

PADM615 – Leadership & Community Engagement (Class #5903) – Spring 2023  
University of Louisville

Instructor: Dr. Patrick C. Exmeyer  
Office: 111 Urban Studies Institute  
Class Times: Tues. 5:30 – 8:15pm EST  
Class Location: 200 Urban Studies Institute

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[Additional Times by Appointment]

**Course Description:**

This course focuses on approaches to leadership, theories and principles seeking to enhance performance and talent retention in the public and non-profit sectors, understand and meet expectations of community residents and program clientele, as well as foster greater trust between citizens and the public and non-profit organizations which serve them. Practices pertaining to effective leadership strategies, community engagement, and transformative organizational and community leadership are emphasized.

**Course Prerequisites/Co-requisites:**

Admission into the UPA/MPA Program or permission from the instructor.

**Course Goals:**

[“One person can make a difference, and everyone should try”](#)

[John F. Kennedy \(35<sup>th</sup> President of the United States of America\)](#)

Leadership, regardless of title or role, remains an essential component of organizational success within the public and non-profit sectors. Often defined yet never crystalized, the notion of leadership is a fluid concept bridging knowledge, experience, and adaptability. This course explores leadership as a characteristic which draws upon multiple concepts and insights to form effective leadership traits in the public and non-profit spheres through the following tactics:

- Exploring and synthesizing theories of leadership alongside behaviors of leaders navigating complex, dynamics organizational environments;
- Familiarization with existing, applicable literature focusing on leadership;
- Gaining conceptual knowledge and experiential grounding to guide leadership decisions when faced by organizational and community-based challenges;
- Assessing and recognizing individualized leadership styles and approaches.

**NASPAA Competencies:**

PADM 615 seeks to address each of the five universal required competencies as outlined by the Network of Schools of Public Policy, Affairs, and Administration [NASPAA]:

- (i) Lead and manage in public governance;
- (ii) Participate in and contribute to the policy process;
- (iii) Analyze, synthesize, critically think, solve programs and make decisions;
- (iv) Articulate and apply a public service perspective; and
- (v) Communicate and interact productively with a diverse and changing workforce and citizenry.

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**UPA Mission Statement:**

The University of Louisville Master of Public Administration (MPA) program is a dynamic, collaborative interdisciplinary degree program committed to preparing students for career success in the public and nonprofit sectors. The program content reflects the urban/metropolitan settings of the University as well as the focus of the Department of Urban and Public Affairs. We are committed to:

- Providing our pre-service and in-service students with a flexible program of study emphasizing critical thinking, evidence-based problem-solving and engaged service learning;
- Encouraging diversity and inclusiveness in the curriculum, in the classroom, and by engaging with the community we serve; and
- Advancing scholarship, competence, and professionalism in the program and through public service activities.

**Instructional Method and Course Delivery:**

As currently constructed, PADM615 seeks to foster both an interactive and participatory environment exploring qualitative research elements through in-person learning. However, the instructional method and course delivery format may be subject to change contingent upon health and safety protocols dictated by the University of Louisville, the city of Louisville, the State of Kentucky, or other recognized governmental agencies. Additional course content, aside from the required texts listed in this syllabus, will be provided via the PADM615 page on Blackboard. If you are unfamiliar with Blackboard or have difficulty accessing course content, you are encouraged to contact UofL Information Technology Services:

**Belknap Campus:** Miller Information Technology Center, Rm. 109

**Phone:** (502) 852.7997

**Online Assistance:** [ITS Online Live Chat](#)

**Course Materials: (can be purchased at the UofL bookstore or online)**

**Required Texts**

**Northouse, P.G.** (2022). *Leadership: Theory & Practice* (9<sup>th</sup> Ed.). Sage Publications, Thousand Oaks, CA. ISBN 13: 978-1544397566.

**Janis, I.** (1982). *Groupthink: Psychological Studies of Policy Decisions and Fiascoes* (2<sup>nd</sup> Ed.). Cengage. ISBN 13: 978-0395317044.

