School of Public Affairs and Administration  
Special Topics in Public Service:  
International Community Engaged Learning and Leadership Project to Tanzania  


Instructor:  
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Office Hours: By Appointment

Course Description  
The SPAA Global Urban Exchange is an experiential learning-based seminar for undergraduate students designed in partnership with the Paul Robeson Campus Center Office of the Dean of Student Life. This dynamic course challenges participants to broaden their theoretical and practical understanding of urban public agencies through a global lens. The aim is to combine readings, classroom discussions, and community engaged learning projects to create a holistic educational experience for the future leaders of public and private agencies.

Increased awareness of urban environments abroad will be achieved through immersion and informed interactions with non-profit partners and community leaders. Course content examines current leadership and the social needs of urban communities and the influence of culture on leadership. Participants will critically examine the interworking of a unique group of urban public organizations in Tanzania, Africa. Each participant will have an opportunity to engage the organization’s leadership, stakeholders and the communities they serve. One of our primary goals is to explore and examine various forms of grassroots community leadership within Tanzania with the intent of understanding how communities can effectively create initiatives that address their needs.

In addition, participants will have an opportunity to interact with university peers as well as local community youth leaders who will share how they strategize to implement change in challenging environments. This three-credit program, allows students to directly engage urban environments as global-minded social change agents. By exploring current leadership theories and performing intentional community engaged learning in the urban environment, this comprehensive learning experience is designed to challenge students to become competitive professionals and active community participants in a global market.
Learning Objectives

- Gain a greater sense of self-identity and personal values through in-class exercises, community engaged learning projects, and reflection writing assignments.
- Engage the urban environment as a living laboratory through experiential learning and small group classroom activities.
- Develop a deeper, more mindful, and more globally focused understanding of urban leadership concepts and practices.
- Critically analyze and discuss leadership approaches as they manifest themselves in the urban arena.
- Cultivate an awareness of global connectivity and come to understand how the decisions we make in our local communities can affect communities around the world.
- Participate in mutual sharing and unstructured cross-cultural dialogue.

Expected behavior during this course

- Punctual attendance to all lectures and pre-departure meetings is mandatory. Please do not schedule errands or appointments that require you to come late or leave early. Scheduling conflicts should be discussed with the course instructor ahead of time.
- All assignments must be typed. Handwritten assignments will not be accepted.
- No text messaging, social media, or surfing the Internet, during classroom sessions and pre-departure meetings.
- All assigned readings must be read and annotated in preparation for classroom sessions and exchanges in Tanzania.
- You will not talk when others are talking; be respectful.
- You must check your email at least once a day for important changes and updates.
- Email is the preferred form of communication with the course instructor. Please send any inquiries or concerns in writing via email to the address listed on the syllabus.

Expectations regarding course participation

Your attendance, preparation, and full participation throughout this course are expected. A quality experiential learning experience rests heavily on a high degree of interaction and exchange of ideas among students, instructors, and our Tanzanian partners. The thoughtfulness of your contributions to discussions and community engaged learning projects will be heavily weighted in your final evaluation. Likewise, your ability to work as a team player and to integrate leadership theories and practices into the overseas exchange will affect your final assessment.
Assignments
*Assignments and materials are subject to change at the discretion of the professor

Personal Leadership Portfolio
This assignment is designed to challenge participants to critically reflect and illustrate personal issues and events that have shaped their leadership style. This five page reflection should incorporate information gathered from the in class exercises surrounding your personal leadership styles. A few of the questions that participants will be asked to capture in this reflective writing include: Where did you come from? What are your family traditions and customs? How have these factors shaped your life? How have your values and morals developed? What role do you play in your family or families? What is your purpose in life, and what is the significance of your purpose? Who and what has influenced or shaped your values and leadership philosophy?
Due Date: 05/11/15

Video Blog
While abroad, students will be required to record nightly video logs. This will give participants an opportunity to reflect on the projects and exchanges of the day, and document their experiences in real time. Videos should be at least five minutes in length.

