



LEADERSHIP IN THE PUBLIC SECTOR: THEORY AND PRACTICE

SUMMER TERM 2019		Monday & Wednesday Evenings, 7:00 p.m. to 9:30 p.m.	
Location:	Dane Smith Hall - Room 132 & ITV	Office Hours:	Before Class, or by Appt. @ Off-Campus Location
Instructor:	Steven G. Meilleur, Ph.D., SPHR	Office:	Social Sciences Bldg., 3rd floor – No Office Hours
E-mail:	stevenmeilleur316@gmail.com	Skype Contact:	Bluesmeanie – By Appointment

1. COURSE OVERVIEW:

As you rise in your career, you will need multiple and often conflicting constituencies on board to follow your vision. But if you don't lead, others will not follow. This course will help you toward honing some of the essential self-reflective skills you need to give form and substance to such vision. This course will also be of value to those who wish to have a broad intellectual understanding of the context of leading and the content of leadership. This course is a graduate level introduction to the study of leadership theory and its practical application in modern organizations. The subject matter will be applicable to all students who are currently in, or who aspire to be in leadership positions, regardless of the sector that they work in.

The course follows the direction presented by Peter Northouse in his book, *Leadership Theory and Practice*; that is, “to bridge the gap between the often simplistic popular approaches to leadership and the more abstract theoretical approaches” presented by numerous writers and practitioners in the field. This is not to suggest that the popular and often prescriptive approaches found in the literature are without merit; however, to study and accept them at their face value negates a more thorough understanding of the context and dynamics of leadership required to effectively lead in an organization as a graduate student.

Leadership is often referred to as the ability to influence people toward achieving a goal. Thus, my task is to increase your understanding of how effective leaders motivate others to succeed, with particular attention to the multiple theories, styles, models, and principles found in the study of modern organizations, with a focus on public and nonprofit organizations. Particular attention is given to discussion, analysis and critique of the theory and research literature. You will be encouraged to challenge the ‘conventional wisdom’ of current leadership thought, and reflect on your personal perspective and experience in organizations.

2. COURSE OBJECTIVES:

This course will provide the opportunity to increase your understanding and awareness of how leaders in any organization can guide employees to effectively and efficiently deliver services and products to their constituents, clients, customers, and the public. This course will cover leadership theory and practice in the public sector, private non-profit sector, and private for-profit sector. Specific course objectives include enabling students:

- To understand the intellectual development of the study of leadership in modern organizations, with an emphasis on the theory and practice in public and private organizations.
- Develop personal understanding and self-awareness of your leadership style, and how to develop new skills and techniques to support effective leadership skills; and
- Examine leadership practices in various work environments.

3. CLASS METHODOLOGY AND LEARNING APPROACH:

The course will utilize a variety of learning opportunities during the times that we meet, including lecture, discussion, individual and group exercises, case study analysis, videos, student research and presentations, and guest speakers as available. Productive participation and discussion requires that students come prepared for each class meeting to explore the assigned readings and case studies with their thoughtful critique and evaluation of the content, to be augmented by reflections on their own work experiences and additional reading as required. You are encouraged to share your own professional experience as employees, managers, volunteers and administrators, as it will enliven class discussions and lead to a better learning environment. Criteria for judging class participation include (1) cognitive dimensions, (2) expressive elements, (3) affective elements, and (4) contribution of comments to the process of group learning.

“Safe Space” Policy: Ground Rules for a Positive Classroom Environment and Experience

For learning to occur when the class material is controversial, both tension and safety need to exist. There needs to be a safe classroom environment, so that students understand that they can speak their minds, and so that everyone feels comfortable

and free to articulate ideas or viewpoints. Such a learning environment helps students to:

- Develop their abilities to understand the perspectives of others;
- Develop mutual respect;
- Make a commitment to understand positions that they do not understand from the context or point of view of their peers;
- Take risks in speaking honestly in the class in the service of their learning.

Expected class norms to enhance a safe learning environment include:

- Students should respect confidentiality-personal information or student comments should not get shared outside the classroom;
- Students should listen respectfully to different perspectives-let people finish sentences before responding;
- Students should respond to what has been said, not the person saying it-responses should not be personalized;
- Students should speak for themselves and not for others (including groups to which they belong);
- Students have the right to be silent in large group discussions.

