COURSE SYLLABUS
Urban Municipal Management
10:762:317:01 Fall 2017

Faculty: Cherron Rountree, MPA

Contact Information: cherron.rountree@rutgers.edu; 908-447-9784

Office hours: As requested, by appointment

Class Meeting Days/Times: Thursdays, 9:15-10:35am

Class Location: Cook Campus, Food Science Building 101

Credits: 3 credits

Pre-requisites: None

Course Website: http://sakai.rutgers.edu/

COURSE CATALOG DESCRIPTION
Introduction to management issues for service delivery (e.g., police and fire, health, housing, transportation, and welfare). Focus on internal organizational structure and leadership.

COURSE SYNOPSIS AND LEARNING METHODS
This is a three-credit course that will provide a broad overview of what cities in general, and New Jersey municipalities in particular, do and how they do it. In addition to focusing on services provided by municipalities, students will explore the role of contemporary technology in how services are delivered and explore careers available in the many fields of local government administration.

As a hybrid class meeting once a week, students will participate in online discussions and evaluations, and conduct online and in-person research activities. Class time will be spent on student presentations, answering student questions about text material, and discussing research tactics and activities based on real life situations. Instructor lectures will be limited to supplementing course textbooks, focusing on how the material has changed since the texts were written and their application to New Jersey.

Course Learning Objectives and Assessments:
1. Students will understand the range of services provided by municipal governments and how they are provided.
2. Students will develop an understanding of how New Jersey local governments work.
3. Students will develop an understanding of the wide range of careers available in local government.
4. Students will comprehend the scope of municipal technology and its impact on the public and the municipal organization.
5. Students will gain experience in making presentations in front of a group.

Assessment of these objectives will be accomplished by:

- Weekly quizzes
- Class participation
- Participation in weekly online discussions
- Student presentations in front of the class
- A written report of public meetings
- Comparing readings with real life situations and scenarios

BOOKS AND READINGS

Required textbooks:


CLASS OUTLINE

Week 1 is an introduction. The following will be covered:

- Introductions
- Course description, goals, expectations, review of syllabus, review of reports and presentations
- Review of assignments
- Choosing a career field
- Partnering for technology presentations
- Designing the class model municipality

For each of weeks 2-14, each week’s assignment will include:

- Readings from MLGS and The Works
- Online quiz on the readings and class discussions
- Participation in out of class discussion questions
- Posting weekly current event that relates to that week’s topic
- Assigned student presentations

COURSE REQUIREMENTS
Course elements:

- 14 class sessions – 80 minutes, 13 assignment driven classes; plus class 1/Introduction
  SPECIAL NOTE: Class on September 21 will have a guest speaker
  Class on week 12 will be held on TUESDAY November 21
- Textbook related:
  o Reading of subject material: Managing Local Government Services (MLGS) and The Works
  o Short quiz on each chapter
- Weekly online discussion groups commenting on question(s) from readings & current event postings
- Class presentations
- Report on meeting
- In-class activities and discussions
  Additional details on assignments follow in the “Assignment Details” section

Course Grading:

<table>
<thead>
<tr>
<th>Course Element</th>
<th>Percentage of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>In Class Participation</td>
<td>20%</td>
</tr>
<tr>
<td>Out of Class Participation</td>
<td>20%</td>
</tr>
<tr>
<td>Weekly Quizzes</td>
<td>20%</td>
</tr>
<tr>
<td>Technology in Government Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Municipal Official Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Report on Municipal Meeting</td>
<td>10%</td>
</tr>
<tr>
<td>Final Class Project</td>
<td>10%</td>
</tr>
</tbody>
</table>

Final Grades:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Percent of Maximum Point Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90%- and higher</td>
</tr>
<tr>
<td>B+</td>
<td>85%-89.99%</td>
</tr>
<tr>
<td>B</td>
<td>80%-84.99%</td>
</tr>
<tr>
<td>C+</td>
<td>75%-79.99%</td>
</tr>
<tr>
<td>C</td>
<td>66%-74.99%</td>
</tr>
<tr>
<td>D</td>
<td>60%-65.99%</td>
</tr>
<tr>
<td>F</td>
<td>Less than 60%</td>
</tr>
</tbody>
</table>
ASSIGNMENT DETAILS

