



National Forum for Black  
Public Administrators  
Executive Leadership Institute

University of Kansas Session  
February 5—8, 2014

*Community Building:  
Bridging the Gap between Politics  
and Administration*

Hosted By:

**KU** SCHOOL OF  
PUBLIC AFFAIRS  
& ADMINISTRATION  

---

The University of Kansas

## GENERAL INFORMATION

### Hotel

Oread Hotel, [1200 Oread Avenue, Lawrence, KS 66044](#)  
785-843-1200

### Transportation

Transportation from and to the airport (Kansas City, Missouri [MCI]) is *your responsibility*. Discussing your arrival times among your group members may permit discounted shuttle service and carpooling with rental cars. The drive is one hour from Kansas City to Lawrence.

*Shuttle suggestions (in random order):*

We strongly recommend calling ahead of time to make a reservation.

**Five Guys Transportation** is based out of Kansas City.

Phone: 816-891-9999 | Website: [www.fiveguysshuttle.com](http://www.fiveguysshuttle.com)

Approx. rate: \$90 for four-six passengers, one way

**Super Shuttle** is based out of Kansas City.

Phone: 816-243-5000 | Website: [www.supershuttle.com](http://www.supershuttle.com)

Approx. rate: \$99 for up to three passengers, one way

**Lawrence First Class Transportation** is based out of Lawrence, and they have taxis, town cars, and vans.

Phone: 785-841-LIMO | Website: [www.lawrencelimos.com](http://www.lawrencelimos.com)

Approx. rate: \$115 for up to four passengers, one way

**Ground Transportation Services (GTS)** is based out of Lawrence, and they have taxis, town cars, and shuttles.

Phone: 785-842-8294 | Website: [www.gtslawrence.com](http://www.gtslawrence.com)

Approx. rate: \$50 per person, one way

**SDM Transportation** is based out of Lawrence.

Phone: 785-979-2428 | Website: [www.sdmtransportationks.com](http://www.sdmtransportationks.com)

Approx. rate: \$60/hour with a two hour minimum

For those *renting cars*, we encourage you to use the free Valet parking at the Oread Hotel since parking in the closest garage is \$1.50 an hour, 24 hours a day.

The hotel is within *walking* distance of our meeting space on campus.

### Welcome

KU representatives will welcome ELI participants in the Bird Dog Bar at the Oread Hotel from 5-7 p.m. on Wednesday, February 5. There you'll pick up your nametag and information about Lawrence and KU.

### Weather

Remember: you will be traveling to [Kansas in February](#), when the average temperatures range from 20-40 degrees. Also, it may be helpful to dress in layers since conference room temperatures can fluctuate.

## Classes

ELI sessions will be held in the [Kansas Union](#) on the KU campus. The Union is within walking distance from the hotel.

## Wi-Fi Access

To use the Kansas Union's WiFi network, log in as KU Guest.

## KU Bookstore

In addition to being where we'll hold classes, the Kansas Union is also home to the [KU Bookstore](#). Reserve some of your down-time to check out the large selection of KU gear and gifts or pick up a book for the flight home. The bookstore is located on Level Two of the Union.

## Meals

When you check in to the Oread Hotel, you will receive a hotel *breakfast* voucher worth up to \$10 for each morning of your stay. Beverages will be available in the classroom.

*Lunch* will be in the Kansas Union.

*Dinner* is on your own except Friday night.

*Special dietary needs* are easiest to accommodate if we know about them 24 hours prior to a meal. Please let us know if we can help you.

## Reception

On Thursday after class, you'll enjoy a reception at the home of John and Carol Nalbandian ([2006 Riviera Court, Lawrence, KS 66047](#)). KU faculty, a few students, and other guests will join us.

## Night Out

On Friday evening, the tours and dinner are sponsored by the local chapter of the NFBPA in Kansas City and local corporate members. On Friday night, carpooling to Kansas City will permit variable departure time when returning to Lawrence. We will take a van as well.

## Are You Social?

Join us on the following networks:



RSS Blog feed: <http://www.kupmc.org/blog/feed/>



[facebook.com/kupmc](https://www.facebook.com/kupmc)



[twitter.com/kupmc](https://twitter.com/kupmc)



[pinterest.com/kupmc](https://www.pinterest.com/kupmc)



[storify.com/kupmc](https://www.storify.com/kupmc)



[instagram.com/kupmc](https://www.instagram.com/kupmc)



[facebook.com/kuspaa](https://www.facebook.com/kuspaa)

[twitter.com/kuspaa](https://twitter.com/kuspaa)



[j.mp/PicasaKUSPAA](https://www.j.mp/PicasaKUSPAA)



[youtube.com/KUPublicAdmin](https://www.youtube.com/KUPublicAdmin)

## Session Presentations Are Online

You may access the session presentations through KU ScholarWorks. Scan the QR Code or go to <http://j.mp/NFBPAELatKUI4SW>.