All classroom discourse will exhibit respect for all other persons, not only within the confines of the classroom but also in general. There will no denigration of anyone in any context (including in relation to case materials or readings, videos, or any other point of reference), on account of race, color religion, national origin, ethnicity, gender, disability status, genetic information, veteran status, sexual orientation, gender identity, religion, political perspective, any other trait that is protected under local, state or federal law.

Class discussion allows for disagreement; however, comments must be sustained by evidence, in particular evidence from class materials and readings. Class comments are not to be unsupported assertions of opinion, and never ad hominem (personal) attacks. Incivility or rudeness of any kind is unacceptable. This includes carrying on conversations during class, checking cell phones or other electronic devices for messages, texting, and other distractions. The bottom line is this – my expectation is that you behave professionally at all times in class.

4. COURSE MANAGEMENT:

As an in-depth elective course, we will address new topics each session, endeavoring to understand their relationships as we discuss, analyze, and critique leadership theory and practice. I will utilize UNM Learn to post the course syllabus, course assignments, lecture notes, and discussions, as well as some email messaging. Primarily, students should use my regular UNM e-mail account to communicate and send assignments electronically. **DO NOT submit your papers to me via UNM Learn Mail.** Finally, students will be able to access Supplemental Readings online at the class UNM Learn site. Please do not hesitate to contact me with your course questions or problems.

As a student you are responsible for:

- Being prepared to discuss assigned course readings and exercises, and contribute to class each session.
- Contributing to and assisting with the learning of your classmates.
- Making up any missed readings, exercises, and assignments made or due during his/her absence.
- Reading for understanding the textbook chapters, supplemental readings, and exercises before class and actively participate in class discussions.
- Finding connections with your professional experiences and aspirations; consider the conceptual relationships among topics in the course and the practical application of course material to HR management.
- Regularly check the UNM Learn course homepage for updates, announcements, and new assignments.
- Preparing all written assignments per instructions in the syllabus and submit them per the course schedule.
- Take charge of what you want to get out of the course. You can explore a new topic or challenge to satisfy a curiosity. Alternatively, you can pick something close to your field of study or career goals and build on short- and medium-term needs for your intellectual or professional development.

5. COURSE SCHEDULE AND ASSIGNMENTS:

NOTE: All reading assignments must be completed prior to class. If a class is missed, it is solely the responsibility of the student to review the UNM LEARN recording of the class (if available) and to obtain notes, handouts, and summary of lesson/class activities, and to learn the covered material. Every written assignment must have compelling evidence of being proofread. See Graduate Writing Guidelines Rubric on UNM Learn Course Homepage. Because I am not sure how rapidly we will proceed through the different modules of this course, the course schedule is subject to revision and should always be considered to be in draft form. Therefore, the actual timeline of the course topics and discussions held in class may change as the semester progresses, and you are encouraged to give me feedback about your learning needs.

THIS SYLLABUS AND SCHEDULE IS SUBJECT TO REVISION AT THE INSTRUCTOR'S SOLE DISCRETION, AND SHOULD ALWAYS BE CONSIDERED TO BE IN DRAFT FORM. CONFIRM DEADLINES IN CLASS.

DATE	TOPICS, and ASSIGNMENTS	READINGS
6/3/19	Course Overview & Syllabus Review, Introductions Introduction to Leadership <i>Additional Readings and Pre-Class assignments will be posted on the Course Homepage hosted by UNM Learn. Students should regularly check the PADM 590 Course Homepage before each class.</i>	<ul style="list-style-type: none"> • Northouse – Chapter 1 • Supplemental Materials for each class session are available on UNM Learn
6/5/19	Trait and Skills Approaches to Leadership	<ul style="list-style-type: none"> • Northouse – Chapters 2, 3 • Schein – Chapters 1-5
6/10/19	Motivation: Science or Art?	<ul style="list-style-type: none"> • Schein – Chapters 6-7
6/12/19	Motivation: Science or Art? Continued Concept Paper – Leadership and Org. Culture Research Paper Due	
6/17/19	Behavioral Approach to Leadership	<ul style="list-style-type: none"> • Northouse – Chapter 4 • Schein – Chapters 8-9
6/19/19	Situational Approach to Leadership and Contingency Theories	<ul style="list-style-type: none"> • Northouse – Chapter 5 • Schein – Chapters 10 - 12
6/24/19	Path-Goal Theory of Leadership Leader-Member Exchange Theory	<ul style="list-style-type: none"> • Northouse – Chapter 6 & 7 • Kouzes & Posner – Chapters 1 - 5
6/26/19	Transformational Leadership	<ul style="list-style-type: none"> • Northouse – Chapter 8 • Kouzes & Posner – Chapters 6 - 10
7/1/19	Authentic Leadership	<ul style="list-style-type: none"> • Northouse – Chapter 9 • Kouzes & Posner – Chapters 11 = 12
7/3/19	JULY 4 HOLIDAY – No Class	
7/8/19	Servant Leadership	<ul style="list-style-type: none"> • Northouse – Chapter 10
7/10/19	Adaptive Leadership Followership Leadership and Organizational Culture Change Applied Action Research Paper Due	<ul style="list-style-type: none"> • Northouse – Chapter 11, 12 • Schein – Chapters 13 - 15
7/15/19	Leadership Ethics Team Leadership	<ul style="list-style-type: none"> • Northouse – Chapter 13, 14 • Schein – Chapters 16 - 19
7/17/19	Gender and Leadership	<ul style="list-style-type: none"> • Northouse – Chapter 15
7/22/19	Culture, Change, and Leadership	<ul style="list-style-type: none"> • Northouse – Chapter 16
7/24/19	Special Topics – Roundtable Discussion of Final Papers Leadership Self-Assessment and Development Plan Paper Due	
7/29/19	UNM FINAL EXAM WEEK – No In-Class Final for this Class	

