Session 1  
Wednesday - May 18, 2005

**Topic:**  
Introduction and Course Overview: Innovation and Reform in Management for the Public Sector and Beyond

**Weekly Readings:**  

**Related Web Sites:**  
The Center for Civic Innovation at the Manhattan Institute  
Ford/Kennedy Innovation Awards Program  
Leader to Leader Institute/Formerly the Drucker Foundation  
Public Strategies Group  
IBM Center for the Business of Government

Session 2  
Wednesday - May 25, 2005

**Topic:**  
Strategic Toolbox

**Required Readings:**  
2. **FDNY Strategic Plan**  
3. Osborne and Hutchinson, Chapters 3, 4 and 5, *The Price of Government*.

**Case #1:**  
Bringing the FDNY into the 21st Century

**Powerpoint:**  
Powerpoint Week 2
Session 3  
Wednesday - June 01, 2005

Topic:  
Privatization, Competition and Contracting

Case #2:  
Indianapolis and Russia - The Dream and Nightmare of Competition

Weekly Readings:  
• Stiglitz, Joshep E., Globalization and Its Discontents. Chapters 1-5  
• Osborne and Hutchinson, Chapter 7, The Price of Government.

Powerpoint:  
Collaborative Files/Powepoint/Week 3: Privatization

Files:  
• Powerpoint Week 3

Session 4  
Wednesday - June 08, 2005

Topic:  
Partnerships and Collaborations

Required Reading:  
• Cohen and Eimicke, Tools for Innovators, Chapter 10.  
• Kamensky and Morales, Managing for Results 2005, Chapters 7-8.

Related Sites:  
The Urban Institute, Privatization of Public Social Services: A Background Paper  
National Center for Policy Analysis: Idea House
Session 5  
Wednesday - June 15, 2005  

Topic:  
Risk Assessment, Safety and Redundancy

Case #3:  
Anthrax Attacks: A Case Study in Crisis Management

Collaborative Files/Case File/Week 1 Anthrax Case  
Collaborative Files/Case File/Week 1 Anthrax Case/Anthrax Case Appendix

Weekly Readings:  
The reading for this week will be passed out in class on Wed., June 9, 2004. Please read the following article... "Has the World of Risk Really Changed?"

Powerpoint:  
Powerpoint Week 5

Session 6  
Wednesday - June 22, 2005  

Topic:  
Team Management, Project Management and TQM

Case #4:  
Transitional Work Corporation

Making Work Pay CD Rom  

Questions to keep in mind...  
1. What aspects of team management were successful and which aspects were not? Why or why not?
2. What is needed from staff and management in order to successfully implement and maintain team management?
3. How will enthusiasm and effort continue to be maintained over the long run?
4. What stumbling blocks do you see in the future and how can they be avoided or resolved?

**Weekly Readings:**

**Related Web Sites ~ TQM:**
- BPR Online Learning Center: TQM Mailing List
- The Five Premises of Total Quality Management
- The Simplified TQM Diagnostic Model
- Are There Limits to TQM?
- Employee Empowerment: A Crucial Ingredient in TQM Strategy

**Guest Speaker:**
Richard Greenwald, *Transitional Work Corporation*

**Richard Greenwald Bio**

**Powerpoint:**
Team and Project Management

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**Session 7**
Wednesday - June 29, 2005

**Topic:**
Performance Management, Balanced Scorecard and Benchmarking

**Weekly Readings:**
• Connie Nelson and David Osborne, Making Ends Meet in Washington State, (http://www.govwest.com/MakingEndsWA_fin.asp)
• Kamensky and Morales, Managing for Results 2005, Chapter 1-6, 9-10.
• Osborne and Hutchinson, The Price of Government, Chapter 7-10.

Related Web Sites:

The Buzz Over Balance, Johnathan Walters, Governing, May 2000

Balanced Scorecard Institute

Guide to a Balanced Scorecard Performance Measurement Methodology

How to use the Balanced Scorecard (IT Strategy)

Powerpoint:
Powerpoint Week 7

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Session 8
Wednesday - July 06, 2005

Topic:
Testing Innovation in the Real World

Guest Lecturer:
Scott Vanderhoff - County Executive, Rockland County
Vanderhoef Bio

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Session 9
Wednesday - July 13, 2005

Topic:
Re-engineering and E-engineering, Downsizing and Major Restructuring

Weekly Readings:


Related Web Sites:
BPR Online Learning Center: Reengineering.

Powerpoint:
Powerpoint Week 9

Session 10
Wednesday - July 20, 2005

Topic:
Final Case Presentations / Course Conclusion