SCHOOL OF GOVERNMENT
(GRAD)

Contact Information
School of Government
Visit Program Website (http://www.sog.unc.edu)

Michael R. Smith, Dean
Dr. Bill Rivenbark, MPA Program Director
rivenbark@sog.unc.edu

The School of Government was established at UNC-Chapel Hill in 1931 as the Institute of Government. The school has long focused on state and local government in the broader study of government, public law, public finance, and public administration. Today, it is the nation's leading university-based provider of instructional and advisory services to state and local government practitioners. Through instructional programs, advising, research, and publishing, the School of Government advances general understanding about government and shares that information with practitioners and other scholars. The school offers a program of courses leading to the Master of Public Administration (M.P.A.) degree.

Master of Public Administration (M.P.A.) Degree Program
William C. Rivenbark, Program Director

M.P.A. Program Teaching Faculty

Program Overview
M.P.A. Mission: To prepare public service leaders and create usable knowledge that improves governance.

M.P.A. Vision: A nationally recognized leader in engaged scholarship whose faculty, students, and alumni transform thought, organizations, communities, and lives.

Rated among the among the nation's best, the M.P.A. program takes as its mission preparing public service leaders. In pursuing this mission, the program offers a curriculum that helps students reach their potential for leadership through rigorous academic study and practical experience. The M.P.A. program is offered in two formats, on campus and online. The online format is designed for working professionals and others who aspire to become public service leaders but require the flexibility of an online format.

Accredited by the Network Association of Schools of Public Affairs and Administration, the M.P.A. program has produced graduates serving in governmental and nonprofit organizations. In local government, alumni serve as city and county managers, budget and finance directors, personnel directors, and in other administrative positions. In state government, alumni serve in management and staff positions in policy planning, finance and management, personnel, water resources, health services, education, and other areas. Alumni serve as administrators and analysts in a variety of agencies at the federal level, including the Office of Management and Budget, the Environmental Protection Agency, the Department of Health and Human Services, the Department of Labor, the Government Accountability Office, and on Senate and House committee staffs. In the nonprofit sector, M.P.A. alumni administer programs in the arts, education, economic development, and human services.

More information is available on the program's website (http://www.mpa.edu/).

Admission Requirements
The M.P.A. program welcomes applicants from diverse backgrounds. While many applicants are from the social sciences, other applicants have undergraduate majors in architecture, business administration, engineering, English, history, industrial relations, and many other fields.

The requirements for admission are:

- A bachelor's degree
- A recommended grade point average (GPA) of 3.0 or higher
- A minimum of three semester hours of credit in American government and politics (This is not a requirement to apply for admission but would need to be completed prior to the first day of fall classes if offered admission.)
- A recommended score that is at or greater than the 50th percentile for both the verbal and quantitative sections of the Graduate Record Examination (GRE)
- A purpose statement
- Three letters of recommendation
- An oral interview with the M.P.A. admissions committee

All admissions decisions are made during the spring for fall semester matriculation into the on-campus format. Applications must meet the deadlines of The Graduate School. Admissions decisions for MPA@UNC are made during three terms. Fall matriculation decisions are made in the summer, spring matriculation decisions are made in the fall, and summer matriculation decisions are made in the spring.

Financial Aid
The M.P.A. program provides financial assistance to many of its students. Research assistantships and scholarships are available to top on campus format candidates. Students also become involved in School of Government projects or work in governmental or nonprofit organizations as graduate assistants. The online format of the M.P.A. program also provides scholarships to top candidates.

Coursework and requirements for the M.P.A. degree include a minimum of 45 semester hours of credit, a practicum, an applied research problem, and a final oral examination. These requirements are designed to ensure that each graduate possesses the core set of competencies that supports the M.P.A. program's mission of preparing public service leaders.

Core course requirements are as follows:

- PUBA 709 - Public Administration Institutions and Values (3)
- PUBA 710 - Organization Theory (3)
- PUBA 711 - Public Service Leadership (3)
- PUBA 719 - Public Administration Evaluation and Analysis I (3)
- PUBA 720 - Public Administration Evaluation and Analysis II (3)
In addition to the core course requirements, each student completes 15 semester hours of elective courses.

