



# INSTITUTE FOR LOCAL GOVERNMENT NEWS

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School of Public Administration and Policy • The University of Arizona

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## SOUTHWEST LEADERSHIP PROGRAM CELEBRATES 10<sup>TH</sup> ANNIVERSARY!

As 2002 winds down and the first decade of the Southwest Leadership Program for Local and State Government comes to a close, the Institute for Local Government has many happy memories. In December 1992 the seed was planted for a fledgling project that would provide government officials throughout the West with a program to foster innovation, collaboration, and distinction by bringing to Arizona highly-regarded experts in various aspects of leadership. Since that first module, attended by 15 Arizona county officials and taught by professors from the University of Southern California and the University of California-Davis, a total of 805 government officials have attended 21 modules.



1992 Program

Participants come from two countries, 10 states, 28 counties, 57 municipalities in three states, six state agencies, three tribes, two federal agencies, and 19 related organizations. Southwest Leadership has utilized 29 faculty from the states of Arizona, California, Colorado, Florida, Georgia, Indiana, Minnesota, Nebraska, New York, North Carolina, Oregon, and Washington; they represent universities, non-profit organizations, consulting groups, state legislatures, and cities and counties.

To our participants, we thank you for your dedication to public service and commitment to making your communities a better place to live. To our sponsors, especially Arizona Public Service, whose initial grant gave Southwest Leadership the wings to fly, we are deeply grateful for your commitment to better governance. To our wonderful faculty, many of whom have become family, we continue to be amazed by your innovation, insight, and dedication to the principles of leadership as applied to governance. It is our hope that the next 10 years of Southwest Leadership will be as successful as the first, and that we continue to serve the communities of the West to our fullest potential.

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1994 SW Leadership Graduates

### EDUCATION KEY TO LOCAL PROSPERITY

In a study commissioned by Santa Cruz County's Workforce Development One-Stop, the Institute for Local Government identified an alarming skills deficit as severely impeding that county's economic potential. *Santa Cruz County in a Changing World: Securing Prosperity through Education* was authored by Institute director Tanis Salant and published in August 2002. The study concluded that remedying the skills deficit would be feasible within Santa Cruz County's current educational framework: it would take the political will to require English literacy and basic math proficiency in K-12, with Spanish literacy a priority; and the political will to expand the role of a community college to serve several key purposes. They include: unifying current economic and workforce development efforts, enriching the county culturally and intellectually, expanding technological resources, providing an arena for business recruitment, teaching specialized courses and programs, advising existing businesses, and providing a full academic curriculum that enables county students to prepare fully for universities or for work. The entire report is available online: [www.eller.arizona.edu/spap/ilg](http://www.eller.arizona.edu/spap/ilg).

# SOUTHWEST LEADERSHIP PROGRAM FOR LOCAL AND STATE GOVERNMENT

2003  
Dates

Module 1  
Sept 16-18  
(Tucson)

Module II  
Oct 21-23  
(Tempe)

Module III  
Oct 23-24  
(Tempe)

## SOUTHWEST LEADERSHIP CELEBRATES THE CLASS OF 2002!

Reflecting upon Southwest Leadership 2002, we take pride in the accomplishments of our participants as well as our continually evolving program. Module I introduced two new faculty: Rhonda Hilyer, president of Agreement Dynamics, presented a lively session called "Success Signals," which utilized different communication styles to avoid conflict and increase the exchange of ideas. Critically-acclaimed author and county administrator Ted Gaebler presented key points of motivation and entrepreneurial government first advanced in his book, *Reinventing Government*. Returning faculty presented concepts for leading in the 21st century, philosophy as a problem-solving tool, media relations, and team building at the UA Ropes and Challenge Course (followed by a rousing dinner at El Charro.)



*David Landis and Bryan Patterson discuss negotiation strategies*

Module II gave participants the opportunity to expand upon skills and insights that aid in making their communities a better place to live. We welcomed back New York's Jan Brinson, who emphasized the importance of incorporating creativity into the decision-making process. Gordon Maner, Director of the University of Georgia's Leadership and Management Programs, gave a challenging session on power and influence strategies. It was followed by North Carolina's Ed Brenegar's novel workshop, "If Aristotle Were Mayor..." Nebraska State Senator David Landis wowed participants once again with two sessions on negotiations, and Module II closed with Mohican Don Coyhis' moving session on "Servant Leadership and the Management of Change."



*Buena Park, CA City Manager Greg Beaubien explores philosophy principles with presenter Lon Marinoff*

The Class of 2002 was honored on October 24 at a graduation ceremony attended by many alumni. Maricopa County Board of Supervisors Chairman Don Stapley and APS' Evelyn Casuga presented graduates with the UA's Certificate in Public Policy and Management, signed by UA President Likins and Eller College Dean Zupan.