Weekly Readings and Class Topics

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>Class Topics</th>
<th>MLGS Chapter</th>
<th>Works Material Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9/7</td>
<td>Introduction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>9/14</td>
<td>Intro/Legal/Clerk *</td>
<td>1-3 Streets</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>9/21</td>
<td>Public Works *</td>
<td>9</td>
<td>Subway</td>
</tr>
<tr>
<td>4</td>
<td>9/28</td>
<td>Human Resources *</td>
<td>5</td>
<td>Bridge &amp; Tunnel, Water</td>
</tr>
<tr>
<td>5</td>
<td>10/5</td>
<td>Human Resources (cont’d)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>10/12</td>
<td>Economic Development &amp; Planning *</td>
<td>6 &amp; 7 Sewer</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>10/19</td>
<td>Community Dev and Affordable Housing *</td>
<td>8</td>
<td>Garbage</td>
</tr>
<tr>
<td>8</td>
<td>10/26</td>
<td>Public Parks and Recreation *</td>
<td>10</td>
<td>Natural Gas/ Steam</td>
</tr>
<tr>
<td>9</td>
<td>11/2</td>
<td>Health and Human Services *</td>
<td>11</td>
<td>Electricity</td>
</tr>
<tr>
<td>10</td>
<td>11/9</td>
<td>Police, Fire &amp; Other Emergency Services *</td>
<td>13 &amp; 14 Telephone, Mail/Airwaves</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>11/16</td>
<td>Technology in Government Presentations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>11/21</td>
<td>Emergency Management *</td>
<td>12</td>
<td>Rail freight</td>
</tr>
<tr>
<td>13</td>
<td>11/30</td>
<td>Budgeting and Financial Administration *</td>
<td>4</td>
<td>Maritime Freight</td>
</tr>
<tr>
<td>14</td>
<td>12/7</td>
<td>Service Delivery Alternatives/Managers Toolbox</td>
<td>15/16 Air Cargo/ Markets</td>
<td></td>
</tr>
</tbody>
</table>

* indicates quiz week

Weekly Quizzes

Most weeks there will be a quiz on the readings due for each week and discussions in class from the previous week (10 in total). The quizzes will be available on Friday by midnight following class each week and must be completed prior to the start of class on Thursday NO LATE QUIZZES will be accepted. Each quiz is worth 15 points and will consist of multiple-choice, true/false and/or “fill in” format. It is expected you will read and study the readings, then take the quiz. It is in effect an open-book quiz but has a time limit of one-hour from the time you start the quiz so plan accordingly. This will count toward 20% of your overall grade.

In-Class Participation

Each week you will have the opportunity to earn up to 10 points for class participation. The class is designed to be interactive and participation is important to a successful and dynamic class. Being present and on time to class will contribute five points toward this grade. If you arrive to class after 15 minutes from the start of class you will not receive any points for attendance on that day. You can receive the additional five points for participating in the class discussion. This will count toward 20% of your overall grade.
Out-of-Class Participation

This is a hybrid course and therefore a great deal of our course work will take place out of the classroom. Each week you may receive up to ten points for your out-of-class participation.

You may receive up to five points for posting a news article, blog conversation, video clip, Twitter/Facebook/Other Social media conversation or other relevant current event that relates to that week’s reading topic. Points will be given on a scale of one to five based on how current the topic is and how well you explain how it relates to the readings and class topic. Posts are due no later than noon on Wednesday prior to class however, no student may post the same thing that someone else posted, therefore it may be wise to get your post in early. (Extra credit: You can receive an extra five points up to two times during the semester if your post is integrated into the class discussion that week).

