

# EXECUTIVE LEADERSHIP INSTITUTE

## STATE OF THE PROGRAM REPORT

### Executive Summary - 2007

The purpose of this Executive Summary is to briefly encapsulate the major accomplishments of the Institute since its transfer from Lewis and Clark College to Portland State University in the fall of 1996. The mission of the Institute is to further the education, service and research goals of the Hatfield School of Government through the following activities: leadership development programs for public agencies, applied research with students and faculty, technical assistance to public agencies, conferences and forums, internship placements for high performing students, and an Executive MPA degree offered at off-campus locations throughout the region. The Institute plays a major catalytic role in the University by partnering with other units to extend the University's community engagement mission to students and professional practitioners both domestically and internationally. The Institute undertakes approximately \$1.3 million of activities per year, which funds three full-time staff and 4.0 faculty who hold rank in the Public Administration Division. Each faculty member in the Institute operates with considerable autonomy in managing a portfolio of activities.

- **Institute Growth** -The Institute has experienced a four-fold growth since 1996, measured both by income generation and the number of clients served. The Institute has doubled the size of both its faculty and staff.
- **External Degree Delivery** - Through its off-campus degree work on behalf of the Division and the Hatfield School of Government, The Institute has played a major role in extending the University's reach throughout the State of Oregon and the larger Northwest Region. Off-site programs in Bend, Salem, and Washington County serve participants from as far away as Baker City in the eastern reaches of the State, Ashland and Roseburg to the South and the coastal cities of Newport and Astoria. These educational outreach efforts have paved the way for the creation of a new state-wide Executive MPA degree approved by the Board of Education in August 2007.
- **New Leadership Development Initiatives** -The Institute has undertaken eleven new leadership development programs that have region-wide and international significance. These include: the development of a new Executive MPA degree in the Public Administration Division, the creation of a Global Leadership and Management Specialization in the Public Administration Division, a Public Management Certificate Program, a Certificate Government Financial Management, an Executive Seminar Program for natural resource managers, a Public Safety Management Certification Program, the Army Corps of Engineers Leadership Development Program, the Legacy Program for state and local government officials, a Culturally Competent Management Certificate Training Program for City of Portland managers, a leadership program for Japanese local government officials, a partnership with Lanzhou University to establish a training Institute for officials from Gansu Province, and a partnership agreement with the National Political and Administrative Academy of Vietnam to assist them in revamping their curriculum and pedagogy for training the nation's government officials.

- **University Leadership for Community-Based Learning and Research** -The Institute has played a growing catalytic leadership role in the University by collaborating with other units to extend Portland State University's national reputation as a center of excellence for community-centered education and research. This is reflected in the following seven major initiatives undertaken by the Institute:
  1. Co-facilitating a focus on sustainable development that has linked various units throughout PSU to a central university mission,
  2. The development of a Community-Based Sustainable Development Program for the Hanoi Environmental Protection Agency undertaken in partnership with PSU's National Policy Consensus Center,
  3. The creation of a sustainable development leadership program undertaken in partnership with PSU's Policy Consensus Center and the Toulan School of Urban Studies and Planning for officials from the Chinese Ministries of Construction and Natural Resources,
  4. Facilitating the creation of a "Community-University Engagement Program" with Vietnam's National Science University undertaken in partnership with University Studies,
  5. A Vietnam Study Exchange Program in collaboration with PSU's Office of International Affairs,
  6. Grant funding to strengthen University Studies courses in the undergraduate University Studies "Leadership for Change Cluster", and
  7. The creation of a Civic Leadership Minor housed in the Public Administration Division.
- **Applied Research and Technical Assistance** - ELI undertakes applied research, consulting and technical assistance services for a wide variety of public sector organizations. These engagements help our clients and provide rich opportunities for our graduate students to participate in real-time problem-solving exercises. The most significant new initiative involves the addition of a new faculty position in partnership with the Public Administration Division to undertake new initiatives that extend the research, education and service mission to public health agencies and practitioners. In the first of these initiatives John Santa is undertaking a major research project funded by the Consumer's Union to assess the comparative effectiveness of prescription drugs. In addition, ELI faculty are planning to undertake an E-government planning engagement with the State of Oregon. It is also in discussions with several state and local agencies about launching a succession planning service to aggressively examine the talent turnover phenomenon that is accelerating due to the retirement eligibility of Baby Boomer employees.
- **Regional Forums** - The Institute has assisted the Hatfield School of Government in becoming a regional forum and platform for major public policy initiatives that have region-wide significance. Several times a year the Institute sponsors programs and briefing that show-case important issues and speakers to the public service profession. Typically these briefings reach an audience of 100 or more participants from business, government, and the citizenry, and, whenever possible, are offered free or at a very low admission charge.
- **Sustainable Development Resource Management** - Through the work of several Institute faculty, PSU and the College of Urban and Public Affairs has become increasingly recognized as a regional center for sustainable development policy and management issues of significance to natural resource agencies and managers in the Pacific Northwest.