---

### THURSDAY, FEBRUARY 6

**Breakfast:** Please use your hotel breakfast voucher. Beverages will be available in the classroom.

#### 8:30 a.m.—Welcome & Overview

**Pine Room, Kansas Union**

**Danny Anderson**, Dean, [College of Liberal Arts and Sciences](#), University of Kansas

**Charles Jones**, Director, [Public Management Center](#), [School of Public Affairs and Administration](#), University of Kansas

#### 8:45 a.m.—Getting Acquainted

#### 9:15 a.m.—“[Contemporary Trends in Local Government](#)”

Our first session will provide the framework for the three days and will focus on the fundamental prerequisite of effective governance: bridging the gap between political acceptability and administrative sustainability. The concept of the gap will be described, forces affecting it identified, and three leadership challenges explored.

**Reading:** Nalbandian, J., O'Neill, Jr., R., Wilkes, M., & Kaufman, A. (2013). [Contemporary Trends in Local Government: Evolving Roles and Responsibilities, Structures, and Processes](#). *Public Administration Review*, 73 (4), 567-575.

**Presenter:** **John Nalbandian**, Ph.D., faculty member and former chair of the [Public Administration Department](#) at KU, will lead this session. John grew up in Los Angeles and graduated from the University of Southern California. In addition to his faculty appointment, from 1991-1999, John served on the Lawrence City Council including two terms as the council's mayor. John has been widely recognized for his work with local government professionals and elected officials nationally and internationally. In 2012, he was recognized as Chancellor Club Teaching Professor in honor of his lifetime teaching achievements.

In 2007, John and his wife Carol were named by the National Forum for Black Public Administrators as “Educators of the Year.”

## **12:00 p.m.—Lunch**

### **Centennial Room, Kansas Union**

*If you have not completed pages 4-5 of the SDI prior to coming to KU, you will need to use 20 minutes of your lunchtime to complete it.*

## **1:00 p.m.—“Leadership Styles and Teamwork”**

### **Pine Room, Kansas Union**

In a world of increasing ambiguity and uncertainty, individual leadership styles become very important in defining problems, developing relationships, and working effectively in teams. Awareness of one’s leadership style and that of others provides a great advantage in grounding one’s administrative work and linking the “objective world of work” with one’s inner self.

The Strength Deployment Inventory (SDI) is a simple instrument that provides information to participants about their style when things are going well and when in conflict. The results are easy to interpret and useful in practice, particularly in predicting the areas of compatibility and challenge in the composition of teams and relationships. More information about SDI can be found at [www.personalstrengths.com](http://www.personalstrengths.com).

**Presenter:** [Terri Callahan](#) is an instructor and program director at the [University of Kansas Public Management Center](#). She is program director for the [Kansas Certified Public Manager® Program](#), teaching Power of Leadership, Management Practices: Leadership and Emotional Intelligence, Innovation and Process Improvement in the program. She provides training in a variety of managerial topics for all management levels in the public sector. Terri is a qualified instructor for the Myers-Briggs Type Indicator, is certified to administer the Emotional Intelligence Quotient (EQi), and is a certified instructor for the Relationship Awareness Theory and the Strength Deployment Inventory. Previously Terri was a staff development specialist in the Department of Administration's Division of Personnel Services for seven years. She holds a bachelor's degree in total quality management from Friends University and is an affiliate member of the American Academy of Certified Public Managers and the American Society of Public Administrators.

## **5:00 p.m.—Reception**

Adjourn to the **Nalbandians** ([2006 Riviera Court, Lawrence, KS 66047](#))

**Dinner** on your own

## **FRIDAY, FEBRUARY 7**

**Breakfast:** Please use your hotel breakfast voucher. Beverages will be available in the classroom.

### **8:30 a.m.—Debrief Thursday Sessions**

***International Room, Kansas Union***

Debrief: What was most important to you about yesterday?

### **8:45 a.m.—Welcome**

**Marilu Goodyear**, Director, [School of Public Affairs and Administration](#) (SPAA), University of Kansas welcomes participants and introduces **Shannon Portillo**, Assistant Professor, SPAA

### **9:00 a.m.—“Operating within a Diverse Organizational Environment: The Paradox of Rules and Authority”**

Public organizations are increasingly diverse workplaces, but even in rule-bound organizations, the experiences of women and people of color differ from their white male counterparts. Their claim to authority is challenged more often. Unable to rely on implicit rank and social status as a defense, they must rely instead on official rights and rules. The very meaning of their authority is therefore different: It is more rule and rights based, more formal than informal, more explicit than implicit. Yet, because it is more rule based, formal, and explicit, their authority is also more open to question and challenge and more resented as an artifice. People of color and women in positions of authority thus face the paradox of rules: They must rely on formal rules as a key basis for their authority, but relying on rules makes their authority seem more artificial than real. This session presents [narratives from local government officials](#) and concludes with a discussion of implications for practice and local government work environments.

