

Governing & Leading in a Global Society
SPEA-V 598, Section 25892
Monday, 6:00 – 8:40 PM
BS 3015
Fall 2014

Contact Information

Instructor: Cullen C. Merritt, Ph.D.
Office: School of Public and Environmental Affairs, BS 4084
Office hours: Monday and Wednesday 1:30 – 2:30 PM, or by appointment
E-mail: merritt1@iupui.edu

Course Overview

This gateway course will increase the student's appreciation of the role of the profession in governance across multiple sectors of society within the global context. Students will learn norms associated with effective practice and frame a professional development plan to acquire the leadership skills to support these norms. Specifically, the course is designed to: orient you to the degree program, introduce you to the most challenging issues facing professionals who will lead our society in the future, and help you begin the process of thinking purposefully and strategically about professional development.

Course Objectives

- Understanding the issues involved in leading and managing public and non-profit organizations, including decision-making, ethics, leadership, governance, and globalization
- Gaining insight into strategies for leading organizational efforts to respond to, influence, and steer the process of governance
- Understanding why government interacts with the business and non-profit sectors
- Understanding the ways in which globalization affects governance of organizations in all sectors of society
- Improving (oral and written) communication, information-seeking skills, and analytical skills through writing, research, classroom engagement

Required Texts/Readings and Canvas

Cohen, Steven, William Eimicke, and Tanya Heikkila. *The Effective Public Manager: Achieving Success in Government Organizations*. San Francisco: Jossey-Bass, 2013. (5th Edition)

Crosby, Barbara C., and John M. Bryson. *Leadership for the Common Good: Tackling Public Problems in a Shard-Power World*. San Francisco: Jossey-Bass, 2005. (2nd Edition)

Note: It is important that you obtain the indicated edition of each textbook.

Supplemental reading material, announcements, and other information related to the course will be available through the university Canvas system <https://canvas.iu.edu/lms-prd/app>. Be sure to check Canvas as well as your e-mail account frequently.

Course Requirements

Class Attendance and Quality of Participation	10%
Perspective Essay	25%
Organization Strategic Plan (Group)	25%
Presentation (Group)	15%
Self Assessment	25%

Class Attendance and Quality of Participation – Each student is expected to come to each class session having completed all required reading assignments and prepared to discuss them. High quality, thoughtful, open-minded, and respectful class discussions are encouraged and expected. Class attendance and participation will better enable you to perform well on course requirements. If you must miss any portion of the class, you are expected to obtain notes from your colleagues.

Essay – Clear, concise, and informative writing lends itself to academic and professional success. The writing assignment will allow you to apply course material in essay format. Detailed instructions for the essay will be provided well in advance of the due date, along with criteria for how the essay will be evaluated.

Organization Strategic Plan and Group Presentation – Student groups will conduct a comprehensive analysis of a public organization’s internal and external environments, and offer strategic prescriptions on how that organization can enhance its primary functions and value to the public. Student groups will present their strategic plans to the class. Detailed instructions for the strategic plan and presentation will be provided well in advance of the due date, along with criteria for evaluations.

Self Assessment – Students will strategically evaluate the extent to which they fulfilled course objectives, developed professionally, and acquired skills fundamental to success in public affairs throughout the course of the semester. Detailed instructions for the self assessment will be provided well in advance of the due date, along with criteria for evaluations.

Grading Scale

Indiana University-Purdue University Indianapolis uses a plus/minus grading system. Final grades will be based on the following scale:

A+ = 100 - 97.0	B = 86.9 - 83.0	C- = 72.9 - 70.0	F = 59.0 and
A = 96.9 - 93.0	B- = 82.9 - 80.0	D+ = 69.9 - 67.0	below
A- = 92.9 - 90.0	C+ = 79.9 - 77.0	D = 66.9 - 63.0	
B+ = 89.9 - 87.0	C = 76.9 - 73.0	D- + 62.9 - 60.0	

Instructor Policies & Philosophy

Professionalism and Classroom Decorum – Please treat your colleagues and instructor with respect. Remain open to new ideas and treat differences as a learning opportunity. In addition, I appreciate your avoidance of distracting practices such as late entrances, early exits, ringing cell phones, side conversations, and other activities unrelated to the class.

Approach Learning with a Seriousness of Purpose – I am committed to helping you achieve the learning objectives for this course. Fulfillment of learning objectives, however, begins with your deliberate and sustained effort to learn. As such, please prepare for class each week, engage in classroom discussions, ask questions, and contact me if you need assistance.

