

## **Peggy Vasquez**

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**From:** Rick Barron  
**Sent:** Monday, May 16, 2011 6:21 PM  
**To:** Wendy Coco; Peggy Vasquez  
**Subject:** Addendum to item #38 for 3/17

Wendy and Peggy:

This is part of the packet that displays the titles of past attendees to the program to which I am seeking support in agenda item #38 tomorrow. If you can pass this along to the Judge and the Commissioners, I will appreciate it.

Thanks,  
Rick

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## **Senior Executives in State and Local Government**

### **Program Session(s):**

June 6, 2011 - June 24, 2011  
July 11, 2011 - July 29, 2011

### **WHO SHOULD APPLY**

The program is designed for all senior-level executives working with state and local governments—including government officials, elected officeholders, and executives with nonprofit organizations, foundations, national associations, and private corporations. Professional expertise and experience is critical to the learning process and each session's members reflect a broad spectrum of functional responsibilities and geographical diversity.

### **Representative participant titles from past programs:**

Administrator  
Assistant City Manager  
Assistant Secretary  
Assistant V.P. of State and Federal  
Auditor General  
Battalion Chief  
Budget Officer  
Chief Financial Officer  
Chief Information Officer  
Chief of Police  
Chief of Staff  
City Administrator  
City Clerk  
City Controller  
City Council Member  
City Manager  
City Planner  
Commissioner  
Commissioner of Health  
Comptroller  
County Commissioner  
County Supervisor  
County Treasurer

Deputy Mayor  
Deputy Secretary of State  
Deputy Superintendent  
Division Chief  
EMS Chief  
Executive Director of Nonprofit Organization  
Fire Chief  
General Counsel  
Government Relations  
Inspector  
Inspector General  
Mayor  
Medical Director  
Member of Parliament  
Principal Consultant  
Program Director of Nonprofit Organization  
Public Affairs Manager  
Public Affairs Officer  
Risk Manager  
Secretary  
Senior Director of Nonprofit Organization  
Senior Policy Advisor  
Senior Public Affairs Advisor

Deputy Administrator  
Deputy Attorney General  
Deputy Chief of Police  
Deputy City Manager  
Deputy Commissioner  
Deputy Fire Chief

Sheriff  
State Representative  
State Senator  
Town Manager  
Undersecretary  
Vice Mayor

## **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.

**EXPERIENTIAL EXERCISE, OUTWARD BOUND, THOMPSON ISLAND** At the end of the first week, students participate in a tailored one-day experiential program at Outward Bound on scenic Thompson Island, part of the Boston Harbor Islands National Park Area. The program is an extension of the previous week's classroom work and addresses the theory and practice of leadership, communication style, and personal, professional and team dynamics. It is an essential element of the curriculum.

Through the Outward Bound process, participants are encouraged to examine and challenge their assumptions and reflect on personal practices and learning. The Outward Bound experience serves as a learning laboratory which creates an opportunity to investigate and compare perspectives and those of colleagues. By the end of the day, participants recognize transference and relevance to their work environments, offering the opportunity to keep the aspects that are functioning well, and to consider changing those less optimal.

The Outward Bound Professional program encourages participants to challenge themselves and each other in a supportive environment.

### **Recent Faculty News and Publications**

**David King, faculty chair**, examines whether and how a divided Congress can work.

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