## **EXECUTIVE LEADERSHIP INSTITUTE**

### **STATE OF THE PROGRAM REPORT**

The purpose of this report is to provide faculty within the Division, School and College a summary overview of the activities of the Institute since its transfer from Lewis and Clark in the fall of 1996. The mission of the Institute is to further the education, service and research goals of the Hatfield School of Government through the following activities: training programs for public agencies, applied research with students and faculty, conferences and forums, and degree offerings at off-campus locations throughout the region. The overall goal of the Institute is to enhance the stature of the Hatfield School of Government and the College of Urban and Public Affairs, both regionally and nationally. In working to achieve these goals, the Institute has come to play a major catalytic role in the University by partnering with other units to extend the University's community engagement mission to students and professional practitioners both domestically and internationally.

All of the Institute programs are designed to create a synergistic relationship between theory-based practice and practice-based research. For the practitioner community, the Institute serves as a resource for improving the practices and processes for the management and delivery of public service. For students the Institute provides research, practicum, internship and educational opportunities that link them to the practitioner community. For faculty the Institute provides opportunities to undertake research through field-based consultation, intervention and study projects. For the Public Administration Division, the Institute provides additional faculty resources through self-funded grants, contracts and fee-for-service programs.

The Institute undertakes approximately \$1.3 million of activities per year, which funds four full-time staff and 4.0 faculty who hold rank in the Public Administration Division. Institute faculty have a self-funding obligation, which ranges from .49 to 100 percent of their salary, depending on the nature of the appointment.

#### **A. Off-Campus Degree Activities**

The Institute provides the administrative support for most of the Division's off-campus degree activity. The Institute coordinates an Executive MPA degree program on behalf of the Division that has been offered at several off-site locations, including Salem, Bend, Hillsboro, and Vancouver. In addition, the Institute coordinates annual courses in Washington D.C. and occasional courses in Canada, Japan, Vietnam and Mexico.

#### **B. Public Agency Professional Development and Continuing Education Programs**

Central to the mission of the College, the School and the Division is to meet student learning needs where they are most in evidence. The Institute does this by joining with agencies to design professional development programs for senior level leaders and mid-level managers that prepare them to deal more effectively with the rapidly changing conditions they face. Since 1997, the Institute has undertaken more than 100 professional development programs

involving more than 150 different agencies, 30 jurisdictions and four foreign countries. Attachment A provides a summary of the range of current activities undertaken by the Institute. Following is a brief summary of the major on-going professional development programs provided by the Institute.

1. **Executive Seminar Program** – This program provides senior level natural resource managers and policy-makers in the Pacific Northwest with the opportunity to learn how to manage complex and conflict-ridden natural resource issues. During a one-week residency program, participants use live case studies to abstract the policy and administrative lessons for more successfully managing the region's natural resources.
2. **Agency-Designed Leadership Development Program** – The Institute prefers to develop programs that are co-designed and co-produced with agencies and to enter into agreements that will have a long-term impact on the organization. The Institute undertakes several of these programs on an annual basis with local, state and federal agencies. Most of these programs are offered to a cohort group that takes classes over several months. The content of the program is co-designed with agency officials who join the Institute faculty as co-instructors.
3. **The Legacy Program** – The Institute offers occasional intensive programs for state and local government officials. Originally designed under the leadership of Governor Barbara Roberts, the program uses an intensive one-week residency program to provide participants with the knowledge and skills necessary to transform visions into long-term legacies.
5. **Public Safety Management Certification** - Over the past several years, the Institute has worked with public safety agencies in the Portland Metropolitan region to develop an 80-hour management certification program that meets the certification requirements of the Oregon Department of Public Safety Standards and Training (DPSST). The program provides participants with an opportunity to receive degree credit at either the graduate or undergraduate level as well as certification credit by DPSST.
6. **Certificate in Government Financial Management** - ELI has formed a partnership with the Association of Government Accountants to promote and deliver post-baccalaureate training leading to the *Certified Government Financial Manager (CGFM)* designation to individual students as well as employees of governmental, nonprofit, and corporate entities in Oregon and the Pacific Northwest. PSU expects to begin offering credit and non-credit courses leading to *Certified Government Financial Manager designation* in 2008.

