

DRAFT

WWS 527d: Great Leadership in Historical Perspective

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Office Hours: Mondays 10-11:30 a.m. and by appointment

Course Description:

What attributes are associated with the most effective leaders in American politics? What strategies do they employ? This course will use the lens of history to evaluate why some individuals are considered to be among the most effective elected, bureaucratic, and appointed officials in American history. The seminar will begin by evaluating social scientific models of leadership and then delve into the historical record to discover any consistent patterns that are relevant for today. Careful consideration will be given to the distinct challenges posed by different institutional settings. We will read about a wide range of influential leaders including, among others, Gifford Pinchot at the Department of Agriculture, Lyndon Johnson in the Senate, Wilbur Cohen at the Social Security Administration and George Schultz as Secretary of State.

Course Requirements:

Participation: 30%

Participants must be prepared to discuss the assigned portions of the central book. Your discussion--both the quality and quantity--will play a critical role in determining this portion of the grade. For the second part of the class we will discuss two primary documents—one drawn from contemporary policy debates and another from the past. These documents will be distributed in seminar or posted on the web. Finally, each student must bring in one article from a newspaper or magazine where a particular leader (in any country). At the end of each seminar, we will allocate time to discuss the issue based on the articles. Seminar participants must attend every session since there are no acceptable absences unless you have a documented family or medical emergency.

Policy Memos: 30% of Grade

Participants must complete three policy memos that evaluate the reasons behind the success or failures of particular leaders discussed in the books. The goal is to discern one or two ideological, institutional, or organizational factors that influenced the development of at least two leaders. These papers must be four pages in length (maximum and minimum). The papers should focus on the readings from the seminar. However, you can draw on additional reading if necessary.

Research Paper: 40% of Grade

For the final seminar, participants must complete a 25-page research essay (maximum and minimum). The paper should be structured as a substantive piece of research composed for a newly elected legislator or appointed bureaucratic official who is trying to map out a strategy for his or her future. The paper must provide a historical analysis as the basis for making recommendations for this official with regards to key strategies through which they should use to be effective leaders. During the final seminar, participants will also make a 10 minute presentation about their research paper.

SCHEDULE

September 22: Introduction

September 29: The Uses of History in Policy Analysis

James W. Doig and Erwin Hargrove, *Leadership and Innovation: Entrepreneurs In Government*

October 6 Models of Leadership

Bryan D. Jones, Ed. *Leadership and Politics: New Perspectives in Political Science*

Policy Memo I

October 13 Wilbur Cohen

Edward Berkowitz, *Mr. Social Security: The Life of Wilbur J. Cohen*

October 20 Guest Panel and Discussion: Hugh Price, John L. Weinberg/Goldman Sachs Visiting Professor of Public and International Affairs and former President and Chief Executive Officer, National Urban League; Joshua Bolten, Former Chief of Staff, President George W. Bush; Richard Keevey, Director of PRIOR and former Chief Financial Officer for the U.S. Department of Housing and Urban Development

October 27 Henry Kissinger

Jeremi Suri, *Henry Kissinger and the American Century*

Policy Memo II

November 10 Frances Perkins

Kristin Downey, *The Woman Behind the New Deal*

November 17 Lyndon Johnson

Robert Caro, *Master of the Senate: The Years of Lyndon Johnson*

November 24 David Lilienthal

Steven Neuse, *The Journal of an American Liberal*

December 1 Richard Cheney

Barton Gellman, *Angler: The Cheney Vice Presidency*

Policy Memo III

December 8 Gifford Pinchot

Daniel Carpenter, *Forging of Bureaucratic Autonomy: Reputations, Networks, and Policy Innovation in Executive Agencies, 1862-1928*

December 13 Presentations

Final Papers Due January 12