Grassroots Strategic Planning
You will be required to write a 5-7 page research paper regarding one of the grassroots community organizations that we engage in Tanzania. Give a brief historical context of the organization. What purpose does this organization serve in the urban community? How and why did it start? Is this organization successful? Why or why not? Based on their current successes and challenges, create a detailed strategic plan to improve the organization’s sustainability and effectiveness.
Due Date: 06/12/15

Reflection Writing
Following the exchange to Tanzania, students are required to submit a 10-page reflection paper detailing the following: Think critically about how your experiences abroad. How did they affect you? What did you learn? What did you enjoy and/or dislike? Did you find anything particularly challenging? What did you learn about community development? Did you apply or witness the utilization of any leadership theories and concepts covered during the course? The final written assignment is expected to be submitted as a professional written document. Acute attention should be paid to grammar, organization, flow, defense of logic, etc. as well as content. Presentation quality and content will be taken into account into the final grade.
Due Date: 06/19/15
**Final Group Presentation:**
To conclude the course, students will be divided into groups and asked to create presentations that reflect on and critically analyze different aspects of their experience, as well as highlight achieved learning outcomes. Students are encouraged to include photos, videos, or other forms of multimedia that might enrich their presentations. Each group will present to a panel of campus administrators and community leaders. Presentations should be 10-15 minutes in length, and teams should be prepared to answer questions following the presentation. Each group is expected to provide handouts. See the grading rubric for more details regarding this assignment.

**Presentation Date:** 06/26/15

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**Course Evaluation**

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<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>Personal Leadership Portfolio</td>
<td>90</td>
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<tr>
<td>Video Blog</td>
<td>60</td>
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<tr>
<td>Grassroots Strategic Planning</td>
<td>150</td>
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<tr>
<td>Reflection Writing</td>
<td>200</td>
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<tr>
<td>Final Group Presentation</td>
<td>125</td>
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<tr>
<td>Class Participation/Attendance</td>
<td>125</td>
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<td><strong>Total</strong></td>
<td><strong>750</strong></td>
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*All late work will be penalized one letter grade*

750-700=A; 699-680=B+; 679-650=B; 649-600=C+; 599-550=D; 549 and below=F

“A” Work= Superior to very good quality on class work consistently; submits assignments on time; superb attendance and punctuality; contributes thoughtful and insightful information during activities and class discussions

“B” Work= Good quality work on most assignments; submits almost all assignments on time; minimal absences and tardiness; contributes to class discussion and activities; generally does what is expected, but does not go above and beyond

“C” Work= Fair quality class work; some work submitted after assigned deadline; participation in class is minimal; below average work; absences and tardiness cause student to miss out on a significant amount of information

“D” Work= Poor quality class work; excessive absences and tardiness; most class work submitted late or not submitted; submits work below college level standards; participation in class is severely lacking

“F” Work= Quality of work unacceptable for a college level course; missing assignments; exorbitant absences and tardiness
*Students with disabilities who require accommodations should consult with the professor within the first two weeks of class to address modifications that are needed to complete course requirements. Consistent with University policy, any student requesting accommodations must provide documentation from the ADA Services Department located within the Paul Robeson Campus Center Office of Student Life and Leadership.

**University Code of Student Conduct:**
You will be held to all standards of the University Code of Student Conduct as it relates to all matters of this course. This includes all off-campus experiential learning activities. The code can be found at [http://judicialaffairs.rutgers.edu/university-code-of-student-conduct](http://judicialaffairs.rutgers.edu/university-code-of-student-conduct)

