



SENIOR EXECUTIVES

IN STATE AND LOCAL GOVERNMENT



HARVARD Kennedy School
Executive Education

“In the State and Local program, there is this amazing mosaic of life stories from classmates and professors. For me, this experience unleashed a new passion and sense of purpose for public service. I discovered ways to stay refreshed while learning new ways to create further value for my city.”

JOSEPH W. PFEIFER, CHIEF OF COUNTERTERRORISM, FIRE DEPARTMENT OF NEW YORK (FDNY),
CLASS OF JUNE 2006

“Senior Executives in State and Local Government was an incredible experience that challenged my gut instincts and ingrained notions of what it takes to lead. A full contact leadership challenge!”

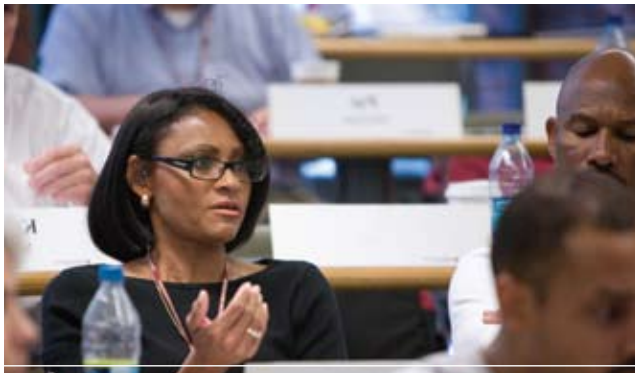
CORY GARDNER, STATE REPRESENTATIVE, COLORADO GENERAL ASSEMBLY,
CLASS OF JUNE 2008

“There can be no other three-week experience anywhere that provides as much insight into how and why we serve, and how we might serve better, than the Senior Executives in State and Local Government program.”

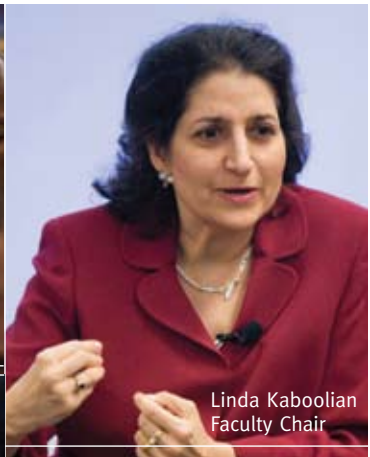
RICHARD HOWORTH, MAYOR, OXFORD, MISSISSIPPI, CLASS OF JULY 2006

“Our industries are facing unprecedented challenges in the upcoming years – workforce challenges, funding challenges, and climate change to name a few. Senior Executives in State and Local Government helps prepare government leaders to meet these challenges with intention, innovation, and energy – in a manner that meets the interests of citizens.”

ELIZABETH KELLY, DIRECTOR, SEATTLE PUBLIC UTILITIES, CLASS OF JULY 2008



www.hks.harvard.edu/ee/sl



Linda Kaboolian
Faculty Chair

THE PROGRAM

Senior executives in state and local government are under more pressure than ever to take on increasingly complex problems with fewer resources and a greater degree of public scrutiny. In order to find solutions to these problems, bring about change, and help organizations and communities face difficult challenges, public officials must strengthen their ability to exercise effective leadership in rapidly changing political and social environments.

The *Senior Executives in State and Local Government* program at Harvard University's John F. Kennedy School of Government provides an educational experience that equips public officials to successfully address these challenges and lead their communities, government agencies, and nonprofit organizations toward effective results. This three-week program operates as an interactive classroom, where case studies of real issues are analyzed and faculty and participants work together and learn from each other.

During the program participants will:

- Challenge assumptions about how to exercise leadership in the public sector.
- Develop new conceptual frameworks for addressing program and policy issues.
- Explore the relationship between citizens and their government.
- Examine the ethical and professional responsibilities of leadership.
- Exchange ideas with experienced faculty and a diverse group of participants.
- Investigate the process of developing and evaluating policy alternatives.

One of the most frequently cited problems public officials face is how to create and engage in public discourse about difficult subjects involving religion, race, ethnicity, class, gender, and sexual orientation. Using our classroom as a laboratory, participants will be encouraged to raise difficult issues and practice creating and maintaining a conversation that leads to positive change.

ABOUT THE FACULTY CHAIR

Linda Kaboolian is Lecturer in Public Policy at Harvard Kennedy School. Her research and teaching focus on multi-stakeholder problem solving processes around workplace and public policy issues. She works with labor, management, and community groups around improved organizational performance and service to diverse communities. Kaboolian is author of *Win-Win Labor-Management Collaboration in Education* and co-author of *Working Better Together: A Practical Guide for Union Leaders, Elected Officials and Managers* and *The Concord Handbook*. While she now serves as a neutral mediator, she was an elected officer and chief bargainer of a union, and a senior manager in the federal government. She has also served in the state and local and nonprofit sectors. Kaboolian received her PhD from the University of Michigan.

THE CURRICULUM

The program curriculum is centered on the case method pioneered at Harvard University. Each day, you will prepare and discuss cases selected to provoke insight into a wide array of strategic management and leadership issues. Some of the areas we will explore are:

Leadership

- How do you exercise leadership with and without authority?
- What are the best ways to analyze and manage the dynamics that impede progress?
- How do you translate purpose and commitment into effectiveness?

Strategy and Political Management

- What are the most effective strategies for working with the press, community advocates, colleagues, and supervisors?
- How do you influence and manage external entities such as elected and appointed officials?

Public Value and Policy Analysis

- What are the philosophical underpinnings inherent in making decisions and creating public value?
- How can you best utilize tools such as analytical methods, statistics, and program evaluation?
- How do you create a public conversation about difficult issues?

Internal Capacity

- How can you inspire effective, efficient, and fair public service?
- What are the options for developing organizational and communications strategies, improving productivity, and providing leadership using formal and informal authority?
- How do you engage networks of organizations and improve their capacity to meet public challenges?



ADMISSION

Senior Executives in State and Local Government is a three-week program conducted twice each year in June and July.

Please visit www.hks.harvard.edu/ee/sl for details on program dates, application deadlines, tuition, and to apply for *Senior Executives in State and Local Government*.

The cost of the program is expected to be paid by the applicant or the applicant's sponsoring agency; applicants from agencies or employers that are unable to provide full sponsorship are reminded that fellowships and financial support may be available from local and national foundations and philanthropic organizations. Please visit www.hks.harvard.edu/ee/sl for more information on some of the available fellowship opportunities and the deadlines for application for these fellowships.

Early application is encouraged. Qualified candidates are admitted on a rolling, space-available basis, and programs often fill early. Because of the interactive nature of this program, the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class.

Admission to the program is competitive and is based on professional achievement and organizational responsibility. There is no formal educational requirement, but fluency in written and spoken English is a necessity for the program.

Executives working with state and local governments – elected, appointed, and career officials, as well as those in nonprofit organizations, national associations, and private corporations – will find the program extremely valuable.



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www.hks.harvard.edu/ee/sl

“Leadership and learning are
indispensable to each other.”

John F. Kennedy

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recycled wood or fiber

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