You may receive up to five points for responding to and participating in the weekly discussion posted on the course website. Each week, one or more discussion topics will be posted and you are expected to participate substantively in these discussions. Discussions for each week will be active only for that week. Two to three comments are expected from each student each week. Your first comment MUST be made prior to noon each Monday in order to receive all five points for out-of-class participation each week.

These two components will count toward 20% of your overall grade.

Report of Municipal Meeting

Each class member must attend a local public municipal meeting. You must write a news article covering a major topic or the general topics discussed at the meeting. The article should address what entity met, who was there (or type of attendees), what was discussed, the key issues; how long it ran, was there an agenda, describe the meeting flow, who presided, who took notes, what action was taken, key votes and outcomes; general observations about the process and how they relate to the readings and activities in class. Quotations from participants at the meeting are welcome and encouraged. The article is due on October 26th, you will lose 5% of your grade for each day the report is submitted late. Articles are submitted electronically through Sakai. Articles should be 2-4 pages in length. All reports should use 12 point Times Roman (or equal), ¾ inch margins, and 1.5 line spacing. If you want to use an alternate style, check with the instructor. Writing style counts. This will count toward 10% of your overall grade.

Technology in Government Presentation

On the first week of class you will choose a partner to work on a technology in government presentation. These presentations will be made on November 16th and topics will be chosen by teams on a first-come, first served basis. Topics should cover a specific new technology available to municipal governments. Presentations are linked to the material covered in MLGS each class session and will require web-based research to prepare. Students should provide an overview of how technology is used for each MLGS chapter, including an assessment of the implications of social media, big data, and privacy. Presentations may be narrative or supplemented with technology. That can include use of PowerPoint, Prezi, or Google Slides. The more the appropriate use of technology (i.e., it adds to the presentation, not distracts) results in a higher grade.
Presentations must be emailed to the instructor by midnight on November 15th. **This will count toward 10% of your overall grade.**

**Municipal Official Presentation**

On the first week of class you will select one of the MLGS topics and interview a municipal employee who works in that field. No two students may interview the same employee and/or career position. You must interview the employee either in person or via live chat (NOT via email). The interview should address in depth what the person does and how they got the job, compensation, benefits, what they like most, like least and how their work could be more effective. Ask specific challenges he or she faces, other officials that he or she interacts with, advice they would give someone considering his/or position as a career option. Also request how he/she would suggest starting in that field and what opportunities for growth he/she believes are available. **The purpose of this assignment is to educate your fellow classmates on career options available to them in municipal government, the more information you provide your classmates the stronger your score will be.** Conduct your interview and prepare a presentation for the class outlining the interview and what you have learned. Presentations may be narrative or supplemented with technology. That can include use of PowerPoint, Prezi, or Google Slides. **The more the appropriate use of technology (i.e., it adds to the presentation, not distracts) results in a higher grade.** You will give your presentation on the day we are discussing the topic in class. Presentations should be emailed to the instructor by midnight of the day prior to your scheduled presentation. **This will count toward 10% of your overall grade.**

**Final Class Project**

At the last class we will have a mock council meeting. You will have to present a resolution to the mock council for their consideration as a Municipal Department Head or Division Director in the field that you chose for your municipal official presentation. In advance you should submit the resolution and any supporting documentation that may justify why you are asking for the council to pass said resolution – this information is due by November 21st (you will lose 5% for each day after November 21st your resolution and backup is submitted). The resolution can be for any purpose as long as it relates to the field of work of the person you interviewed and directly relates to the proper execution of municipal government. During the last class the mock council members will ask you questions as to why this resolution is imperative to the efficient delivery of local services and why you are requesting this resolution. You will be graded based on the quality of your resolution and back up materials and your responses during the class. **This will count toward 10% of your overall grade.**

**COURSE RESOURCES**

The following websites are the “usual” suspects for information on local governments. Exploring them in detail will prove useful.