**Recommended Texts:**

**Dixit, A.K., & Nalebuff, B.J.** (2010). *The Art of Strategy: A Game Theorist's Guide to Success in Business and Life*. New York, NY: W.W. Norton. ISBN 13: 978-0393337174.

\*Although the Recommended Texts are not *required* for the course, I do encourage trying to acquire these texts (used previous editions work just fine!) due to their immense application and reference capacity outside of the classroom.

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\*Supplemental readings and materials will be posted online and available through Blackboard throughout the course. These materials will be provided online as part of the course, and the instructor will notify all students of their availability and application in the scope of the course.\*

\*Additionally, as writing assignments are part of the course requirements, all students are strongly encouraged to use an APA Manual (7<sup>th</sup> Ed.) for assignment formatting, course citation, and literary style. The APA Manual is available through most bookstores (including online retailers), as well as through online sources.\*

**Evaluation and Grade Assignment:**

Final grades are assigned based on the sum of all the course assignments. The class Engagement and Participation is worth 12.5%, Book Reviews & Critiques are worth 30%, Three-Point Essays represent 22.5%, the Applied Exercises/Deliverables are worth 15%, and the Personalized Leadership Tactics project is worth 20% of the final grade.

A+ : 1,000-970 pts.    A : 969 – 930 pts.    A-: 929 – 900 pts.    B+: 899 – 870 pts.  
B: 869-830 pts.    B-: 829-800 pts.    C+: 799-770 pts.    C: 769-730 pts.    C-: 729-700 pts.

**Three-Point Essays Redux (3 x 75 Pts. Each = 225 Points Possible / 22.5% of final grade):**

Throughout the course of the semester, students will develop Three-Point Essays to clearly and succinctly convey critical thinking skills related to pertinent leadership topics. These exercises, a novel product of Dr. Janet Kelly, provide an excellent opportunity to hone communication skills and refine writing abilities with a subtle twist courtesy of Dr. Exmeyer. The schedule of related topics for the Three-Point Essays, along with the due dates for each essay, are outlined in the course schedule at the end of the syllabus.

**Engagement and Participation (125 Points / 12.5%):**

As students enrolled in an advanced degree program, it should go without saying that students are expected to complete assigned readings and to come to class sessions prepared. That noted, a wonderful aspect of graduate studies is that it represents a shift away from one-sided instruction (i.e. instructors lecturing to students) towards a mutual balance between students and instructors. As such, PADM615 is less lecture-based and more discussion-focused. While part of each class session will involve summarization of readings (via the LCS role), the other part of class sessions will center on discussion and deeper exploration of concepts. Learning from both instructors and your peers involves engagement and participation. Part of this grade category involves attendance for each class session and engagement and participation in discussions. Importantly, please note that the engagement and participation aspect of this category is graded on the **quality** of your engagement rather than the **frequency** of your engagement.

**Book Review & Critique (2 x 150 Points Each = 300 Points / 30%):**

Throughout the course of the semester, students will select two books pertaining to intangible aspects of leadership for the purpose of review and critique. Importantly, critically analyzing and synthesizing various leadership elements will play a crucial role in developing a robust Personalized Leadership Tactics project when combined with additional course readings. Additional information concerning the Book Review & Critique, along with a list of suggested leadership books to select, will be available on Blackboard.

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**Applied Exercises/Deliverables (6 x 25 Pts. Each = 150 Points / 15%):**

This spring, students will complete six applied exercises deriving from the Northouse (2022) course text. Although each exercise represents different aspects of leadership capacity, the responses from each applied exercise will contribute to a self-reflective assessment at the conclusion of the course. As such, it will be crucial for you to not only complete and submit the exercises, but also retain copies of the completed exercises to develop a comparative summary. Additional information will be provided in Blackboard.

**Personalized Leadership Tactics Project (200 Points = 20%):**

The Personalized Leadership Tactics Project aims to help each student construct a profile of existing leadership traits based on the Applied Exercise assessments and course readings. In addition to pinpointing and outlining existing leadership traits, the project similarly seeks to identify areas to critically examine and address to create a well-rounded approach to individual leadership. Additional information concerning the Personalized Leadership Tactics Project will be provided on Blackboard.