Academic Misconduct – I believe in and am required to uphold and enforce rules against cheating, dishonest conduct, plagiarism, and collusion. Any form of academic misconduct will result in an automatic “0” on the course requirement in question. For additional information on academic misconduct, please see the syllabus addendum.

Late Work – Please meet all deadlines noted in the class calendar, or verbally by the instructor. Twenty percentage points will be deducted from assignments turned in one day late. No late assignments will be accepted more than 24 hours after the due date. If you must miss a deadline as a result of a medical or family emergency, please notify me as soon as possible so that alternative arrangements can be made. Last minute extensions are rarely granted.

Individual Work – It is your responsibility to complete all assignments on your own, except when noted as a group assignment.

Changes to Syllabus – The instructor may make changes to the course syllabus due to inclement weather or other conditions. Students will be notified of any changes in advance.

Grades – Grades on course requirements are final (with the exception of mathematical and transcription errors). I am happy to discuss why you received a certain grade and provide constructive feedback.

Course Calendar

Date	Topic and Readings <i>Supplemental reading materials posted on Canvas</i>	Requirement Due Dates
August 25	Introduction to Course and Public Administration Values Complete Introductory Questionnaire	
September 1	No class (Labor Day)	
September 8	Defining Effective Public Management and Leadership: A Global Perspective Cohen et al. - Chapters 1, 2 Crosby & Bryson - Chapters 1, 2	
September 15	Visionary, Political, and Ethical Leadership Crosby & Bryson - Chapters 4, 5 Discuss Perspective Essay	
September 22	Recruitment and Developing Effective Working Relationships Cohen et al. - Chapters 3, 4 Crosby & Bryson - Chapter 3	
September 29	Structuring Systems, Tasks, and Responsibilities Cohen et al. - Chapter 5	Perspective Essay
October 6	Shaping Organizational Goals and Strategies Cohen et al. - Chapters 8, 10 Discuss Organization Strategic Plan	
October 13	Understanding and Applying Innovation Strategies in the Public Sector Cohen et al. - Chapters 6, 7 Midterm Evaluations	
October 20	No class (Fall break)	
October 27	The Value of Diversity and Representation Reading materials posted on Canvas Organization Strategic Plan workshop	

November 3	Group Presentations	Organization Strategic Plan
November 10	Group Presentations	
November 17	Communicating with the Media, Stakeholders, and the Public Cohen et al. - Chapter 11	
November 24	Effective Governance: Lessons From Successful and Innovative Public Leaders Reading materials posted on Canvas Discuss Self Assessment	
December 1	What Makes an Organization “Public”?: Implications for Management Reading materials posted on Canvas Submit professional development questions	
December 8	Surviving and Thriving in Public Service: Professional Development Cohen et al. - Chapter 12 Self Assessment workshop Course Evaluations	
December 15	Leading & Governing: A Review of Key Concepts Reading materials posted on Canvas	Self Assessment

SPEA 2014 Policies – Syllabus Addendum

There are a number of campus-wide policies governing the conduct of courses at IUPUI. These can be found at http://registrar.iupui.edu/course_policies.html. Additional information for SPEA courses is below.

Civility and Disorderly Conduct

SPEA, which is a professional school, expects students to conduct themselves in a courteous and civil manner in interactions with professors and fellow students. This requires each person to be courteous, tolerant, and respectful during interactions with one another in all interactions, including face-to-face interactions, e-mail, and telephone conversations. Examples of discourteous behavior during class include reading the newspaper, working crossword puzzles, listening to headphones, talking or laughing with other, arriving late, using computers to surf the web, allowing cell phones to ring or sending text messages, or other non-class activities. The use of

language, tone, or gestures that are inappropriate or offensive is also discourteous. These behaviors are not acceptable, and SPEA faculty and staff will address these problems as they arise either in class or on an individual basis.

Disorderly conduct that interferes with teaching, research, administration, or other university or university-authorized activity will not be tolerated and will be reported immediately to the Office of the Dean of Students for disposition, which may result in disciplinary action, including possible suspension and/or expulsion from the university. Responsibilities and expectations of students and faculty can be found at <http://registrar.iupui.edu/misconduct.html>.

Academic Misconduct

Students are responsible for upholding and maintaining academic and professional honesty and integrity (*IUPUI Code of Student Rights, Responsibilities, and Conduct*, available at <http://www.iu.edu/~code/>, Part II Student Responsibilities, G).