6. REQUIRED TEXT AND MATERIALS - NOTE: (All texts are available at UNM Bookstore & on www.amazon.com)

- Northouse, Peter G. (2019). Leadership: Theory and Practice (8th or most current edition). Thousand Oaks, CA: Sage Publishers (paper).
- Kouzes, J. and Posner, B. (2017) *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, 6th Edition, San Francisco, CA: Jossey-Bass Publications.
- Schein, Edgar H. (2016) *Organizational Culture and Leadership*, 5th Edition, San Francisco, CA: Jossey-Bass Publications. Articles, research reports, and supplemental handout materials provided on-line through UNM Learn

7. GRADING AND COURSE REQUIREMENTS / DELIVERABLES:

Course Requirements – See Assignment Guidelines Below	% of Grade	Grading Scale	
1. Concept Paper for Leadership Research Paper	15%	A+	98% to 100%
2. Leadership Self-Assessment and Development Plan (Based on Kouzes & Posner, but incorporating other leadership models)	35%	A	94% to 97.9%
3. Leadership and Organizational Culture Applied Research Paper	35%	-A	90% to 93.9%

4. Discretionary Grade (Attendance, Class Participation, Contributions, and Participation in UNM Learn Class Effective Leadership Forum)	15%	B+	87% to 89.9%
		B	84% to 86.9%
		-B	80% to 83.9%
		C	75% to 79.9%
		F	Below 75%

INCOMPLETE POLICY

Students are expected to behave in a professional manner and to turn in all materials at the designated time. In accordance with university regulations, a grade of “Incomplete” will only be given when the quality of work is satisfactory but a minor yet essential requirement of the course has not been completed for reasons acceptable to the instructor. Requests for a grade of “I” must be submitted in writing to the instructor no later than the date of the last class session of the term. Such requests must include a proposed timeline for submitting the work required for completing the course, and **you will be required to adhere to that timeline** once it is agreed to by the instructor. Failure to do so may result in a grade of “F” for the course.

WRITING QUALITY

This is a writing intensive course. Although I am far more concerned about substance than form, please keep in mind that this is, after all, a professional, graduate level course. All of your written assignments should be prepared with the attention due to a professional presentation, and expected from a Master’s degree candidate. Yes, this means grammar and punctuation, too. Written assignments require proofreading and editing prior to submission, with attention to correct grammar, spelling, punctuation, paragraphs, and sentence structure. (See the Purdue University OWL site {[link on UNM Learn course homepage](#)} for further assistance).

NOTE that writing competency is extremely important in graduate school, as well as in your professional career. Masters of Public Administration students must consistently demonstrate professional standards in writing if they are to be successful in enterprise leadership positions.

The grade penalty is significant for lack of simple proofing of grammar and spelling on all assignments, and for a lack of attention to professional writing and presentation of your paper. As a graduate student and a current and/or aspiring leader in public administration, you have a responsibility to the profession and those you will be representing to write professionally. It is wise to have a friend serve as an editor to proofread your written assignments.