When you submit an assignment, your attached files should be in the **.doc or .docx** format (Microsoft Word). Submitting assignments in formats other than Word requires exporting the file into Word, which can be tedious. Please submit all assignments to me via e-mail at [patrick.exmeyer@louisville.edu](mailto:patrick.exmeyer@louisville.edu) using your UofL email account. **Pro-Tip:** Ask for a read receipt for emails with attachments! If you do not have this capability, you should blind copy the email to yourself. Additionally, you will need to submit two of your assignments (Book Reviews & Critiques and the Personalized Leadership Tactics Project) through SafeAssign via the Blackboard. You are required to cite all of the information used in your assignments using APA format and following the basic tenets of grammar, proper writing, syntax, and spelling.

**Formatting:**

All assignments for this class will require APA formatting for submission across all assignments:

- Times New Roman Font – Size 12
- Double Spaced
- 1” Margins
- Cover Sheet containing:
  - Assignment Title
  - Your Name
  - UofL ID Email Address
  - Due Date of Assignment
  - Course Name (PADM 615 Leadership & Community Engagement)
  - Instructor Name (Dr. Exmeyer)
- In-text citations and Reference Page listings using proper APA format.
- Charts, graphs, and figures should be included in appendices and do not count toward your page total for the assignment.

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**Graduate School Policies:**

In accordance with graduate school policy, you must earn a C or better to pass this course. Additional information concerning Graduate School Eligibility, student Withdraw from courses, and other topics concerning UofL Graduate School policies can be found in Article 6.6 of the UofL *Redbook*: (<https://louisville.edu/provost/redbook/contents.html>).

**Course Withdrawal:**

The last day to add/drop the course or withdraw from the course without a course grade is January 13<sup>th</sup>, 2023. The final day for course withdrawal noted ‘W’ is March 8<sup>th</sup>, 2023.

**Lateness on Assignments:**

As a proponent of timeliness, I encourage you to adopt the same habit. Assignments should be submitted by the day and time indicated either to me via e-mail or through SafeAssign on Blackboard. That said, I understand life happens! If you have an emergency and can’t submit the assignment on time, I strongly encourage you to contact me by e-mail to advise of this; otherwise, I will have no indication as to why an assignment was not submitted on time. Without such notice, a 10 percent penalty for each day the assignment is late will be imposed.

**Academic Integrity:**

Integrity is paramount in both the workplace *and* classroom. As students accepted into a remarkable graduate program at an R1 Carnegie High-Research institution, you are asked to not only produce your best work, but also to do so in accordance with integrity. Academic Dishonesty (broadly referred to as “cheating” or “plagiarism”) is strictly prohibited. Students found guilty may receive a failing grade in the course and possible dismissal from their academic program. Expectations for student academic behavior are outlined in the UofL Code of Student Rights and Responsibilities, accessible through the Dean of Students website: <http://louisville.edu/dos/students/studentrightsandresponsibilities>.

**Students with Disabilities:**

The University of Louisville is committed to equal opportunity and challenge for all academically qualified students and does not discriminate on the basis of disability. If you are a student with a disability and require accommodation to participate and complete requirements for this class, notify me immediately and contact the Disability Resource Center (Stevenson Hall, 852-6938) for verification of eligibility and determination of specific accommodations.

**Title IX/Clery Act Notification:**

Sexual misconduct (including sexual harassment, sexual assault, and any other nonconsensual behavior of a sexual nature) and sex discrimination violate University policies. Students experiencing such behavior may obtain confidential support from the PEACC Program (852-2663), Counseling Center (852-6585), and Campus Health Services (852-6479). To report sexual misconduct or sex discrimination, contact the Dean of Students (852-5787) or University of Louisville Police (852-6111).