**Reading List**

ISBN: 078798213X

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### Course Calendar

**Class Topics and Assignments**

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Class Discussion</th>
<th>Assignments/Readings Due</th>
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<tbody>
<tr>
<td>Sat</td>
<td>05/02</td>
<td>Introduction of the Course/Overview of the Exchange</td>
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<td><em>Exploring the Impact of Culture on Leadership</em></td>
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<td><em>Development</em></td>
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<td>Getting to Know You: Identifying Personal Leadership Styles</td>
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<td>Strategize Fundraising Efforts</td>
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<td>Read <em>Exploring Leadership</em>: Preface, Chapter 1: An Introduction to Leadership and Chapter 4: Understanding Yourself</td>
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<td>Day</td>
<td>Date</td>
<td>Activity</td>
<td>Reading Material</td>
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<td>Sat</td>
<td>05/09</td>
<td>Social Change Model of Leadership, Understanding the Complexity of Agencies, Team Building Exercises, We Care Solar Suitcase Installation Training, Pre-departure Conversation/Q&amp;A</td>
<td>Read <em>Exploring Leadership</em>: Chapter 12: Strategies for Change Personal Leadership Portfolio DUE</td>
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<tr>
<td>Tue</td>
<td>05/19</td>
<td>Depart NJ/NY for ARK Kilimanjaro International Airport with Turkish Airlines</td>
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<td>Wed</td>
<td>05/20</td>
<td>Arrive ARK at 1:30 am local time, Travel approximately 1 hour to Arusha town</td>
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<td>Thu</td>
<td>05/21</td>
<td><strong>Morning</strong>: Group Orientation, Depart for Korona School, Introductions, share donations, tour of the school grounds and service project at the school, <strong>Afternoon</strong>: Lunch with the community, Meet with the founder and members of the Maasai Women’s Development Organization (MWEDO), Lesson on Maasai program and tour, <strong>Evening</strong>: Dinner and de-brief, Discussion on Engaging Difference as an Activist and Understanding Impact of Difference</td>
<td>Read Article “Girl’s Education in Africa” – Oxfam Report</td>
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<td>Fri</td>
<td>05/22</td>
<td><strong>Morning</strong>: Early Breakfast, 7 am departure, Travel 1 and half to the community of Longido in Maasailand, We will have a tour of the community and meet the elders, <strong>Afternoon</strong>: Lunch in the community and solar suitcase installation, <strong>Evening</strong>: Departure for Karatu for a meal and de-brief</td>
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<td>Sat</td>
<td>05/23</td>
<td><strong>Morning:</strong> Depart for safari in Ngorongoro Crater Conservation Area</td>
<td><strong>Afternoon:</strong> Discussion on conservation effort, indigenous people displacement, tourism, ecological and geological diversity, location of the first bi-pedal footprints – the earliest modern ancestors.</td>
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<td>Sun</td>
<td>05/24</td>
<td><strong>Morning:</strong> 7 AM departure for service project at the United African Alliance Community Center (UAACC) in Imbaseni village</td>
<td><strong>Afternoon:</strong> Lunch and wrap up &amp; celebration</td>
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<td>Mon</td>
<td>05/25</td>
<td><strong>Morning:</strong> Morning Stone Town Tour, learn about the complicated history of the islands, the UNESCO city of Zanzibar and about the various cultures and traditions that exist simultaneously on Unguja. Stops include major cultural museums, church and mosques, and local spots of interest.</td>
<td><strong>Afternoon:</strong> Lunch, meeting &amp; service with Zanzibar Outreach Program (ZOP) director Dr. Naufal Kassim and Mohammed Nassor and their mobile health outreach program.</td>
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**Tue 05/26**  
**Morning:** Meeting with Suleiman Mauly, founder of Detroit Sober House. Work on refreshing the sober house – painting, gardening, installing bed nets, new mattresses, sheets, and providing hygiene kits.

**Afternoon:** Late Lunch in community. Finish service and bring the project to a close.

**Dinner:** Celebration Dinner with several of our local hosts.

**Wed 05/27**  
Morning free!

Late afternoon flight to Arusha, Kilimanjaro Airport

Depart for US at 2:10 AM on Turkish Airlines

**Thu 05/28**  
Arrive at JFK, terminal 4 at 4:50 PM

**Fri 06/12**  
Grassroots Strategic Planning Paper Due

**Fri 06/19**  
Reflection Paper Due

**Fri 06/26**  
Final Group Presentation Due