**Professors**

David N. Ammons, Adjunct and Former Albert Coates Professor, Public Administration
Maureen M. Berner, Public Administration, Program Evaluation
Frayda S. Bluestein, David Lawrence Distinguished Professor of Public Law and Government, Local Government Law
Anita Brown-Graham, Public Law and Government, Public Policy, and Director, ncIMPACT
Shea R. Denning, Robert W. Bradshaw Jr. Term Professor for Faculty Excellence, Public Law and Government, Property Tax Law
Leisha Dehart-Davis, Public Management and Organization Development
James C. Drennan, Adjunct and Former Albert Coates Professor, Courts Law and Judicial Administration
Cheryl D. Howell, Albert Coates Distinguished Professor of Public Law and Government, Judicial Education and Administration
Willow S. Jacobson, Robert W. Bradshaw Jr. Distinguished Professor, Public Administration and Government, Director of LGFUC Fellows Program, Human Resource Management and Organizational Theory
Robert P. Joyce, Charles Edwin Hinsdale Distinguished Professor of Public Law and Government, Education Law
Diane M. Juffras, Albert and Gladys Hall Coates Distinguished Term Professor of Public Law and Government, Employment Law
Kara Millonzi, Robert W. Bradshaw Jr. Distinguished Professor, Public Law and Government, Local Government and Finance
Jonathan Q. Morgan, Public Administration and Government, Economic Development
Christopher Tyler Mulligan, Robert W. Bradshaw Jr. Term Professor for Faculty Excellence Public Law and Government, Community and Economic Development, and Director, Development Finance Initiative
David W. Owens, Gladys Hall Coates Distinguished Professor of Public Law and Government, Environmental and Land Use Law
William C. Rivenbark, Public Administration and M.P.A. Program Director
John Rubin, Albert Coates Distinguished Professor of Law and Government, Criminal Law and Procedure
Jessica Smith, W.R. Kenan Jr. Distinguished Professor of Public Law and Government, Criminal Law and Procedure
Michael R. Smith, Dean
Carl W. Stenberg III, James E. Holshouser Jr. Distinguished Professor, Public Administration
Charles Szypszak, Albert Coates Distinguished Professor of Public Law and Government, Real Estate Law
Thomas H. Thornburg, Public Law and Government, Criminal Law, Senior Associate Dean
Aimee N. Wall, Public Policy, Legislative Education and Social Services Law
Richard B. Whisnant, Gladys Hall Coates Distinguished Professor of Public Law and Policy, Environmental Law
Jeff Welty, Public Law and Government, Criminal Law, and Director, Judicial College

**Associate Professors**

Whitney Afonso, Local Government Budgeting and Finance
Ann Anderson, Albert and Gladys Hall Coates Distinguished Term Associate Professor of Public Law and Government, Courts and Estate Law
Mark F. Botts, Public Law and Government, Mental Health Law
Adam S. Lovelady, Albert and Gladys Hall Coates Distinguished Term Professor for Teaching Excellence, Public Law and Government, Land Use Law and Planning
James Markham, Thomas Willis Lambeth Distinguished Chair of Public Law and Government, Criminal Law
Christopher B. McLaughlin, Public Law and Government, Tax Law
Jill D. Moore, Public Law and Government, Public Health Law
Ricardo S. Morse, Public Administration and Government
Kim L. Nelson, Albert and Gladys Hall Coates Distinguished Term Associate Professor of Public Administration and Government, Local Government Management
John B. Stephens, Public Administration and Government, Inter-Agency and Public Policy Dispute Resolution
Shannon H. Tufts, Public Law and Government, and Director, Center for Public Technology

**Assistant Professors**

Trey Allen, Local Government Law
Connor Crews, Public Law and Government
Sara DePasquale, Public Law and Government, Juvenile Law
Jacquelyn Green, Public Law and Government
Obed Pasha, Public Management
Meredith Smith, Albert and Gladys Hall Coates Distinguished Term Assistant Professor of Public Law and Government, Clerks of Court
Brittany Williams, Public Law and Government

**Professor of the Practice**

Peg Carlson, Public Leadership and Organizational Development, and Director, Center for Public Leadership and Governance

**Teaching Professor**

Gregory S. Allison, Governmental Accounting and Financial Reporting

**Teaching Associate Professors**

Dona Lewandowski, Public Law and Government

**Lecturers**

Kirk Boone, Public Finance and Government
Margaret Henderson, Public Administration
Norma Houston, Public Law and Government
Dale Roenigk, Performance Measurement and Public Administration, Director of the North Carolina Benchmarking Project

