



Request for Proposals

ICMA/NASPAA Local Government Case Studies Project

Introduction. Case study materials reflect the changing nature and dynamic issues facing local government managers and are crucial to the education and professional development of new and current managers alike. New challenges, such as COVID-19, demands for social justice, and increased scrutiny on policing, have made contemporary case studies essential to the education of future and current local government managers. Case studies that demonstrate the complex and critical challenges that municipal and county managers and department heads face also introduce students to the exciting profession of local government management and serve as an effective promotional device.

Case Problems in City Management, published by ICMA in 1964, part of the series of materials on municipal management, provided faculty with practical educational resources on the profession. ICMA published updated versions in 1998 and 2008, with the most recent version in an e-book option. Recent events, including the Pandemic, social movements, and challenges to local governance, necessitate new and updated city management case studies for educators and students.

To celebrate the 50th anniversary of NASPAA (Network of Schools of Public Policy, Affairs, and Administration) and expand on the partnership with ICMA, NASPAA proposed that the two organizations jointly develop a set of case study materials to be used by faculty to bring real-life situations into the classroom for graduate local government management students and the professional development of local managers. *This RFP seeks to engage a partnership of academics and practitioners in the development of case study materials.*

Format. In 2013, faculty and local government managers from ICMA's Advisory Board on Graduate Education (AGBE) and NASPAA's Local Government Management Education Committee (LGME) jointly developed a set of competencies that reflect the special skills needed by administrators working in local government, including:

- Citizen engagement
- Governing board-career administrator relationships
- Ethics and integrity
- Intergovernmental and interorganizational relationships
- Designing and managing the local government organization

The case studies will be framed around current, emerging, and vexing management challenges, as described above, with an emphasis on one or more of the specific competencies identified in the NASPAA/ICMA statement. Each of the five competencies will have several case studies that address issues pertaining to that competency. There will be 20 to 25 case studies available to educators.

In addition to focusing on the competencies, the editors, editorial board, and local government management advisory team encourages submissions that include a diverse set of actors, rural and urban settings, various international contexts, council-manager and mayor-council CAO communities, and take place within municipal and county political subdivisions. Editors will work to ensure that materials reflect the diversity of the case study authors, including untenured professors, early career local government managers/administrators, and experienced, credentialed local government managers/administrators, as well as demographic diversity.

Proposal Submission Process. The case study proposals will be submitted by a two-person partnership: a local government manager/administrator and a faculty member of a public administration program. The local government manager or administrator will provide the source material and the academic will fashion the material into a learning tool. The case studies will be structured so that the scenario ends at a management decision point. A series of questions will then challenge the students. The questions may also involve role-playing where students serve as different actors in the scenario. Authors may also consider proposing an update to a case from an earlier edition of the ICMA Case Study book.

Proposals should include:

- A summary of the case (1 page maximum)
- Identification of the NASPAA local government management competencies addressed in the case ([icma.org/documents/proposed-competencies-mpampp-programs](https://www.icma.org/documents/proposed-competencies-mpampp-programs))
- Identification of the ICMA management competencies addressed in the case ([icma.org/mission-specific-elective-competencies-teaching-local-government-management](https://www.icma.org/mission-specific-elective-competencies-teaching-local-government-management))

Review Process. Proposals will be reviewed in a traditional blind peer review process by a group of academics and practitioners. Editors will ensure that confidentiality is observed.

Organization. The cases will be organized so that themes, functional service areas, and competencies are included in a matrix so instructors can select appropriate cases to complement textbooks. Consistent with previous ICMA materials, the case studies will be 8-10 pages in length. Authors will also write a brief “aftermath” of the case with additional discussion questions that can be shared with students during or after the case study analysis. The aftermath will summarize the outcome so students and instructors can assess the management decisions and strategies employed. Authors will also provide brief “teaching notes,” that will include suggestions for additional readings, role playing, etc.

Timeline:

- Proposal submission window: May 1 -June 15
- Review by editorial team: June 15-July 30
- Notice of approval by: August 1
- Case study submissions due: October 1

Submitted case studies will go through several rounds of editing. Authors agree to provide timely responses to requests for editing.

Submission: Early submissions of proposals are strongly encouraged. Submit proposals or questions to one of the editors: Robert Blair, rblair@unomaha.edu or Kim Nelson, knelson@sog.unc.edu