- [www.lcma.org](http://www.lcma.org) (professional city management)
- [www.nextcities.org](http://www.nextcities.org) (news)
- [www.citylab.com](http://www.citylab.com) (news)
o www.nj.gov/dca/divisions/dlgs/resources/www_links.html - list of links to many national and NJ professional organizations (also use Munis in Cyberspace).


o Starting point for understanding privacy issues: https://medium.com/message/what-is-privacy-5ed72c66aa86#.9uaedyo54

o For news and public comment on area municipalities, www.nj.com and www.mycentraljersey.com

In addition “Munis in Cyberspace” research tool (a Wells Fargo Securities Research PDF), is posted on Sakai. This is listing of web resource on a wide range of government related resources.

CLASS PARTICIPATION/ATTENDANCE

All students are expected to attend class and be engaged. Use of technology in class must be related to class activities. That means no Snapchat, Instagram, non-class related surfing, email or Facebook activity – it’s just disrespectful to your fellow students and the instructor. Instructor reserves the right to have you put it away if it is distracting.

Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. Arriving late may result in less than full credit for attendance.

An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student’s obligation. If you expect to miss one or two classes or a period of time in an online class, please use the University absence reporting website - https://sims.rutgers.edu/ssra/ - to indicate the date and reason for your absence. An email will automatically be sent to the instructor from this system. Note that if you must miss classes for longer than one week, you should contact a dean of students to help verify your circumstances.

Further information on Rutgers attendance policy is found at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg21721.html.

University religious holiday policy is found at: http://scheduling.rutgers.edu/religious.shtml. A University interfaith calendar is found at: http://www.interfaithcalendar.org/index.htm.

Rutgers rarely cancels classes for inclement weather and to check, visit http://campusstatus.rutgers.edu.

OTHER IMPORTANT MATTERS

Academic Integrity

Academic integrity is a core value of the Bloustein School and Rutgers University. Violations include cheating, fabrication, plagiarism, denying others access to information or material and facilitating violations of academic integrity.
Rutgers policy on and resources concerning academic integrity can be found at: http://academicintegrity.rutgers.edu/integrity.shtml

Helpful Rutgers tutorials on the subjects of academic integrity and plagiarism are found at: http://sccweb.scu.net.rutgers.edu/douglas/sal/plagiarism/Intro.html and http://library.camden.rutgers.edu/EducationalModule/Plagiarism/ and http://www.libaries.rutgers.edu/rul/lib_instruct/instruct_document.shtml

Other Considerations: Disability/Medical Conditions

Rutgers disability policies and procedures are found at: http://disabilityservices.rutgers.edu

Students with disabilities requesting special accommodations in this class must follow the procedures outlined at: http://disabilityservices.rutgers.edu/request.html

Students who develop disabling medical problems or other issues during the semester should consult the director of their academic program or Bloustein Associate Dean of Student Services, Steve Weston.

Library and Other Resources

Rutgers University Libraries offer numerous resources to assist students. Librarians can help guide you through research and reference tools. A series of LibGuides are available to get you started. The librarian who specifically supports the Bloustein School is Karen Hartman at Alexander Library. (http://libguides.rutgers.edu/profile.php?uid=24767)

Karen Hartman
169 College Avenue
New Brunswick, New Jersey 08901
848-932-6104
khartman@rci.rutgers.edu

Rutgers has Learning Centers on each campus where any student can obtain tutoring and other help; for information, check http://lrc.rutgers.edu. Rutgers also has a Writing Program where students can obtain help with writing skills and assignments: http://plangere.rutgers.edu/index.html.

Bloustein offers help with a variety of technology problems. For technology assistance at Bloustein, visit: http://policy.rutgers.edu/its/helpdesk/contact.php

Students are expected to take the initiative to become aware of Rutgers University and Bloustein policies regarding their academic work. See www.rutgers.edu/academics/catalogs for the overall Rutgers catalog and the Bloustein website, including course descriptions and details about all degree programs: http://ejb.rutgers.edu.

For Rutgers Undergraduate Professional Schools Academic Policies (including Bloustein), see http://policy.rutgers.edu/academics/undergrad/ProfSchoolsPoliciesMarch2012.pdf.