FORM OF WRITTEN PAPERS AND APA STYLE

All papers are **required** to follow current APA Style Format. Please submit all written papers via my UNM e-mail account to me, in MS Word format. **DO NOT submit your papers to me via UNM Learn Mail.** I will provide feedback to you on your written work using the MS-Word “Comments” function. Please let me know in advance if you use a word processor other than MS Word – in that case, you will probably need to submit your papers in RTF format.

I have included an annotated sample APA Style paper for reference on the UNM Learn course homepage. My favorite website for APA Style is the Purdue University OWL site; I have included the url for this excellent website on the UNM Learn Course Homepage. The Purdue OWL site also has excellent resources to improve your writing, as well as and reference material on conducting basic primary and secondary research. For further guidelines, refer to Publication Manual of the American Psychological Association, Current Edition. The APA Manual provides answers to all level of detail regarding citations of references, grammar, and other related issues. The APA is a widely held standard for manuscripts in the social sciences, including Public Administration, and is a frequent standard for graduate-level writing.

- **THIS IS IMPORTANT!** All written assignments submitted electronically need to follow this naming convention for your document file that you submit electronically: **LAST NAME, FIRST INITIAL, ASSIGNMENT TITLE, PA525**. For example: **Smith_S_Current NPO Issues_PA590**. DO NOT MAKE THE TITLE TOO LONG !!!
- **Proper reference sources** MUST be cited for your outside reference materials. Proper academic reference sources include primary and secondary research, journal articles (refereed, juried, or peer reviewed), professional and trade journals, abstracts, research reports and dissertations. Wikipedia is NOT a legitimate academic reference.
- **NOTE:** Paper length guidelines **do NOT include** your title page, abstract page, bibliography of references, or appendices. The guidelines refer to the length of the body of the paper.

ASSIGNMENTS AND COURSE DELIVERABLES

1. Concept Paper – Leadership and Organizational Culture Applied Action Research Paper

The purpose of this assignment is for you to begin thinking about the topic you are interested in exploring in depth for your Leadership and Organizational Culture Research Paper (Assignment #2). In arriving at a topic, students must develop it within a context that relates to understanding organizational structure, behavior, and culture. I will review your concept paper to give you feedback about your topic and resources for you to consider as you explore your topic of interest. Use APA Style. Your concept summary should be no more than three (3) pages. **NOTE: You may work in pairs, if you so choose, with my prior approval.**

2. Leadership and Organizational Culture Applied Action Research Paper

This paper gives you an opportunity to apply what you have learned in the course to an organization of your choosing. You should select an organization that you are familiar with; in most cases this will be an organization in which you have worked or plan to work. You may also write on an organization about which you wish to learn. In such cases, it is important to establish that you can learn enough about the organization so that your paper has a solid foundation. **You may work in pairs, if you so choose, with my prior approval. If you do NOT have the ability to work on this project with a “real-world” organization, I can assign a full published case study for you to analyze.**

You should choose a problem or opportunity to improve the work the organization does, and that can be addressed by applying some of the leadership and organizational culture concepts and tools explored in the course. In the paper you should:

- Describe the problem or opportunity you are addressing;
- Analyze the pluses and minuses of using specific management tools to address the problem or opportunity;
- Make short and long term recommendations to management
- Incorporate leadership, and organizational culture/change theory and practice into your analysis, discussion, and recommendations. In particular you are expected to make significant use of the material from all three course texts.

Use APA Style. This Leadership and Organizational Culture Research paper should be no more than fifteen (15) pages. A minimum of five (5) outside reference sources must be used and properly cited in APA style. Use APA Style. Be sure to **support your assessment and analysis** with material from the texts and other outside reference sources.

3. Leadership Self-Assessment and Development Plan

For this assignment you are to create an applied leadership development plan for yourself, based primarily on the “Leadership Development Plan Guidelines” and the “Best Leader Exercise” both of which are found on the Learn Course Homepage, and which are based on Kouzes and Posner's text, “*The Leadership Challenge*.” You should use material from **other materials from the course**, or from your own research, to prepare a leadership self-assessment and development plan. Include a discussion of what you have learned about leadership, and how that knowledge has impacted your understanding of effective leadership and management. For the paper, use outside references and other leadership models as appropriate, and you should include the completed self-assessment as an attachment to your paper. It is expected that you will begin to implement your development plan during the course and continue with it after the course ends.