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Disclosure to University faculty or instructors of sexual misconduct, domestic violence, dating violence, or sex discrimination occurring on campus, in a University-sponsored program, or involving a campus visitor or University student or employee (whether current or former) is not confidential under Title IX. Faculty and instructors must forward such reports, including names and circumstances, to the University's Title IX officer. For more information, see the Sexual Misconduct Resource Guide <http://louisville.edu/hr/employeerelations/sexual-misconduct-brochure>.

### **Sexual Harassment:**

The University of Louisville strives to maintain the campus free of all forms of illegal discrimination as a place of work and study for faculty, staff, and students. Sexual harassment is unacceptable and unlawful conduct and will not be tolerated in the workplace and the educational environment. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment, even when carried out through computers or other electronic communications systems. Students and Instructors are protected from Sexual Harassment according to the Affirmative Action policy, the Student Code of Conduct, and the UofL Computer Account Usage Agreement. Anyone experiencing sexual harassment should refer to the links above and/or contact the PEACC Program at 852.2663 and an advocate will explain your choices. This is a free and confidential service.

### **Statement on Diversity:**

The University of Louisville strives to foster and sustain an environment of inclusiveness that empowers us all to achieve our highest potential without fear of prejudice or bias. We commit ourselves to building an exemplary educational community that offers a nurturing and challenging intellectual climate, a respect for the spectrum of human diversity, and a genuine understanding of the many differences-including race, ethnicity, gender, gender identity/expression, sexual orientation, age, socioeconomic status, disability, religion, national origin or military status-that enrich a vibrant metropolitan research university. We expect every member of our academic family to embrace the underlying values of this vision and to demonstrate a strong commitment to attracting, retaining, and supporting students, faculty and staff who reflect the diversity of our larger society.

### **UofL COVID-19 Protocols for Spring 2023:**

Effective Monday, August 9<sup>th</sup>, 2021, the University of Louisville will require all university members (including students, faculty, and staff) to wear masks and/or other facial coverings in all public, indoor spaces until otherwise noted. While in-person (e.g. traditional course delivery) is being implemented for the Spring 2023 semester, this mode of course delivery is subject to University policy and contingent upon health and safety conditions both on campus and within the greater Louisville community. Please visit the UofL Novel Coronavirus response website to learn more: <https://louisville.edu/coronavirus>

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**Technology Considerations and Course Delivery Contingency Plans:**

In accordance with UofL COVID-19 protocols and College of Arts & Sciences recommendations, students are strongly encouraged to familiarize themselves with technology applications for online and/or hybrid learning formats in the event of course delivery method changes during the Spring 2023 semester. Should students require alternative arrangements due to exigent circumstances (e.g. required quarantine, illness, and/or family-related matters such as child care issues), I strongly encourage you to contact me via email ([patrick.exmeyer@louisville.edu](mailto:patrick.exmeyer@louisville.edu)) as soon as possible to make necessary changes or arrangements to ensure continuation of your course experience.

As a Community of Care, all Cardinals are expected to abide by public health guidelines and regulations as published by the University. For Spring 2023, this includes:

1. Wearing of cloth/paper masks (covering nose and mouth) when in shared indoor spaces like classrooms, or when appropriate physical distancing cannot be maintained. (Per the code of student conduct--[revised July 2020](#)--a student who refuses to follow these guidelines may be asked to leave a classroom)
2. Staying home when sick—any UofL community member experiencing fever, consistent dry cough, or other symptoms of contagious disease should remain at home until symptoms subside or advised that it is safe to return by a medical professional.
3. Practicing good hygiene and responsibility for one's own surrounding.
  - Cover sneezes and coughs
  - Wash hands frequently with soap and water when possible; use hand sanitizer when soap and water are not available
  - Wipe down frequently touched surfaces
  - Maintain six feet physical distancing when possible

Faculty have the responsibility to help students meet these recommendations by:

1. Allowing for remote participation in class when necessary and practicable
2. Allowing students absent for reason of illness to make up missed work and not to penalize students for these absences
3. Not requiring doctor's notes for absences of less than the equivalent of two weeks of class. If the absences occur on the day of a scheduled assessment, the student may be asked to provide documentation for the absence.
4. Notifying physical plant when classrooms are not adequately stocked with cleaning supplies and arranging classroom furniture or seating charts to maximize physical distancing where possible.