The graduation ceremony was followed by a banquet and keynote address, "Dancing with the Gorilla," by the incomparable Dr. Sheila Sheinberg. Congratulations to the Class of 2002: **Napoleon Baldonado, Greg Beaubien, Steve Brown, Judy Buettner, Dick Busby, David Chanko, Terry Cooper, Dennis Dixon, Kenneth Edes, Julie Edmonds-Mares, Ronald Eisele, Steven Frazier, Felipe Fuentes, Captain Pete Gbortoe, Jeffrey Gudenkauf, Maher Hazine, Marci Huffman, Elizabeth Huning, Melissa Kern, Hector Madrid, Frank Martinez, Marian McClure, Robert Mulvey, Bryan Patterson, Ken Patterson, Pablo Ramos, Richard Reese, Armando Rivas, Ruth Robinson, Martin Roush, Alex Ruiz, L. Diane Russell, Ruben Saavedra, Byron Smith, Joan Stauch, Nils Urman, Ron Walker, Linda Weiland and Tim Wegner.**



*Navajo County Supervisor Jerry Brownlow negotiates with Apache Junction Building Official Dennis Dixon*

*“The presenters were excellent,  
very informative and often  
entertaining as well!”*

*“Expands your thinking about  
options and more effective  
forms of communication  
and leadership!”*



## NATIONAL CIVIC LEAGUE PROJECT

Institute director Tanis Salant has just completed a two-year project with the National Civic League to revise the 7<sup>th</sup> edition of the Model City Charter. The 8<sup>th</sup> edition will be published in December. The revision committee, comprising executive directors of ICMA and the National Academy of Public Administration, university faculty from around the country, city managers (including Tucson's James Keene) and elected officials, League of Women Voters, city attorneys, and representatives of NACo and ASPA, crafted a version that reflects contemporary trends in city government. Mayors are strengthened while the council-manager system is reinforced, and the “Tucson Plan” was incorporated, where council members are nominated by ward and elected at-large. The 8<sup>th</sup> edition will also be easier to follow in format as well as to read. NCL will now meet with NACo officials to determine if the Model County Charter should be revised.

## INSTITUTE TRAVELS AND PROJECTS

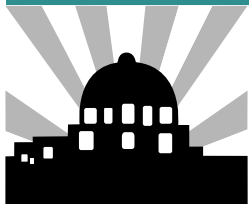
Tanis Salant was appointed by the Pima County Board of Supervisors to the Pima County Budget Advisory Committee. She also initiated the first “State of the County Luncheon and Expo,” held October 18, which joins the State of the State and State of the City luncheons as the “Big Three” in civic events hosted by Greater Tucson Leadership. Tanis also attended Marana's State of the Town program, ATRA's annual conference, AACo's two annual conferences, the League of Arizona Cities and Towns conference, Innovations in Local Government, ACMA's summer conference, and ICMA's conference in Philadelphia. Lexie Knipe attended the League's and AACo's summer conferences. Tanis presented a paper titled “The Dynamics of Structural Reform: Comparing the County and City Charters” at the Western Political Science Association meeting in Long Beach, and participated on three ASPA panels: “Can Leadership Be Taught?: Lessons from Leadership Programs”; “Creating Valued Places”; and “An Intergovernmental Dilemma: U.S. Policy on U.S.-Mexico Border Counties.” Tanis also authored “The Compound State: Intergovernmental Relations in Arizona” for the 79th Arizona Town Hall, *Pieces of Power: Governance in Arizona*.

## LOCAL GOVERNMENT OFFICIALS IN THE MPA CLASSROOM



*Cynthia Seelhammer advises graduate students on  
budget development*

The School of Public Administration and Policy's MPA course on Local Government sends its students out to local governments and brings local governments into the classroom. Meeting with the class this semester were: **Enrique Serna**, Pima County deputy administrator and former South Tucson manager; **Mike Letcher**, Deputy Tucson manager; **Sharon Bronson**, Pima County Board chair; **Rick Lyons**, Pima County assessor; **Cynthia Seelhammer**, Queen Creek manager; **Chuck Sweet**, Oro Valley manager; **Martin Willett**, Pima County deputy administrator; **James Keene**, Tucson manager; **Fred Ronstadt**, Tucson City Council; and **Steve Huffman**, House of Representatives.



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# INSTITUTE FOR LOCAL GOVERNMENT NEWS

The Institute for Local Government fulfills part of The University of Arizona's public service mission by working with local governments throughout Arizona and the Southwest. The Institute provides research and programs to enhance leadership skills and build the capacity of local government officials to make informed decisions and respond to issues. The Institute also provides assistance to the State of Arizona on issues impacting local governments.

[www.bpa.arizona.edu/spap/ilg](http://www.bpa.arizona.edu/spap/ilg)

*Institute for Local Government News* is published three times a year to improve communication between the University and local & state governments in Arizona and the Southwest. *Institute for Local Government News* is provided without charge to policy makers and community leaders.

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