



## **SENIOR EXECUTIVES**

**IN STATE AND LOCAL GOVERNMENT**



**HARVARD Kennedy School**  
*Executive Education*

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## WHAT PAST PARTICIPANTS ARE SAYING:

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“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 ideas on how create further value for my city.”

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

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“I left the **State and Local** program armed with valuable new skills and strategies for tackling the complex challenges facing both my agency and the community of organizations and interest groups with whom we work.”

PAIGE LEWIS, DIRECTOR, POLICY AND EXTERNAL AFFAIRS, COLORADO STATE FOREST SERVICE

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“There could 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

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“The **State and Local** program was extremely valuable to me. I returned to work full of enthusiasm for both public service and what I had learned in my experiences during the program.”

LESLIE CROWELL, BUDGET DIRECTOR, COUNTY OF SANTA CLARA, CALIFORNIA

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## THE PROGRAM

Senior executives in state and local governments face greater demands from a skeptical public today than at any time in recent decades. To exercise effective leadership in this difficult environment, officials in government and nonprofit organizations need the knowledge and skills to develop creative solutions under tight constraints and increased public scrutiny.

The **Senior Executives in State and Local Government** program at Harvard University's John F. Kennedy School of Government provides a balance of traditional and hands-on learning experiences to help seasoned public officials meet the changing needs of their constituents and communities. In particular, this program enables participants to become more effective public managers by:

- » Challenging assumptions about how to exercise leadership in the public sector.
- » Developing new conceptual frameworks for addressing policy issues.
- » Examining innovative partnerships and new models of collaborative governance.
- » Exploring the relationship between citizens and their government.
- » Understanding the behavioral dimensions of decision making.
- » Exchanging ideas with experienced faculty and a diverse group of colleagues.

This three-week program operates as an interactive classroom, where faculty and participants work together on real-life case studies and learn from each other. Participants will be in an environment where the classroom serves as a forum for raising difficult issues and practicing the skill of creating and maintaining a conversation that leads to change.

## ABOUT THE FACULTY CHAIR

David King is Lecturer in Public Policy at Harvard Kennedy School and Faculty Chair of two programs: Harvard's Program for Newly Elected Members of the U.S. Congress and **Senior Executives in State and Local Government**. He lectures on the U.S. Congress, political parties, and election reform. Professor King joined the Harvard faculty in 1992.

In the wake of the 2000 presidential elections, Professor King directed the Task Force on Election Administration for the National Commission on Election Reform, chaired by former presidents Gerald Ford and Jimmy Carter. That effort culminated in landmark voting rights legislation signed by President Bush in late 2002. He later oversaw an evaluation and new management structure for the Boston Election Department.

David King is co-author of *The Generation of Trust: Public Confidence in the U.S. Military Since Vietnam* (2003), author of *Turf Wars: How Congressional Committees Claim Jurisdiction* (1997), and co-editor of *Why People Don't Trust Government* (1997). An award-winning speaker, Professor King's work is highlighted in Bill Smoot's *Conversations with Great Teachers* (2010).

## THE CURRICULUM

### The Learning Model

The program curriculum is centered on the case method pioneered at Harvard. Participants will analyze and discuss cases selected to provoke insight into a wide array of strategic management and leadership issues. Each case is a real-life situation that stimulates participants to think through problem-solving methods and possible solutions. In the last two weeks of the program, participants will work on their own and each other's cases based on actual challenges in their organizations. This activity serves to bridge the gap between conceptual learning and real-life experience.

Key topics covered during the program will include the following:

- » **Leadership** – Exercising leadership without authority, and analyzing and managing dynamics that impede progress.
- » **Negotiations** – Moving beyond positional bargaining to build strong, resilient relationships with key partners.

- » **Public/Private Partnerships** – Creating new and non-traditional alliances among the public, private, and nonprofit sectors to build support for effective solutions.
- » **Cooperative Governance** – Developing new operational methods and governance arrangements that can increase capacity and reduce costs.
- » **Behavioral Decision Making** – Reducing decision biases in an organization, and designing smart accountability systems for decision-making.
- » **Microeconomics** – Employing the tools of economics to develop a sharper understanding of fiscal issues and public goods.



## ADMISSION

### Application process

**Senior Executives in State and Local Government** is a three-week program offered twice each year in June and July at Harvard Kennedy School.

To apply for **Senior Executives in State and Local Government** or for details on program dates, application deadlines, and tuition please visit [www.hks.harvard.edu/ee/sl](http://www.hks.harvard.edu/ee/sl).

The cost of the program is expected to be paid for by the applicant's sponsoring agency or the applicant; applicants from agencies or employers that are unable to provide full sponsorship are reminded that fellowships and financial support for participation in this program may be available from local and national foundations and philanthropic organizations. Please visit the program website for more information on those 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](http://www.hks.harvard.edu/ee/sl)

**“Leadership and learning are  
indispensable to each other.”**

*John F. Kennedy*

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