**Basic Needs Support:** Doing well in classes (and in life, for that matter) means getting a good night's sleep, having enough to eat, and being able to get to where you need to go. If you are having any difficulties with these basic necessities, remember that UofL has resources to assist you. These challenges are unfortunately more common than we would wish. Please reach out to me or to one of these great resources if you find yourself in need at any time during this course or after:

- Food (fresh and non-perishable), household and toiletry items: [Cardinal Cupboard](#) (SAC W312)
- Clothing, shoes, household items and office/art supplies: [UofL Free Store](#) (SAC W303C)



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- If you're experiencing any academic, financial, or personal difficulties, a [Student Success Coordinator](#) in UofL's Student Success Center can work with you individually to provide guidance and support as well as connect you to relevant resources.
- The UofL Concern Center can help you find and connect with relevant resources: <https://louisville.concerncenter.com/>.

**Counseling Center:** If you notice you are having a difficult time or generally feel stuck, it may be helpful to work with a trained therapist at the Counseling Center in an individual or group setting. People come into the Counseling Center to discuss a range of topics, including relationships, family, identities, grief and loss, depression, stress, and many more experiences and concerns. The Counseling Center provides short term individual, group, and couples counseling, crisis intervention, and psychological testing. Clients seek services for a variety of areas of concern, including psychological, personal/social, academic, and career issues. To schedule an appointment, please contact the Counseling Center at 502-852-6585 or stop by the office in the Student Activities Center Room W-204. More info: <http://louisville.edu/counseling/>

**Additional Counseling Resources:**

- [24/7 Adult Crisis Line](#): 502-589-4313 or 800-221-0446 (available 24/7)
- [The National Suicide Prevention Lifeline](#): 988 or 1-800-273-TALK (8255) (available 24/7)
- [Crisis Text Line](#): Text HOME to 741741 (available 24/7)
- [The Trevor Project](#): 1-866-488-7386 (available 24/7 for individuals ages 13-24 who identify as LGBTQ)

**Course Delivery, Modality, and Responsiveness:**

Continued conditions related to the novel coronavirus (COVID-19) present numerous challenges around the world. As a result, institutional and department public health and safety policies are subject to unanticipated changes. The University of Louisville, College of Arts & Sciences, as well as the Department of Urban and Public Affairs is committed to providing a safe and comfortable learning environment for students, faculty, and staff in accordance with existing health and safety policies.

In the event of necessary changes to course delivery, modality, and/or format, it is the responsibility of the course instructor and university leadership to keep students informed on a timely basis. Please note the following related to communications pertaining to Spring 2022 course-related matters:

- All communications related to PADM615 course changes will be sent via email by the instructor, via the PADM615 Blackboard course page, and/or official communications sent by University of Louisville administration and leadership.
- In the event of necessary changes to course modality or delivery to online/remote course format, PADM 615 Spring 2023 will be held **synchronously** on Microsoft Teams.



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- **Students:** Students who have either tested positive for COVID-19, are awaiting results of a COVID-19 test, are experiences symptoms of COVID-19, or have been notified as being in close contact with someone who has tested positive for COVID-19 are encouraged to attend class sessions remotely until completing COVID-19 isolation and/or quarantining protocols prior to returning to any in-person (traditional) format class sessions. Upon notification to the instructor ([patrick.exmeyer@louisville.edu](mailto:patrick.exmeyer@louisville.edu)), students can be added to the Microsoft Team for PA615 for remote class session attendance.
- **Instructor:** In the event the course instructor tests positive for COVID-19, is awaiting results of a COVID-19 test, is experiences symptoms of COVID-19, or has been notified as being in close contact with someone who has tested positive for COVID, the instructor will notify the class of remote synchronous class sessions until the instructor completes COVID-19 isolation and/or quarantining protocols prior to returning to any in-person (traditional) format class sessions. Notification concerning this contingency approach will be sent via email and/or Blackboard by the instructor.