Plagiarism is the most common academic misconduct violation, and some students, who have been disciplined for plagiarism, have said they were not aware that they had plagiarized their work. Be aware that 'not knowing' does not excuse academic misconduct – every student is responsible for knowing the rules. The IU School of Education's 'How to Recognize Plagiarism' is an on-line tutorial that can help you avoid plagiarism. It can be accessed at <http://www.indiana.edu/~istd/>. If you have any questions about what constitutes academic misconduct for a course you are taking, be sure to ask the instructor for an explanation.

All faculty have the responsibility of fostering the “intellectual honesty as well as the intellectual development of students” and part of this responsibility means that faculty must investigate cases of potential academic misconduct promptly and thoroughly. Faculty members also have the responsibility of taking appropriate action when academic misconduct occurs. The penalties for academic misconduct include but are not limited to lowering a grade on an assignment, lowering a course grade, or failing a student for a course. Significant violations of the Code can result in expulsion from the University.

SPEA faculty take their responsibilities seriously and do not tolerate cheating, plagiarism, or any other form of academic misconduct. If you have not done so, you should read about your responsibilities in the *IUPUI Code of Student Rights, Responsibilities, and Conduct* to ensure that you understand what these terms mean and what penalties can be issued for academic misconduct.

The *IUPUI Code of Student Rights, Responsibilities, and Conduct* defines four areas of academic misconduct: cheating, fabrication, plagiarism, and interference. The prohibited activities and actions include the following:

1. **Cheating.** A student must not use or attempt to use unauthorized assistance, materials, information, or study aids in any academic exercise, including, but not limited to, the following:

- a. A student must not use external assistance on any "in-class" or "take-home" examination, unless the instructor specifically has authorized external assistance. This prohibition includes, but is not limited to, the use of tutors, books, notes, and calculators.
- b. A student must not use another person as a substitute in the taking of an examination or quiz.
- c. A student must not steal examinations or other course materials.
- d. A student must not allow others to conduct research or to prepare work for him or her without advance authorization from the instructor to whom the work is being submitted. Under this prohibition, a student must not make any unauthorized use of materials obtained from commercial term paper companies or from files of papers prepared by other persons.
- e. A student must not collaborate with other persons on a particular project and submit a copy of a written report which is represented explicitly or implicitly as the student's individual work.
- f. A student must not use any unauthorized assistance in a laboratory, at a computer terminal, or on field work.
- g. A student must not submit substantial portions of the same academic work for credit or honors more than once without permission of the instructor to whom the work is being submitted.
- h. A student must not alter a grade or score in any way.

2. **Fabrication.** A student must not falsify or invent any information or data in an academic exercise including, but not limited to, records or reports, laboratory results, and citations to the sources of information.

3. **Plagiarism.** A student must not adopt or reproduce ideas, words, or statements of another person without appropriate acknowledgment. A student must give credit to the originality of others and acknowledge an indebtedness whenever he or she does any of the following:

- a. Quotes another person's actual words, either oral or written;
- b. Paraphrases another person's words, either oral or written;
- c. Uses another person's idea, opinion, or theory; or
- d. Borrows facts, statistics, or other illustrative material, unless the information is common knowledge.

4. **Interference.**

- a. A student must not steal, change, destroy, or impede another student's work. Impeding another student's work includes, but is not limited to, the theft, defacement, or mutilation of resources so as to deprive others of the information they contain.
- b. A student must not give or offer a bribe, promise favors, or make threats with the intention of affecting a grade or the evaluation of academic performance.

Communication between Faculty and Students

In order to verify the identity of all parties involved, effective September 1, 2004, all email communication from current SPEA students to SPEA staff must originate from an Indiana University email account. For email communication with SPEA faculty, current SPEA students should refer to course syllabi for instructors' preferences (Oncourse, Webmail, etc.). This policy

applies to current students only. Instructions for forwarding your IUPUI email to another account can be found at <http://uits.iu.edu/scripts/ose.cgi?berh.def.help>.

Students Needing Support From Counseling and Psychological Services

SPEA encourages any student who has concerns about their personal welfare to seek assistance with the professionally trained counselors of the IUPUI Counseling and Psychological Services (CAPS). CAPS provides direct professional psychological services, including crisis response, counseling, assessment and referral to all IUPUI students. More information can be found at <http://studentaffairs.iupui.edu/health-wellness/counseling-psychology/index.shtml>.

Students Needing Support From Adaptive Educational Services

Students needing accommodations because of a disability will need to register with Adaptive Educational Services (AES) and complete the appropriate forms issued by AES before accommodations will be given. The AES office is located in Taylor Hall, UC 100. You can also reach the office by calling 274-3241. Visit <http://aes.iupui.edu/> for more information.