The Association of Government Accountants (AGA) supports the careers and professional development of government finance professionals working in federal, state and local governments as well as the private sector and academia. Founded in 1950, AGA has a long history of being the thought leader for the government accountability profession. Through education, research, publications, certification and conferences, AGA reaches thousands of professionals and provides more than 100,000 hours of continuing professional education (CPE) annually. Since its creation in 1994, the Certified

Government Financial Manager (CGFM) Program has become the standard by which government financial management professionals are measured. Its education, experience and ethics requirements have served to elevate the most seasoned financial professionals. More than 13,000 individuals have received the designation so far.

**7. International Leadership Development Programs** -The Institute has developed a leadership education model, which has attracted increasing interest at the international level in Japan, China and Vietnam where there are on-going leadership development programs for public officials. Professors Marcus Ingle and Masami Nishishiba have taken the leadership on behalf of the Institute for managing the following programs.

- **Japanese Local Government Leadership Development** – The Institute in partnership with Waseda University has a five year grant from the Tokyo Foundation to train 10-15 local government administrators each year. The goal of the program is to prepare future administrators to assume increasing levels of responsibility for managing local jurisdictions that have been given increasing levels of autonomy by the central government. The Institute faculty, in collaboration with Waseda faculty and the Tokyo Foundation, published a Japanese/English bilingual book *Project Management Toolkit: A Strategic Framework for New Local Governance* in order to reach out to a broader audience and disseminate the training curriculum beyond the training participants.
- **Chinese Sustainable Development Leadership Program** – The Institute in partnership with the Nohad School of Urban Studies and Planning provides three one week training programs each year for 15-25 officials from the Ministry of Construction and the Ministry of Land and Natural Resources. The goal of these programs is to provide participants with examples of “best practices” for balancing the needs of economic growth, equity and environmental sustainability.
- **Vietnam National Political and Administrative Academy** – The Institute has entered into an agreement with Vietnam’s National Political and Administrative Academy to assist them in redesigning the curricular content and pedagogical approach for training the country’s next generation of public officials.
- **Lanzhou University** - The Institute has entered into an agreement with Lanzhou University to assist them in creating a Public Service Institute in partnership with Gansu Province. The purpose of the Institute is to provide leadership development to provincial leaders and better link the resources of the University to the needs of the province.

### **C. University Leadership for Community-Based Learning and Research**

The Institute has played a growing catalytic leadership role in linking various academic and service units in the University to undertake major new initiatives that individual units are not capable of accomplishing on their own. Most of these initiatives involve collaborating with other entities on campus to extend Portland State University’s national reputation as a center of excellence for community-centered education and research. This is reflected in the following major initiatives undertaken by the Institute:

- **Sustainable Development** – The Institute has taken the initiative to leverage its long-standing connections with natural resource agencies in the Pacific Northwest to other units on campus that are interested in sustainable development. This work has played a major role in focusing resources in a more targeted fashion to better accomplish the University’s commitment to sustainable development.
- **Community Based Sustainable Development in Vietnam** – The Institute has undertaken efforts to extend the University’s “community based learning” model to other universities and agencies in foreign countries. For example, ELI faculty created a Community-Based Sustainable Development Program for the Hanoi Environmental Protection Agency in partnership with PSU’s National Policy Consensus Center. It also facilitated the creation of a “Community-University Engagement Program” with Vietnam’s National Science University undertaken in partnership with University Studies.
- **Student Exchange Programs** – The Institute has used its connections with overseas universities and the professional practitioner community to enrich educational opportunities for students through the creation of student exchange programs and internship placements with agencies.
- **Cross-Curricular Initiatives** – Whenever possible ELI has sought to use its external outreach activities to strength the community-centered course offerings for students. For example, the Institute received a \$320,000 grant to strengthen University Studies courses in the undergraduate University Studies “Leadership for Change Cluster”. After the completion of this three-year grant program, the Institute used the results and the subsequent creation of a Civic Leadership Minor housed in the Public Administration Division

