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**Executive Command & Leadership (ExCL) Program**

**MPA 660: Local Government Administration & Management**

**Spring Semester (Session 2)**

**P.O.S.T. Course Code: SAN11G**

**INSTRUCTOR:**           George (Rich) Austin, Jr., DPA

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**COURSE SCHEDULE**  
Spring Semester / Session 2:  March 11, 2024 –  May 5, 2024

**COURSE DESCRIPTION**

Students analyze current local government administration through local charters, intergovernmental relations, comprehensive planning, economic development, and the operational service functions of local city/county/municipal governments. This course also explores the political context and administrative decision-making involved in developing and managing public policies for local communities.

**REQUIRED TEXTBOOK**

Nelson, K.L. & Stenberg, C.W. (2017). *Managing local government: An essential guide for municipal and county managers* (1st ed.). Washington, D.C.: Sage Publishing. ISBN 9781506323374

**SUGGESTED RESOURCES**

Publication Manual of the American Psychological Association, (current edition).

**REQUIRED RESOURCES**

* Access to a computer
* Reliable internet access with a recommended minimum Internet speed of 512kbps.
* Web camera, microphone, and audio
* The Canvas Learning Management System should be used on the current or first previous major release of Chrome, Firefox, Edge, or Safari. Because it's built using web standards, Canvas runs on Windows, Mac, Linux, iOS, Android, or any other device with a modern web browser.
* Canvas only requires an operating system that can run the latest compatible web browsers. Your computer operating system should be kept up to date with the latest recommended security updates and upgrades.

**TECHNICAL DIFFICULTIES**

The Canvas Learning Management System maintains 24-hour, 7-day support. You may access technical support by selecting the help icon located in the left-side navigation menu within the Canvas course room.  Otherwise, call 762-499-0185.

Students experiencing issues with Reinhardt University email or Eagle Web should first visit the Reinhardt University Self-Help Desk at [https://reinhardtkb.blackbelthelp.com/ (Links to an external site.)Links to an external site.](https://reinhardtkb.blackbelthelp.com/)

The site features troubleshooting tips for common issues and a 24-hour, 7-day technical support chat feature.

You may also contact the Helpdesk at [helpdesk@reinhardt.edu](mailto:helpdesk@reinhardt.edu) or by phone at 1-877-447-2001.

**MPA PROGRAM LEARNING OUTCOMES (PLOs)**

Upon completion of the Master of Public Administration degree, the individual student should possess the following qualities, abilities, and skills:

* PLO 1: Graduates will identify and analyze the intellectual history of American public administration, the competing ideological frameworks, and the major issues or controversies in the public service that have emerged over time.

* PLO 2: Graduates will be able to explain the unique political and legal environment in the public and nonprofit sectors and its human management implications as well as describe and evaluate the similarities and differences in intergovernmental and intragovernmental leadership, management and policy challenges.

* PLO 3: Graduates will analyze and interpret data and policy formation, using various research methodologies and statistical techniques to demonstrative effective critical thinking skills and reasoning abilities to make recommendations for decision making and public policy creation.

* PLO 4: Graduates will define and discuss the public policy process at the federal, state and local levels as well as identify and evaluate the effectiveness of the theories of public policy making.

* PLO 5: Graduates will recognize and analyze ethical dilemmas and apply public administration’s code of ethics to decisions and value conflicts unique to public service.

**COURSE LEARNING OUTCOMES (CLOs):**

Upon successful completion of this course, students will be prepared to:

* CLO 1: Analyze the roles and duties of public administrators in municipal government and how they contribute to the profession (PLO 2).

* CLO 2: Discern the council-manager form of government from the mayor-council form, including the differences between city/county manager and city/county administrator roles, responsibilities, and duties (PLO 2).

* CLO 3: Analyze ethical dilemmas faced by local government administrators as it concerns elected and appointed officials, employees, and citizens (PLO 5).

* CLO 4: Evaluate the decision-making process local government administrators undergo to demonstrate greater transparency and accountability (PLO 4).

* CLO 5: Evaluate the knowledge, skills, and abilities of local government administrators across internal service provision areas such as communication and technology, neighborhood and community development, public works, public safety, public finance, economic development, and human resources (PLO 3).

