**PPPM 407/507: Public Sector Leadership**  
**CRN 35236/35258 2 credits**  
**Hours: Thursday 4:00 PM to 5:20 PM**  
**Room 230 Lawrence Hall**

Jon Ruiz

Instructor

(541) 844-9131 phone or text

[jonr@uoregon.edu](mailto:jonr@uoregon.edu)

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, land use, public safety 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 a better understanding of:

- 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, conflict and social capital.

- 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 social media. 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 Canvas system <https://canvas.uoregon.edu>. The class syllabus, announcements and other materials will be posted on this 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**

	Undergraduates/Graduates
Two U/G Writing assignments	25 points each
Class attendance/participation	50 points
Graduate-only 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. Both writing assignments are noted and available on the course schedule below.

Graduate-only Assignment. Graduate students only are required to complete a third assignment. The assignment will be discussed 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 experience 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](mailto: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](http://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](http://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 Planning, Public Policy and Management 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)**

*From the Provost: "In the event of a campus emergency that disrupts academic activities, course requirements, deadlines, and grading percentages are subject to change. Information about changes in this course will be communicated as soon as possible by email, and on Canvas. If we are not able to meet face-to-face, students should immediately log onto Canvas and read any announcements and/or access alternative assignments. Students are also encouraged to continue the readings and other assignments as outlined on this syllabus or subsequent syllabi."*

**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 - April 2: Introduction to Public Sector Leadership**

**WRITING ASSIGNMENT #1: [PPPM Writing Assignment #1.docx](#)**

**GRADUATE ASSIGNMENT ONLY: [PPPM Graduate Only Assignment.docx](#)**

*Register Guard*

*Review the material at: [HBR: The Working Leader](#)*

*Watch the video at: [Part 1: Community Building](#)*

*Watch the video at: [Part 2: Community Building](#)*

*Watch the video at: [Part 3: Community Building](#)*

*Watch the video (minutes 19:51-30:30) at Jan 8, 2020 State of the City: [Eugene State of the City 2020](#) (You will need to scroll down the page to find this meeting link.)*

### **Week 2 - April 9: 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](#)*

*Watch video at: [Better Housing Together](#)*

*Explore the information at: [United Way ALICE Information](#)*

*Review material at: [Lane County ALICE Report](#)*

*Watch video at: [community safety](#)*

Review the information at: [Community Safety Payroll Tax](#)

### **Week 3 - April 16: Community Culture and Leadership (Trust)**

*Register Guard*

Review the material at: [The Speed of Trust - Stephen M.R Covey @LEAD Presented by HR.com](#)

Review the material at: [City of Eugene/Lane County: Addressing Homelessness](#)

Review the website at: [15th Night](#)

Review the Material at: [15th Night Additional Reading.docx](#)

### **Week 4 - April 23: Discussion**

*Register Guard*

### **Week 5 - April 30: Who Follows Who?**

WRITING ASSIGNMENT #2: [PPPM Writing Assignment #2.docx](#)

*Register Guard*

Watch the video at: [The Dancing Guy](#)

Watch the video at: [Adoption Curve](#)

Review the material at: [Technology Adoption Lifecycle](#)

Review information about Eugene's Climate Recovery efforts at: <https://www.eugene-or.gov/3210/Climate-Recovery-Summary>

### **Week 6 - May 7: Organizational Culture - Guest Presentation**

*Jason Dedrick and Amy Peterson, City of Eugene*

*Register Guard*

Review the material and watch videos at: [Oregon 2021: International Track and Field](#)

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

### **Week 7 - May 14: Individual and Community Power/Social Capital**

*Register Guard*

Review the material at: [Chadwick: Beyond Conflict to Consensus](#)

Review the report at: <https://www.eugene-or.gov/3009/The-Envision-Eugene-Comprehensive-Plan>

Review the video at: [Envision Eugene Introduction Video](#)

### **Week 8 - May 21: Downtown Walking Tour/Discussion**

Class will meet at 4:00 PM in the lobby of the Atrium Building located at 99 W 10<sup>th</sup> Avenue, Eugene.

*Register Guard*

Watch video at: [community court](#)

Review material at: [Downtown/Riverfront Projects](#)

### **Week 9 - May 28: Guest Presentation**

Steve Mokrohisky, Chief Administrative Officer, Lane County

*Register Guard*

### **Week 10 - June 4: Collective Impact**

*Register Guard*

Review the material at: [Collective Impact-Stanford](#)

Watch the video at: [Introduction to Collective Impact](#)

Review the material at: [Putting Community in Collective Impact](#)

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

### **Final - Monday, Jun 8 (12:30 to 2:30): Panel Presentation – Topic TBA**

***Graduate-only Assignments Due no later than Jun 8***