**Course Evaluation:**

Students are *strongly encouraged* to complete the online course evaluation once the course evaluation module becomes available. Not only do honest and authentic evaluations reflect upon faculty capacity, but they also likewise provide critical information for refining, retaining, and improving the quality of the course!

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**Schedule of Classes and Assigned Readings:**

<b>Date</b>	<b>Topical Content</b>	<b>Required Reading(s)</b>	<b>Activities</b>
January 10 <sup>th</sup> , 2023	Introduction to PA615: Introduction, Syllabus Review, and Course Overview	<b>Northouse</b> (2022): Ch. 1	<b>Reflection of Leadership: Idiocracy</b> (2007) [In-Class]
January 17 <sup>th</sup> , 2023	Traits & Skills Leadership	<b>Northouse</b> (2022) – Ch. 2 & 3	
January 24 <sup>th</sup> , 2023	Behavioral Leadership	<b>Northouse</b> (2022) – Ch. 4	<b>Leadership Trait Questionnaire</b> (p. 52) [25 pts.]
January 31 <sup>st</sup> , 2023	Situational Leadership	<b>Northouse</b> (2022) – Ch. 5	<b>Situational Leadership Case 5.2 Exercise Questions</b> (p. 121-122) [25 pts.]
February 7 <sup>th</sup> , 2023	Path-Goal Theory and Leader-Member Exchange Theory	<b>Northouse</b> (2022) – Ch. 6 & Ch. 7	<b>Three-Point Essay #1 Due</b> [75 Pts.]
February 14 <sup>th</sup> , 2023	Insulation vs. Inclusion: Exploring conditions contributing to groupthink	<b>Janis</b> (1982) – <i>Groupthink</i> [Full text]	<b>Leader-Member Exchange 7 Item Questionnaire</b> (p. 181) [25 pts.]
February 21 <sup>st</sup> , 2023	Transformational Leadership	<b>*Wright, Moynihan, &amp; Pandey</b> (2011) – Transformational Leadership, PSM, & Mission Valiance  <b>Northouse</b> (2022) – Ch. 8	<b>Book Review &amp; Critique #1</b> (150 pts.)
February 28 <sup>th</sup> , 2023	Authentic Leadership	<b>Northouse</b> (2022) – Ch. 9	<b>Authentic Leadership Questionnaire</b> (p. 249) [25 pts.]  <b><u>Guest: Charlestown, IN Mayor Dr. Treva Hodges</u></b>

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Date	Topical Content	Required Reading(s)	Assignment(s)
March 7 <sup>th</sup> , 2023	Team Building and Leadership	Northouse (2022): Ch. 16	<b>Three-Point Essay #2 Due</b> [75 Pts.]
March 14 <sup>th</sup> , 2023	<b>No Class: Spring Break</b>		
March 21 <sup>st</sup> , 2023	Adaptive Leadership	Northouse (2022) – Ch. 11	<b>Adaptive Leadership Case 11.3 Exercise Questions</b> (pp. 311-314) [25 pts.]
March 28 <sup>th</sup> , 2023	Servant Leadership	Northouse (2022) – Ch. 10	<b>Guest: Fr. John Schwartzlose, MPA</b>
April 4 <sup>th</sup> , 2023	Leaders and Followership	Northouse (2022) – Ch. 13	<b>Book Review &amp; Critique #2</b> [150 pts.]
April 11 <sup>th</sup> , 2023	Innovation and Inclusiveness	*Visser & Krueger (2021) – Collective Creativity at the Street-Level Northouse (2022) – Ch. 12	<b>Three-Point Essay #3 Due</b> [75 Pts.]
April 18 <sup>th</sup> , 2023	Ethical Leadership Dynamics	Northouse (2022): Chapter 15	<b>Ethical Leadership Style Questionnaire</b> (pp. 453-458) [25 pts.]
April 28 <sup>th</sup> , 2023	<b>Personalized Leadership Tactics Project</b> due by <b>11:55pm EST</b> [Assignment Guidelines Available on Blackboard]		