**CREDIT HOUR STATEMENT**

Courses offered in an 8-week session are twice as intensive as those held during a traditional full semester. In addition to the 40 hour residency component, students should expect to spend a minimum of 11 hours each week interacting with course content through a combination of direct instruction and out of class student work.

Examples of direct instruction include course lectures, engaging in class forum discussions with the course instructor and other students, viewing or reading supplementary online content required by the instructor, completing online assignments, and reading instructor announcements related to course material and instructor feedback. Examples of out of class student work may include reading the assigned course textbook, doing independent library research, completing essay assignments, developing more extensive research papers, and preparation for examination or quizzes.

**RESIDENCY REQUIREMENT**

This course includes a mandatory 40 hour residency.  The residency shall be delivered through a combination of scheduled online interactive class sessions  and traditional face to face class sessions.

**GEORGIA P.O.S.T. COUNCIL UNIFORM ACADEMY REGULATIONS**

The ExCL program consists of career development courses and is defined as specialized training by the Georgia Peace Officer Standards and Training Council. Individual courses shall be administered in accordance with the rules and regulations of the Georgia P.O.S.T. Council.

**Georgia P.O.S.T. Uniform Academy Regulation 9.2.1 / 9.2.2**

Due to the comprehensive building-block nature of specialized courses, it is vital that students attend the entire course.

Any student who fails to attend a minimum of 90% of the mandatory 40 hour residency component for this course will not be eligible for Georgia P.O.S.T. training credit.  
The residency component shall consist of 40 hours. The residency shall de delivered through a combination of scheduled online interactive class sessions and traditional face to face class sessions.

Students who fail to attend a minimum of 90% of the residency component and subsequently attend this course at a later date shall be required to attend and successfully complete the entire course. This shall include completion of blended independent/interactive online assignments and the mandatory residency component.

**Georgia P.O.S.T. Uniform Academy Regulation 9.1.3**

Students shall not be provided with an opportunity to re-test on written examinations.

**Georgia P.O.S.T. Uniform Academy Regulation 9.1.4**

Students who fail to demonstrate required skills on an assignment classified as a performance examination shall not be provided with structured remediation nor be retested. This regulation will not apply to assignments classified as practical exercises.

**Georgia P.O.S.T. Uniform Academy Regulation 9.1.6**

Students must achieve a final cumulative average of 80% or higher in this course to receive Georgia P.O.S.T. training credit for attendance. Students who fail to achieve the minimum final cumulative average and subsequently attend the course at a later date shall be required to attend and successfully complete the entire course. This shall include completion of blended independent/interactive online assignments and the mandatory residency component.

**REINHARDT UNIVERSITY ONLINE ATTENDANCE AND WITHDRAWAL POLICY**

Students must meet weekly online attendance requirements. An online week is defined as being Monday 12:00 AM (EST) through Sunday at 11:59 PM (EST). Deadlines for attendance are based on Eastern Standard Time.

A student will be considered in attendance for a given week of instruction if he or she participates in the course through the submission of a required assignment or attends a scheduled online interactive class session.

**Initial Course Participation**

A student who fails to participate during the first 8 calendar days of a course shall be administratively dropped from the course.

**Ongoing Course Participation**

Ongoing course participation is satisfied through the continued completion of weekly online course room activities. Students who do not participate in a course for 7 or more consecutive days are not satisfying ongoing course participation.  
  
Students who are not satisfying the ongoing course participation requirement shall be notified by a University representative via University email. The student must resume participation in the course within 3 calendar days following the sending of the notification.

Students who do not resume participation in the course will be administratively withdrawn from the course and be issued a grade of “W” or “F”.

A grade of “W’ will be issued if an administrative or voluntary withdrawal occurs before 11:59 PM (EST) on Monday of the fifth week of the course.

A grade of “F” will be issued if an administrative or voluntary withdrawal occurs after 11:59 PM (EST) on Monday of the fifth week of the course.

Students may be impacted academically and financially in the case of voluntary and administrative withdrawals. It is the student’s responsibility to understand these implications.

