**DRAFT Fellows Seminar Schedule as of December 2024**

**FOR DISCUSSION**

*This is a living syllabus, subject to change.*

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| **Week** | **Date** | **Topic** | **Reading** | **Assignment** |
| 1 | January 10 | **Guest Speaker**  |  | **Brian Aguilar, CFO, Physicians for a Healthy California** |
| 2 | January 17 | Foundation: Wilson’s Bureaucracy model and Merton's typology  | [Wilson bureaucracy types](https://mysacstate-my.sharepoint.com/%3Ab%3A/g/personal/henriquez_csus_edu/EYiem4oxCc9Au8Us_qgRV6oB3175bDfTIq2-uTYFSXBKNA?e=hR7lCt) [Merton’s Strain Theory of Deviance](https://revisesociology.com/2016/04/16/robert-mertons-strain-theory-of-deviance/)[Merton's Strain Theory, Crime, and My Pants](http://www.everydaysociologyblog.com/2008/10/mertons-strain.html) (despite the title, it actually explains the theory well)[Robert K Merton's Strain Theory - Explained (text and video, but watch the video first)](https://www.tutor2u.net/sociology/reference/robert-merton-strain-theory-explained)[The Tipping Point: Most Americans No Longer Are Middle Class](http://www.npr.org/sections/thetwo-way/2015/12/09/459087477/the-tipping-point-most-americans-no-longer-are-middle-class) |  |
| 3 | January 24 | Frames and Organizational Structure  | Bolman and Deal Part One (chapters 1-2) |  |
| 4 | January 31 | Frames and Organizational Structure (cont’d) | Bolman and Deal Part Two (chapters 3-5) | **Discussion Leads:****Hartman/Olivares** |

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| 5 | February 7 | “Kill all humans!”- Bender | [From Hiring to Retiring: Strategies for Modernizing State Human Resources](https://mysacstate-my.sharepoint.com/%3Ab%3A/r/personal/henriquez_csus_edu/Documents/LHC-FROM%20HIRING%20TO%20RETIRING.pdf?csf=1&web=1&e=Bxs7WW) Bolman and Deal Part Three (chapters 6-8)[YouTube video on Unconscious Bias](https://youtu.be/RO71P668y7k) | **Discussion Leads:****Flores/Henson****Reflection Memo 1:** Bolman and Deal state “the ability to size up a situation quickly is at the heart of leadership.” Ask your mentor or others at your placement how they size up a situation quickly. Consider how the strategy(ies) mentioned do or do not attempt to minimize any “framing effects” that may impact the ability to understand the situation and reframe it. |
| 6 | February 14 | Organizational Politics and Power | [Pfeffer. Understanding Power in Organizations](https://mysacstate-my.sharepoint.com/%3Ab%3A/r/personal/henriquez_csus_edu/Documents/pfeffer.pdf?csf=1&web=1&e=eqLtVA) [Theiss-Morse and Hibbing. Citizenship and Civic Engagement article](https://mysacstate-my.sharepoint.com/%3Ab%3A/r/personal/henriquez_csus_edu/Documents/Theiss-MorseHibbingCitizenship_engagement.pdf?csf=1&web=1&e=Tplgje)[The Laws of the Public Policy Process](https://mysacstate-my.sharepoint.com/%3Ab%3A/r/personal/henriquez_csus_edu/Documents/LI%20Laws%20of%20the%20Public%20Policy%20Process.pdf?csf=1&web=1&e=m4QuxS) Bolman and Deal Part Four (chapters 9-11) | **Discussion Leads:****Jacoby/Neri****Reflection Memo** **2:** Given your growing expertise on organizations, and organizational structure in particular, analyze your organization’s structure. |

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| 7 | February 21 | Symbolism and Ritualism | Bolman and Deal Part Five (chapters 12-14) | **Reflection Memo 3:** Identify an issue percolating in your placement. How do different frames allow you to understand the issue(s) from multiple perspectives?**+1:** Have an item that is important to you handy to discuss. It can be anything that holds a lot of meaning to you beyond its apparent purpose |
| 8 | **February 28** | **No seminar** |  |  |
| 9 | March 7 | **Spring Recess – No Class**  |  |  |
| 10 | March 14 | Leadership & Change, Part 1 | Bolman and Deal Part Six part 1 (chapters 15-17) |  |
| 11 | March 21 | Leadership & Change, Part 2 | Bolman and Deal Part Six part 2 (chapters 18-20) |  |
| 12 | March 28 | Group Presentations |  |  |

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| 13 | April 4 | Paradoxically Speaking | Stone Part I | **Group Policy Brief** |
| 14 | April 11 | Paradoxically Speaking (cont’d) | Stone Part II | **Discussion Leads:****Mendoza/Subramanian** |
| 15 | April 18 | “It's like the more money we come acrossThe more problems we see” | Stone Part III  | **Discussion Leads:****Cho/Rosenthal** |
| 16 | April 25 | Group Practice Run Part 1 |  | Have your group presentation ready as if you’ll be presenting to the mentors (up to and including any presentation materials and programs that you will use) |
| 17 | **May 2** | **No seminar** |  |  |
| 18 | May 9 | Group Practice Run Part 2 | Stone Part IV | Have your group presentation ready as if you’ll be presenting to the mentors (up to and including any presentation materials and programs that you will use) |
| 19 | May 16 | Solutions!  | Stone Part IV |  |
| **20** | **TBD** | **Group Presentations** |  |  |