



# Senior Executives in State and Local Government

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**HARVARD** Kennedy School

Executive Education

YOU'RE HERE TO MAKE A DIFFERENCE.™



## SENIOR EXECUTIVES IN STATE AND LOCAL GOVERNMENT

Today's senior public officials face greater demands from a skeptical public than at any time in recent history. To exercise effective leadership in this difficult environment, government and nonprofit leaders need the knowledge and skills to develop creative solutions under tight constraints and increased public scrutiny. For more than 40 years, the *Senior Executives in State & Local Government* program has trained elected, appointed, and career officials from state, local, and county governments and organizations. With a balance of traditional and hands-on learning experiences, 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
- » Interrogating 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
- » Applying lessons in real time using real-life case studies

For three weeks, participants will engage in an interactive classroom where they learn from each other and work together with the faculty on real-life case studies. The classroom serves as a forum for raising urgent issues and practicing the skill of facilitating and maintaining conversations that lead to change.

*“The classroom discussions on history – discussions I didn’t have in high school, undergraduate, or even graduate school – gave me the space to reflect on reinventing our current structures to serve the true will of the people.”*

**– REPRESENTATIVE JANELLE BYNUM  
STATE REPRESENTATIVE, OREGON**

## CURRICULUM

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, leadership, and public policy issues. Each case is a real-life situation that stimulates participants to think through problem-solving methods and possible solutions. To bridge the gap between conceptual learning and reality, participants will spend the final weeks working on cases based on the actual challenge faced by members of the cohort.

Key topics covered will include:

- » 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
- » Effective Partnerships: creating and managing key relationships for maximum impact.
- » Policy Modeling & Implementation: crafting policy to address critical issues - and how to know when it is successful
- » Urgent & Real-Time Challenges: considering the issues that state and local leaders confront everyday: finance and budgeting, crisis management, community safety, economic development - and more



## WHO SHOULD ATTEND

This program is designed for senior-level managers serving in or working with state and local governments, including government officials, elected officeholders, and executives of nonprofit organizations, foundations, and national associations.

*Fellowships are available to support participation in the program. For more information and to explore a list of opportunities for individuals applying to Senior Executives in State and Local Government, please visit [www.hks.harvard.edu/ee/SLfellowships](http://www.hks.harvard.edu/ee/SLfellowships).*

*“This program has reinforced my belief that exercising leadership often extends beyond material gains or personal advancement.”*

**– MAJOR OSCAR PEREZ  
OFFICE OF PROFESSIONAL RESPONSIBILITY  
PROVIDENCE POLICE DEPARTMENT**



**TO APPLY OR LEARN ABOUT PROGRAM DATES,  
CURRICULUM, TUITION, AND MORE, PLEASE VISIT**

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Admission is competitive and based on professional achievement and organizational responsibility. There are no formal educational requirements; however, fluency in written and spoken English is a necessity for participation.

*This program qualifies for both the Public Leadership Executive Certificate and Public Policy Executive Certificate. Visit [www.hks.harvard.edu/ee/certificate](http://www.hks.harvard.edu/ee/certificate) to learn more.*

## FACULTY CHAIR



**David C. King** is senior lecturer in public policy at Harvard Kennedy School and faculty chair of the MPA programs. He also chairs Harvard's Program for Newly Elected Members of the U.S. Congress. 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).

*"I would urge anyone in public service to try to take advantage of this outstanding program. It made me better equipped to work with and negotiate with colleagues to cause meaningful legislation to be passed."*

**- HONORABLE MARY BROADAWAY  
STATE REPRESENTATIVE  
ARKANSAS GENERAL ASSEMBLY**

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