In developing your Personal Leadership Development Plan (PLDP), in addition to using the materials from Kouzes and Posner's text, “*The Leadership Challenge*,” be sure to:

- Integrate the exercises and self-assessment instruments you have completed during the course, from the Northouse text, as well as others you may have done on your own;
- Include in the Appendix, your completed Kouzes-Posner Leadership Self-Assessment Instrument along with all other self-assessment instruments you completed during the course and include in your discussion – you should include **at least an additional 8 self-assessment instruments** from the course or from your own research.
- Integrate a discussion of leadership and culture, drawing upon your own professional experience, and of course on Edgar H. Schein's “*Organizational Culture and Leadership*” book; and
- **Begin this process well in advance, so that you will have adequate time to think it through and make changes as appropriate. I would advise that you begin making notes and writing down your thoughts and ideas following every class session.**

In addition, you must incorporate insights from the readings, class discussions, and your own experience. You should focus on the following based on topic(s) in your discussion and self-reflective learning:

1. How are the principles, concepts or methods presented in the class discussion and readings applied in your own work environment (or a familiar organization)?
2. How are the principles, concepts or methods presented in the class discussion and readings applied in your own development as an effective leader? Make specific reference to any self-assessment tools presented for each topic.

Be as thorough and complete as possible in developing your plan, even if this requires some speculation on your part about what lies ahead. Describe the purpose you anticipate for your leadership, and the principles and values that will guide and inform your leadership. Discuss the areas of your development as an authentic leader that you plan to focus on in the years ahead, and the steps you plan to take to become a more effective and authentic leader.

Use APA Style. This Leadership Self-Assessment and Development Plan should be eighteen (18) to twenty-five (25) pages in the body of your paper, not including title page, abstract, references, or appendices. A minimum of eight (8) outside academic reference sources must be used and properly cited in APA style. Use APA Style. Be sure to **support your assessment and analysis** with material from the texts and other outside reference sources.

4. Discretionary Grade (Attendance, Participation, Contributions)

For this course, it is crucial to attend class, participate, and read the assignments. There is an inherent tension in this course between giving you opportunities to engage in participatory activity and my delivering course content through lecture-discussion. I often feel we never have enough time for either! As a result, I will not be able to cover through lecture everything that I assign in reading, but you will be held responsible for it.

Ongoing student participation is encouraged and will be assessed as part of the total course grade. Participation is reflected by course attendance, presentations, and contributions to discussions, particularly in analyzing and critiquing assigned readings and cases. The student's contribution to course discussions will be assessed in terms of the quantity and quality of the contribution, demonstrating critical thinking and analysis skills as opposed to the number of times a student speaks up in class. Therefore, it is important for students to be prepared for course discussions and presentations.

Your participation in the **Effective Leadership Forum** on the UNM Learn course homepage will be an important part of this grade; it will count for up to 5% of the full 15% of the Discretionary Grade portion of your overall course grade. See the **Effective Leadership Forum** for specific guidance on your participation in this part of the assignment.

8. POLICY STATEMENTS: UNIVERSITY AND COURSE POLICIES

University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:

Academic Honesty

The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.

In preparing written assignments, students need to be aware of the UNM Student Code of Conduct governing academic dishonesty, particularly plagiarism (see below). It is a violation University policy to claim credit for work not done or done by others, or misrepresenting the work as your own. There are numerous sources available through the UNM website to help you better understand the rules. (See the Pathfinder, Student Code of Conduct, 2.4.)

Plagiarism

It is often an unintentional mistake, but plagiarism continues to be a problem given our easy access to the internet and the availability of tools to copy and paste to your computer. It is even more problematic to paraphrase the work of another author and not acknowledge the source. If you are unsure, cite the source and avoid any suggestion of plagiarism. Recognize that any wording presented in a paper without quotation marks or other citation is considered to be your own work. Students who are discovered cheating or committing plagiarism will be awarded a failing grade for the course and may be subject to dismissal from the SPA program or other further discipline. Assignments and/or research projects may, at the instructor's discretion, be submitted to one of several online services that search for plagiarism from the World Wide Web and from various term paper companies that sell term papers via the World Wide Web. Students who are discovered cheating or committing plagiarism may be awarded a failing grade for the course and may be subject to dismissal or further discipline by the university. Assignments and/or research projects may, at the instructor's discretion, be submitted to one of several online services that search for plagiarism from the World Wide

Web and from various term paper companies that sell term papers via the World Wide Web. All citations must conform to current APA Style Guidelines (See **FORM OF WRITTEN PAPERS AND APA STYLE** above).