**ACADEMIC INTEGRITY**

All assignments must be completed by the learner. Learners are expected to read and adhere to the Academic Integrity section of Reinhardt University’s Academic Catalog.

Cases of academic dishonesty may result in expulsion from the University, a failing grade for the course, or a failing grade for the assignment.

This course is sanctioned by the Georgia P.O.S.T. Council as specialized training.  Instances of cheating or academic dishonesty must be reported to the Council as prescribed in the Uniform Law Enforcement Academy Regulations.

The following are recognized as unacceptable forms of academic behavior at Reinhardt University:

* Plagiarizing, that is presenting words or ideas not your own as if they were your own. The words of others must be enclosed in quotation marks and documented. The source of the distinctive ideas must also be acknowledged through appropriate documentation. (NOTE: Strictly adhere to APA citation and referencing guidelines to avoid this).

* Submitting a paper written by another student or another person as if it were your own.

* Submitting a paper containing sentences, paragraphs, or sections lifted from another student’s work or other publication; there must be written documentation.

* Submitting a paper written by you for another course or occasion without the explicit knowledge and consent of the instructor.

* Fabricating evidence or statistics that supposedly represent your original research.

* Cheating of any sort on tests, papers, projects, reports, etc.

* Using the internet inappropriately as a resource. See 3 above.

**COURSE EXPECTATIONS & EVALUATION**

This is a course based primarily on in-class discussion, so class attendance is required. Class participation is absolutely critical in the success of the students. Students are expected to have read the material and participate in meaningful conversation and offering of opinion on the subject matter covered in each class.

It is expected that previous courses the students have taken in the MPA program will be used in the format of contributing to class discussions and written assignments.

Classes will include lectures, guest lectures, class discussion, and writing assignments.

**COURSE REQUIREMENTS/ASSIGNMENTS**

Knowledge of the material presented in this course will be evaluated based on the satisfactory completion of all coursework. Methods of instruction and learning include unit reading assignments, video lectures, discussion postings, individual research, and essay assignments. Learners are expected to complete all module activities during the week assigned and in the manner prescribed.

**Reading Assignments**

Students are expected to complete assigned textbook reading and other readings during the week assigned.

**Discussion Assignments**

Students are expected to actively participate in module discussion assignments. Requirements and deadlines for postings shall be published within Module Academic Requirements.   All postings must adhere to APA 7th Edition guidelines regarding citations and referencing, and format. This category may also include individual / group presentations assigned by the instructor.

**Essay Assignments**

Deadlines for module essay assignments shall be published within individual Module Academic Requirements. Students must meet the minimum word count specified for each assignment.  Assignments must adhere to the citation and referencing guidelines contained in the 7th Edition APA Manual, as well as proper formatting.

**Examination**

A final examination will be administered on the last day of the in-person residency.  The examination shall consist of a minimum of (4) essay assignments based on subject matter tied to course learning outcomes.

**Final Course Paper**

Students are required to write an original paper (7 to 10 pages in length) that addresses the following:

* The student will analyze a contemporary issue faced by local government.

* The student will formulate an approach to solve or mitigate the issue utilizing cross-sectional services (i.e. recreation department, police, zoning, public works, etc.).

 All topics must be approved in advance by the course instructor.

The paper should reflect an interest that explores the dynamics of local government administration and its context. Consider addressing a policy area or write your paper as a policy white paper including relevant research and documentation.

The final paper must meet the following requirements:

* Written in APA 7th Edition format.

* Must be a minimum of (7) pages excluding the cover page and reference page.

* Must have a title page in APA format. An abstract is not required for a literature review in APA.

* Must have a reference page in APA format.

* Must have a minimum of (5) acceptable scholarly references listed and cited in the body of the work.

* Double spacing is required between sentences and paragraphs per APA guidelines.

* Use Times New Roman 12 font when preparing the paper.

* Must demonstrate the ability to utilize short quotes, and summary/paraphrase in proper APA format.

* Plagiarism will not be tolerated…your paper must properly document all ideas and information not your own. Plagiarism or academic dishonesty may result in a failing grade for this course. Other sanctions may be imposed based on University policy.

* Do not attempt to copy and paste from research papers or essays available online. The instructor will diligently check all papers for plagiarism.

