

Executive Leadership Institute



Happy Lunar New Year from ELI!

January 2009

Innovative China Partnership Flourishes



Lanzhou University

The Executive Leadership Institute has taken the lead on behalf of the Hatfield School of Government to forge a cooperative relationship with Lanzhou's School of Public Management, the first of its kind in China focusing on the improvement of public sector leadership and organizational performance. ELI Director Doug Morgan

spent the month of November teaching two leadership classes to about fifteen senior government officials at the University of Lanzhou in Gansu province,

located on the upper reaches of the Yellow River in Western China. The city is the center of China's nuclear research and chemo-petrol refining expertise.

The fifteen senior-level officials — i.e., mayors, deputy ministers, and communist party leaders were joined by an equal number of Ph.D. and advanced masters degree students. Participants

were exposed to a variety of new tools that will enable them to "lead in a power-shared world," where centralized command and control approaches are rapidly losing their effectiveness, even in a one party system like China. The two schools will jointly sponsor an international conference in Lanzhou in September 2009, focusing on exemplary cases of performance based initiatives that improve the delivery of public service and build the legitimacy of government activity. If you have a good example of a successful performance initiative that you would like to showcase at the conference, email eli@pdx.edu.

Education for Urban Sustainability in Vietnam

In collaboration with PSU's Office of International Affairs, ELI sponsored a two-week Study Exchange for twelve PSU students to Vietnam in December of 2008. Led by Professor Marcus Ingle and Dr. Kevin Kecskes of the Center for Academic Excellence, the exchange provided PSU students with a unique learning experience by engaging in

globalization challenges firsthand in a transitional country setting. In Hanoi, the PSU students explored a range of leadership and management arrangements for responding to the challenges of globalization in urban and rural settings. The PSU students, for example, linked up with Vietnamese students in Ho Chi Minh City and conducted an urban sustainability assess-



ment in five different locations. Results were presented to Vietnamese faculty for comment and critique.

New Year Greetings from ELI

Our recent executive leadership work in Southeast Asia has made us very fond of the Asian tradition of celebrating the New Year at the midpoint between the fall harvest and the spring planting season.

ELI celebrated an abundant harvest in 2008 with the launching of our new Executive MPA program, Certificate in Public Management and new leadership development initiatives in Vietnam and China.

We have even more to look forward to in the coming year with the expansion of our Executive Leadership Institute into a larger Center for Public Service with plans to transition the Center into a major new initiative for Portland State University.

The Chinese New Year is known as the Year of the Ox, a sign of prosperity that is achieved through patient, diligent work rather than get-rich-quick schemes. This is not only a good reminder for our times, but a reminder of what it takes to build public service legacies. We want to thank each of you for your generous support over the past year and eagerly look forward to working together in building the next phase of ELI's future.

From all of us we wish you a Happy Year of the Ox!

—Doug Morgan

New Partnerships on the Horizon

ELI's Assistant Director, Professor Masami Nishishiba, brought two graduate assistants to Japan to attend graduation ceremonies for the fifth group of participants in ELI's joint training program for Japanese municipal government officials. Sponsored by the Tokyo Foundation, this year is also the final year of the training program which began in 2004.

The delegation also visited some of the participants' home cities, including Gamogori, Takashima, and Arakawa. They met with the past participants, HR directors and mayors from these cities and got feedback on how the training has been useful to the individual participants as well as the City as a whole. Marcus Ingle and Doug Mor-

gan joined the group to attend the final presentations by the 5th year participants, who did two presentations. The first, a public presentation at Waseda University, was attended by students and faculty of Waseda University and other interested colleagues. The second presentation was a closed event at the Tokyo Foundation, open to all the participants over the past five years.

Marcus, Doug, and Masami also met with Professors from Okuma School of Public Management of Waseda University to discuss further collaboration in research and training. Prof. Kobayashi and Prof. Tsukamoto agreed to attend the Fall conference at Lanzhou University in China.

Masami also had discussions with the Tokyo Foundation regarding the next round of training for Japanese local government officials starting in 2009.

In addition to the Tokyo Foundation related events, Masami made two presentations: one at the Moriyama City Library as a key note speaker for their 30th anniversary commemorative event, talking about citizen participation in Portland. She also presented at the Project Management Institute, Tokyo' branch offices' public forum and talked about the use of project management approaches in local governments in the U.S.

Faculty Scholarship, Publications and Collaboration

ELI faculty have been especially productive over the past year with scholarly activities. Doug Morgan and Craig Shinn's new book (with coauthors Rick Green and Kent Robinson) was published by M.E. Sharpe. The book consolidates the lessons learned over the past twenty years in providing leadership development to senior level administrators at all levels of government.

Masami Nishishiba and Craig Shinn are developing a local government capacity index, work which grows out of previous grant work funded by the U.S. Department of Education. The civic capacity index is part of a larger partnership with Ron Tammen, Jacek Kugler, and PSU alumnus Hal Nelson extending the theory

and potential applications of Relative Political Capacity.

Marcus, Doug and Craig are developing a public service leadership model that will serve as the basis for a new book they are writing on "Leading in a Power-Shared World." Doug and Masami are completing a chapter on Portland's commission form of government, to be included in a new book on city forms of government. Doug Morgan and former Ph.D. student Kent Robison are working on the completion of a Handbook on Public Budgeting, which has been piloted for several years as a course.

Kristen Magis and Craig Shinn have authored a chapter on Sustainability with other doctoral students, and

Craig presented on "Institutional Leadership: Shared Governance Over Landscapes and Over Time" at Minnowbrook III, the Maxwell School's premier conference for scholars of public administration.

Executive MPA Cohort Forming Now

The vitality of the public sector can no longer be taken for granted. It requires creative approaches to leadership development as well as heightened efforts to attract and develop next-generation professional, managerial, leadership, and technical talent. ELI's Executive MPA Program uses a leadership model we have developed over the past twenty years and have successfully tested in the U.S., Japan, China and Vietnam. The current Executive MPA cohort is finishing their fifth course in the program, and ELI is preparing to launch a second cohort of students beginning in May of 2009.

- Designed for full-time public sector employees
- Dynamic, work-centered curriculum
- 45 credits to complete
- Close-knit cohort format
- Classes Begin **May 2009**
- Visit www.eli.pdx.edu/empa for more details

NEW!

Government Financial Manager Training Program

NEW!

In cooperation with the Association of Government Accountants, ELI will be offering the following courses this Spring, which can be taken for professional enrichment or in preparation for the Government Financial Manager credential.

- The Governmental Environment (1 day course)
- Governmental Financial Management and Control (2 day course)
- Governmental Accounting, Financial Reporting and Budgeting (3 day course)

Visit www.eli.pdx.edu/gfm for more information or to enroll.