Students Called to Active Duty

SPEA encourages any student who is in the Indiana Military Reserves and is called to active duty to finish his/her coursework if at all possible. Students who cannot complete their courses have the option of withdrawing with 100% fee refund, but this request must be made within one week of being called to active duty. Students who are called to active duty may qualify for an incomplete (provided that all the above criteria have been met). For further information, please see the Office of the Registrar's website at <http://veterans.iupui.edu/practices/withdrawal.php>.

FLAGS System

SPEA faculty will be using IU's FLAGS System (Fostering Learning, Achievement, and Graduation Success) to provide real-time feedback on student performance in the course. Periodically throughout the semester, data on factors such as class attendance, participation, and success with coursework, etc. will be entered with suggestions on ways to improve performance. Students may access this information in the student center: Onestart > Student Services page > Student Center > My Academics and Grades > My Grades.

Administrative Withdrawal (AW)

If this class is utilizing the Administrative Withdrawal (AW) Policy, a student could be withdrawn from the class if they miss more than half of the required class activities within the first 25% of the course. More information can be found in the attendance and/or assessment portion of the syllabus if this policy is being used.

Course Withdrawals

Students who stop attending class without properly withdrawing from the class will receive a grade of F. It is important to withdraw from a course within specified timeframes (see chart below). Note that withdrawals after Week 12 of a regular session or Week 4 of a summer session are rarely granted. **Poor performance in a course is not grounds for a late withdrawal.**

Withdrawal forms will not be processed in the Office of the Registrar after the last day of classes. Any requests for a late withdrawal after the last day of classes must go through the grade appeal process, but each student should remember that in accordance with campus policy, SPEA does not permit a student to withdraw from a course if he/she has completed the course requirements. Grade replacement should be used in this case. See the Office of the Registrar's website at <http://registrar.iupui.edu/withdraw.html> for more information. To withdraw, obtain a withdrawal slip (DROP/ADD Form) from the SPEA Student Services window. Instructions for completing it are given on the form.

Withdrawal Deadlines	
Course deleted from record, no grade assigned, 100% refund (Advisor signature IS NOT required)	Week 1 (last day)
Withdrawal with automatic grade of W (Advisor signature IS required)	Week 2- Week 7 (regular session) Week 2 - Week 3 (summer session)
Withdrawal with grade of W or F (Advisor and instructor signatures ARE required)	Week 8 - Week 12 (regular session) Week 3 - Week 4 (summer session)

Incompletes

A grade of incomplete (I) indicates that a 'substantial portion' of the work in a course has been satisfactorily but not entirely completed by the student as of the end of the semester. The incomplete can be given to a student facing a hardship such that it would be unjust to hold the student to the established time limits for completing the work. To be eligible for the incomplete in a SPEA course, the student's work must be of passing quality, and the student must have completed 75% of the course requirements. **Poor performance in a course is not grounds for an incomplete.** SPEA follows the campus guidelines, which may be accessed at the Office of the Registrar's website at <http://registrar.iupui.edu/incomp.html>, in awarding incompletes. Incompletes must be removed within a time period not to exceed one year after the semester in which the student was enrolled in the course. The incomplete will revert to an 'F' if the work is not completed within the allotted timeframe established by the instructor.

Grade Changes

Under certain circumstances, students can seek grade changes for previously taken courses if they believe that a grade has been calculated or assigned incorrectly. A student who is seeking a grade change must first contact the instructor and ask for the grade change. In the event the instructor does not change the grade, the student can file a Change of Grade Petition with the Registrar's Office. **In SPEA, a student has 90 days after the conclusion of a course to appeal a grade.** In cases of extenuating circumstances, SPEA may consider petitions filed after this date. SPEA will review the request and make a final decision on a case-by-case basis. The Change of Grade petition form is located at the Office of the Registrar's website at <http://registrar.iupui.edu/grdfm.html>.

Final Exam Schedule

If a final exam is given, it must be held on the day and time set in the final exam schedule. If an instructor has changed the final exam date, the student should first consult with the instructor. Students who have more than three final exams in one day or insufficient time to get from one exam to another should consult with their instructors to resolve these conflicts. If a student is not able to resolve a final exam problem with the instructor, the student may report the problem to the Director of the program. Tests or major writing assignments may not be required during the week before the formal final exam week unless assigned or announced at the beginning of the semester. See the Office of the Registrar's website at <http://registrar.iupui.edu/final-policy.html> for the policy and final exam week schedule.