**Course Paper Presentation**

Students shall make an in-class oral presentation on the course paper.  The purpose of the presentation is to allow classmates to explore the topic and draw connections to practice.  The presentation shall be 15-20 minutes and consist of 8-10 PowerPoint slides.

The presentation shall address the following:

* Appraise a contemporary issue facing local government from the perspective of a government manager
* Defend and support an approach to resolve or mitigate the issue.
* Explain how the approach utilizes cross-sectional services internal and/or external to local government.

The presentation will be graded based upon the following rubric:

**Quality of Student Work**

Use of proper grammar, correct spelling, and writing principles are expected in all work. Full credit will not be granted for work that contains grammar or spelling errors.

**EVALUATION & GRADING**

The following grading scale will be utilized in the determination of the student’s final course grade:

|  |  |
| --- | --- |
| **Grade Percentage** | **Corresponding Letter Grade** |
| 90-100% | A |
| 80-89% | B |
| 70-79% | C |
| 0-69% | F |

NOTE:  A final grade of 80% (B) or higher is required for academic credit.  
  
  
**FINAL AVERAGE BREAKDOWN**

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| --- | --- |
| **ASSIGNMENT CATEGORY** | **FINAL GRADE PERCENTAGE** |
| Discussion Assignments | 15% |
| Essay Assignments | 25% |
| Final Paper | 25% |
| Examination | 25% |
| Course Paper Presentation | 10% |

**PROJECTED LEARNING SCHEDULE**

**Module #1:  March 11, 2024 – March 17, 2024**

Students shall read the following chapters and complete written online assignments.

Chapter 1:  Managing Local Governments in a Dynamic World

Chapter 2:  U.S. Local Governments in Historical Context

**Module #2:  March 18, 2024 – March 24, 2024**

Students shall read the following chapters and complete written online assignments.

Chapter 3:  Types, Functions, and Authority of U.S. Local Governments

Chapter 4:  Working Across Boundaries

**Module #3:  March 25, 2024 – March 31, 2024**

The prospectus for the research project is due during week 3. Students shall read the following chapters and complete written online assignments.

Chapter 5:  The Career of the Local Government Manager

Chapter 6:  Roles and Relationships

**Module #4: April 1, 2024 – April 7, 2024**

Students shall read the following chapters and complete written online assignments.

Chapter 7:  Enhancing Council-Manager Effectiveness

Chapter 8:  Citizen Engagement

**Module #5: April 8, 2024 – April 14, 2024**

Students shall read the following chapters and complete written online assignments.

Chapter 9:    Service Delivery Strategies & Innovation

Chapter 10:  The Manager’s Toolbox

**Module #6: April 15, 2024 – April 21, 2024**

Students shall read the following chapters and complete written online assignments.

Chapter 11:  Emerging Issues and Management Challenges Facing Local Governments

**Module #7: April 22, 2024 – April 28, 2024**

Mandatory 32-hour in-person residency component.

Final Examination

Course Paper Presentations

**Module #8: April 29, 2024 – May 5, 2024**

Submission of final course paper

**ONLINE ACADEMIC SUPPORT SERVICES**

Reinhardt University offers academic support services for online students through BrainFuse HelpNow. Services include access to live tutors, writing lab assistance, and study center resources. These resources are offered at no additional charge and are available on demand through [Course Resources](https://reinhardtuniversity.instructure.com/courses/9985/pages/course-resources).

**NON-DISCRIMINATION STATEMENT**  
Reinhardt University does not discriminate in any of its policies, programs, or activities on the basis of race, color, age, culture, national origin, socioeconomic status, gender, religious belief, sexual orientation, physical (dis)ability, or genetic information.

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a documented disability requiring an accommodation, please contact the Academic Support Office (ASO).

Reinhardt University is committed to providing reasonable accommodations for all persons with disabilities. Therefore, if you are seeking classroom accommodations under the Americans with Disabilities Act, you are required to register with the Academic Support Office (ASO). ASO is located in the basement of the Lawson Building. Phone is 770-720-5567. To receive academic accommodations for this class, please obtain the proper ASO letters/forms.