Drops and Withdrawals

In the event that you choose to drop or withdraw from the course, it is YOUR responsibility, not the instructor's. Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify UNM of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.

Disturbances

Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.

Class Attendance Policy

Students are expected to attend all class sessions, and full participation in the class is expected. In the case of unavoidable absences, the student must contact the instructor in advance. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work or for excessive or unexcused absences. It is the student's responsibility to secure all missed work and assignments. Students who are unable to complete course requirements because of illness or other justifiable circumstances may be allowed to take an incomplete grade in those cases where a major portion of the work (more than 50%) has been successfully completed.

Accommodations

Anyone requiring special accommodation or assistive technology is asked to advise Dr. Meilleur within the first two weeks of class, so that reasonable accommodation may be provided through the University. The School of Public Administration is committed to providing all necessary and feasible accommodation to students with disabilities so that they may fully participate in and contribute to their classes. Confidentiality will be maintained as indicated by the student's circumstances.

9. OTHER INFORMATION:

Instructor Guidance: I will be happy to review your written work in progress at any time. You'd be amazed at how few people take advantage of this opportunity. Generally I will have my comments back to you within a day or two, barring unforeseen circumstances.

You are bound to run into problems with your projects along the way. I am happy to consult with you about your projects if you have questions, concerns, roadblocks, or if you just need a sounding board. Please contact me to set up these consultations by appointment, or during office hours. Again, you'd be surprised at how few people take me up on this offer. Please feel free to contact me at any time if you have questions or concerns about the course.

Syllabus Modification: The instructor reserves the right to change the class schedule, course requirements, or grading criteria based on changing circumstances and events, University policies, material deemed helpful for your individual projects, and/or class input.

10. INSTRUCTOR BACKGROUND:

Steven G. Meilleur, Ph.D., SPHR currently is Senior Vice-President of Risk Services – HR & Employment, with Poms & Associates, a national brokerage firm that provides risk management training, consulting and information services for its clients and other businesses and organizations. Steve specializes in providing consulting and training in HR and employment practices for Poms' clientele in New Mexico and around the United States includes many public entities, nonprofit organizations, and private for-profit companies.

Dr. Meilleur's extensive work experience includes having served as Director of Human Resources for the City of Rio Rancho, NM, as Vice President of Human Resources and Risk Management with Adelante Development Center in Albuquerque, as Executive Director of the New Mexico Solar Energy Association, as Director of the State Bar of New Mexico's Center for Legal Education, and as Human Resources Team Leader and Manager of Organizational Learning with Plains Electric Generation & Transmission Cooperative. Dr. Meilleur has a long service record as a board member and volunteer for numerous non-profit organizations throughout New Mexico.

Dr. Meilleur is also President of PRAXIS Management Solutions, LLC, a training and consulting firm specializing in providing consulting and training services to non-profits throughout the country for over 35 years. PRAXIS specializes in human resource management and employment practices, risk management, performance management, strategic and operational planning, organizational development, quality and process improvement, and organizational research & assessment for non-profit organizations and public sector agencies.

He is faculty member at the UNM School of Public Administration, holding the position of Visiting Lecturer III and teaching in the areas of human resource management, public administration and policy, nonprofit organization management, employment and labor relations, dispute resolution, organizational change, and human resource development. He has also been on the faculty at Webster University in the graduate studies programs since 1994. He has spoken at numerous conferences and workshops across the country, and is a published author in the areas of human resources, leadership and management development, organizational change and innovation, non-profit organization management, and board development.

Dr. Meilleur received a BA in English Literature and Education from Bucknell University, an Executive MBA from the University of New Mexico's Anderson Graduate School of Management, and his Ph.D. in Leadership and Organizational Learning from UNM. He received his certification as a Senior Professional in Human Resources (SPHR) by the Society for Human Resource Management in 1995, and has other professional certifications in areas such as employee relations, instructional design, leadership development, strategic planning, and conflict management.

11. FINAL REMARKS FROM DR. MEILLEUR

The more you put into this class, the more you will take from it. Reviewing scholarly work, pondering concepts, and making sense of theory in practice can be painful and time-consuming. I understand this! There will be times when your brain hurts. That's a good thing. Take it as a sign that some good learning is going on. In fact, good learning is often confusing and uncomfortable before it becomes fun. If you keep up with readings, actively engage in class dialogues and activities, and constantly seeking feedback and advice from your colleagues and course instructor, you should have a rewarding experience in this course.