## D. Applied Research Activities

The Institute seeks to foster opportunities for both students and faculty to undertake applied research projects that connect faculty and students with the community, that generate income to attract the highest quality students to the College, that build the esteem of the College and that foster partnerships regionally and nationally. Over the past several years the Institute has served as the sponsor for several major research initiatives, the most important of which are summarized below. **The Institute has especially targeted grants and research projects that enable faculty and students to develop expertise in community capacity building with special emphasis on citizen participation, institution-building, and collaborative governance.**

1. **Civic Capacity Project** - In 1997 the Institute organized and received funding for a Civic Capacity Project. The goal of the project was to involve students and faculty in the College of Urban and Public Affairs in a study of the factors that affect the capacity of communities to become self-governed. Over the first two years of this project, the work of faculty and students resulted in 7 conference papers, 9 refereed journal articles, and an entire issue of Administrative Theory and Praxis devoted to a report of the findings of the Civic Capacity Project. The issue has sold the largest number of copies in the 21-year history of the journal.

2. **FIPSE Project** – This \$320,000 three-year project was funded by the Fund for the Improvement of Post-Secondary Education, U.S. Department of Education. The project developed a Civic Capacity Index, which was used as a template for developing courses especially designed to cultivate various kinds of citizen knowledge and engagement. The project resulted in the development of 13 new courses for the “Leadership for Change” Cluster in the University Studies Curriculum. The project culminated in the development of a new Civic Leadership Minor that is housed in the Public Administration Division. This project spawned several Ph.D. dissertations and provided the basis for twelve conference papers and three refereed journal articles.
3. **Carnegie Political Engagement Project** - The Carnegie Foundation for Teaching and Learning selected two courses that were part of PSU’s FIPSE Project to be included in a national study of 21 political engagement experiments at major universities around the United States. The goal of the three-year Carnegie study is to determine what pedagogical and curricular strategies are most successful in cultivating greater political engagement on the part of students.
4. **Civic Solutions Grant** - Building on the work of the FIPSE Project, the Institute was awarded \$14,000 by PSU’s Center for Academic Excellence to support further curriculum development of the Leadership for Change SINQ courses and Civic Leadership Minor courses. The goal of the project was to increase the level of political engagement on the part of students and to show students how to use their interest in civic issues to effect change in the political arena.
5. **State of the Environment Report (SOER)** – This report, sponsored by the Oregon Progress Board, provided the first state wide comprehensive assessment of the current status, trends and future risks to Oregon’s ecological systems and natural resources. The information in the SOER is being used to set benchmarks, performance goals and targets for environmental managers and policy makers. The project was administered by Institute faculty and staff.
6. **Bonneville Power Administration Grant** - The Bonneville Power Administration has provided a research grant (\$45,000) to Jeff Hammarlund (an Institute adjunct faculty member) for research concerning governance issues in the Columbia River Basin. The research project has allowed Jeff Hammarlund to extend his knowledge and understanding of the recent politics of the Columbia Basin. The research has contributed directly to the courses, workshops and conferences Mr. Hammarlund undertakes for the School, including: PA 567: Northwest Energy Policy and Administration, PA 510: National Policy Process (Energy), The Annual Energy Conference, and Columbia Watershed Salmon and the Endangered Species Act: Past, Present Future.
7. **Public Health Initiative** - The Public Administration Division in partnership with the Institute has recently added a new faculty position to undertake new initiatives that extend the research, education and service mission to public health agencies and practitioners. John Santa is undertaking a major research project funded by the Consumer’s Union to assess the comparative effectiveness of prescription drugs.

## **E. Technical Assistance to Public Agencies**

The Institute brokers the provision of technical assistance to agencies seeking help with a wide variety of public management policy and service delivery issues. The Institute prefers to undertake technical assistance activities that have the prospect for creating long-term organizational change and have the capacity to be successfully implemented after the completion of the technical assistance intervention by Institute staff. Following is a partial list of the kinds of technical assistance activities that have been provided by Institute students and faculty.

- 1. Diversity Training** - Since the beginning of 2006, the Institute has been offering Culturally Competent Management Certificate Training to managers at the City of Portland. The Institute faculty co-developed the training curriculum with the staff at Portland's Bureau of Human Resources, trained approximately 30 city trainers, and have been subsequently co-delivering the training with the city trainers.
- 2. Succession Planning** – The Institute is currently working with a variety of agencies in developing succession plans to deal with the large staff turnover that continues to occur through retirements.
- 3. Citizen Service** – The Institute has offered a variety of local agencies workshops on how to improve citizen service, with special emphasis on where to draw the line between a “customer service” orientation characteristic of the private sector and a “citizen service” orientation appropriate for the public sector.
- 4. Strategic Planning** – Institute faculty provide support to agencies and organizations seeking assistance e\with developing and implementing strategic planning processes.
- 5. Public Participation Processes and Strategies** – The expertise of Institute faculty has been used to assist agencies with managing citizen participation processes and the use of scientific information in decision-making. For example, Professor Shinn and Ph.D. students worked with the Mount Hood National Forest over a two year period to develop a stakeholder centered engagement plan that significantly improved its decision-making capacity to fulfill its mandate to manage resources to meet multiple and conflicting purposes.