**Presenter:** **Shannon Portillo**, Ph.D., is an Assistant Professor and Undergraduate Program Coordinator at the [School of Public Affairs and Administration](#) at the University of Kansas. She grew up in Kansas and received her Ph.D. from KU before serving on the faculty at George Mason University for five years, prior to returning to KU in 2013. Her research focuses on social equity, organizational theory, and law and society. The National Science Foundation, National Association of Schools of Public Affairs and Administration, EDUCAUSE, and the Army Research Institute, among other organizations, have funded her work. Results have appeared in *Law & Policy*, *Public Administration Review*, *Journal of Public Administration Research & Theory*, *Administration & Society*, among other outlets.

### **10:30 a.m.—Break**

**10:45 a.m.—“Win as Much as You Can!”**

This experiential exercise focuses on the relationship between trust and problem solving.

**Presenter: John Nalbandian**

**11:45 a.m.—Lunch**

**Centennial Room, Kansas Union**

**12:30 p.m.—“[Political Astuteness and Professionalism](#)”**

**International Room, Kansas Union**

We will discuss how political astuteness requires the ability and willingness to identify political values and the role they play in policymaking and politics. Also, astuteness depends upon the ability to translate the logic of politics into administration and the logic of administration into politics.

**Reading:** John Nalbandian. “[Dallas Needs an Adaptive City Manager, Not a Heroic One.](#)” Dallas Morning News. November 17, 2013.

**Presenter: John Nalbandian**

**2:00 p.m.—Adjourn to hotel**

**2:30 p.m.—Leave for Kansas City by van or private car**

Your visit and programming this afternoon are sponsored and organized by the Kansas City area chapter of the NFBPA and local corporate members.

**3:30 p.m.—Arrive 18<sup>th</sup> and Vine**

Visit American Jazz Museum and Negro Leagues Baseball Museum.

**6:00 p.m.—Dinner at [Gates BBQ](#)\***

\*If you have special dietary needs, you will want to tell Alecia ASAP. After dinner there will be free time for those with a private car (the Kansas City Power and Light District or the 18th and Vine District are worth a visit), and the van will leave for Lawrence.

---

**SATURDAY, FEBRUARY 8**

**Breakfast:** Please use your hotel breakfast voucher. Beverages will be available in the classroom.

***Prior to the morning session, you will need to check out of your hotel room. You may store your luggage with the front desk.***

**8:30 a.m.—Debrief**

**Centennial Room, Kansas Union**

**9:00 a.m.—“Managing Communities: How Race and Culture Make a Difference”**

**Teree Caldwell-Johnson** and **Leon Churchill** will begin a discussion of this important topic, informed by their varied backgrounds. Teree has worked in both local government and non-profit sectors, and Leon has managed in local governments in several states. Their focus will be on how the race/culture of the manager makes a difference—especially in different parts of the country and in different sectors—and possible changes they have seen over the time of their career. Also, they will comment on how the demographic of “minority” populations is changing in America, and the impact that race/culture of the manager has in a multi-cultural world.

**Panelists:** **Teree Caldwell-Johnson** serves as the CEO of Oakridge Neighborhood and Oakridge Neighborhood Services, a housing and human services non-profit agency located in Des Moines, IA. In addition to her work with non-profits, Teree served as chief administrative officer of a solid waste authority and also as CAO of a county government. She has worked in Texas, California, and Iowa, and presently is a member of the Des Moines School Board. She has received numerous awards for the work she has done.

**Leon Churchill** began his duties as the City Manager of Tracy, CA on May 5, 2008. Prior to this position, Mr. Churchill served as Managing Director for the City of Reading, Pennsylvania from 2004 to May 2008. His previous employment also includes Town Manager of Windsor, Connecticut and Assistant City Manager of Charlottesville, Virginia as part of his over 28 years in local government management.

Mr. Churchill is a credentialed manager as designated by the International City/County Management Association (ICMA) and has an American Institute of Certified Planners designation from the American Planning Association. He is also a Fellow of the National Academy of Public Administration.

**11:00 a.m.—Debrief**

**11:30 a.m.—Lunch**

**12:30 p.m.—Adjourn**

***It has been our pleasure to serve you during your ELL session at the University of Kansas. Thank you!***

John Nalbandian ([bio](#))  
[nalband@ku.edu](mailto:nalband@ku.edu)  
785-864-9096

Alecia Gray ([bio](#))  
[agray@ku.edu](mailto:agray@ku.edu)  
785-864-2554