## **F. Supporting the Education and Career Development Needs of Students**

One of the primary goals of the Institute is to provide opportunities for students to obtain research experience, gain practical knowledge in field, explore various public service career options and obtain financial support to fund their education. These goals are achieved in the following ways.

- 1. Research for Ph.D. Students** – Institute research activities have provided nearly half the Ph.D. students who have graduated in the last three years with dissertation research projects. Institute faculty play a major role in supervising dissertations and serving on various Ph.D. committees.

2. **Financial Support for Students** – Each year the Institute funds 2-4 students through the self-funded projects undertaken by the faculty. In addition, the Institute hires several additional students throughout the year to support special projects and activities.
3. **Hatfield Residency Program** – The Institute launched the Hatfield Residency Program to obtain funding, placements, and potential research topics for Ph.D. and advanced master's degree students in the College of Urban and Public Affairs. Contracts are negotiated with public agencies for students, frequently under faculty supervision, to undertake significant pieces of high level research for public agencies. The goal of these contracts is to provide students with an opportunity to acquire skills, build their resume, establish networks that will enhance future employment, generate supplementary income to continue their education, and, for Ph.D. students, to develop meaningful dissertation projects.
4. **Summer Internship Programs** – The Institute has organized six summer internship programs, each of which places 10-12 students from the top public policy schools in the nation with some of the state's most innovative managers and public agencies. These programs have been developed in partnership with public agencies who are seeking ways of replenishing the shrinking talent pool caused by large numbers of retirements. For more information on the details of each of these programs see the following website: <http://summerinternships.us/prospective.html>

## G. Conferences and Forums

One of the Institute's goals is to link the College and the Hatfield School of Government to the community through conferences and executive forum series on topics that tie the research activities of the faculty to the policy and administrative work of agencies within the region.

1. **Executive Forum Series** - The goal of the Executive Forum series is to bring professionals together for 4-6 sessions in an informal dinner setting to discuss issues of current concern in the local policy setting. Sessions have been conducted with planners on community participation, with natural resource administrators in the Columbia Basin, and with local administrators contracting services to nonprofit organizations.
2. **Partnership Workshops/Seminars** – The Institute assists public agencies in co-producing specially designed mini-seminars on topics of special interest. For example, the Institute has worked in partnership with the Army Corps of Engineers to develop workshops on developing partnerships with its major state, federal, local, and nonprofit constituencies groups. The Institute has assisted the Portland Water Bureau in developing a six month seminar on how best to use scientific information for decision making purposes.
3. **Energy Symposiums** – These conferences have brought together a diverse array of participants throughout the Pacific Northwest to consider, critique, and provide feedback on proposals pertaining to Columbia River governance. The purpose of these conferences

is to inform the debate, enhance constructive dialogue, and educate the broader public on the complex but important issues of Columbia River governance.

**4. Regional Forums** – The Institute serves as the home for a variety of regional policy and management forums on issues of concern to the professional practitioner community. For example, it has partnered with the Concord Coalition to sponsor conferences on the looming national fiscal crisis and the implications for local government. It has organized debates on proposals to alter the City’s form of government, to change the Oregon tax structure, to create public ownership of private power, to facilitate a regional coalition interested in maintaining the security of the Columbia River transportation corridor and other similar kinds of issues that have potential impacts on the quality and character of public service in the region. Recent speakers have included:

- Jason DeParle, N.Y. Times, *“American Dream: Three Women, Ten Kids, and a Nation's Drive to End Welfare”*
- David Walker, Comptroller General, GAO, *“The Fiscal Wake Up Tour”*
- David Osborne, best-selling author of *Reinventing Government*, *“Reinvention and the Call to Leadership (Getting Ready for the Tough Times Ahead)”*
- *“Policies, Practices, and This Place Called Portland,”* a three-day briefing provided to a visiting, international group of Eisenhower Fellows