**Adjunct and Visiting Faculty**

Monica Allen, Adjunct Instructor
Evans Ballard, Adjunct Instructor
Blossom Barrett, Adjunct Instructor
Justin Barbaree, Adjunct Instructor
Jerri Bland, Adjunct Instructor
Julie M. Brenman, Adjunct Instructor
Audrea Caesar, Adjunct Instructor
Christopher Cody, Adjunct Instructor
GOVT 660. Municipal Administration. 4 Credits.
This course covers municipal government organization and management, finance, personnel, planning and economic development, and the administration of specific municipal functions.
Grading status: Letter grade.

GOVT 661. County Administration. 4 Credits.
This course covers county government organization and management, finance, personnel, planning, and economic development, and the administration of specific municipal functions.
Grading status: Letter grade.

GOVT 662. Information Technology Project Management and Leadership. 3 Credits.
Examines the public sector environment as it relates to information technology development. Special attention focused on the complex environment and its influence on information technology-based solutions.
Grading status: Letter grade.

GOVT 663. Public Executive Leadership Academy. 6 Credits.
The Public Executive Leadership Academy is designed for North Carolina city and county managers to understand themselves as leaders and to prepare the organization to work with others in improving the quality of life within the community.
Grading status: Letter grade.

GOVT 664. Chief Information Office Certification Program. 5 Credits.
The CIO Certification Program is designed for chief information officers of local governments in North Carolina. The course lays the foundation for addressing the most critical issues facing IT leadership in local government and equips leaders with tools to manage and improve their organizational assets.
Grading status: Letter grade.

PUBA

Advanced Undergraduate and Graduate-level Courses

PUBA 709. Public Administration Institutions and Values. 3 Credits.
This foundation course introduces students to the historical and contemporary social, economic, political, and ethical context of public administration and governance in the United States. Students gain an understanding of public institutions and values and develop skills for interpreting and critically evaluating American public service issues.
Grading status: Letter grade.

Graduate-level Courses

PUBA 710. Organization Theory. 3 Credits.
Provides a conceptual and experiential grounding in theories of management and organizational operation. Students learn how to analyze organizations and their environments from multiple perspectives. Students systematically examine important dimensions of organizational life: what motivates people, how decisions are made, challenges of diversity, conflict, and power dynamics.
Grading status: Letter grade.

PUBA 711. Public Service Leadership. 3 Credits.
Students learn about their leadership style and values, as well as strengths and weaknesses, with regard to public leadership at the personal, interpersonal, organizational, and community levels. Readings, assignments, and class activities focus on developing knowledge and skills necessary to lead successfully in public service settings.
Grading status: Letter grade.
PUBA 719. Public Administration Analysis and Evaluation I. 3 Credits.
First course in a two-course sequence introducing students to applied research design, data collection, data management, data analysis, and analytical reporting to allow them to conduct original research, be informed consumers of other research, and ultimately improve public program planning and evaluation decisions.
Grading status: Letter grade.

PUBA 720. Public Administration Analysis and Evaluation II. 3 Credits.
Second course in a two-course sequence introducing students to applied research design, data collection, data management, data analysis, and analytical reporting to allow students to conduct original research, be informed consumers of other research, and ultimately improve public program planning and evaluation decisions.
Requisites: Prerequisite, PUBA 719.
Grading status: Letter grade
Same as: POLI 725.

PUBA 721. Professional Communications. 3 Credits.
Prepares students to communicate clearly and effectively as public service leaders, which includes reading, listening, and thinking critically; writing and speaking clearly, concisely, and unambiguously; giving organized and convincing oral presentations; and using appropriate tools and tone in preparing oral and written communications for diverse audiences.
Grading status: Letter grade.

PUBA 722. Federal Policies and Institutions. 3 Credits.
The motivations of public agency officials, interactions between bureaucracies and other political actors, and alternative strategies to control bureaucratic power and discretion in making, implementing, and evaluating public policies.
Grading status: Letter grade
Same as: POLI 722.

PUBA 723. Human Resource Management. 3 Credits.
Students gain knowledge of the behaviors and practices of human resource management, as well as an overview of diversity and inclusion in public sector workforces. Class learning is both theoretical and experiential.
Grading status: Letter grade.

PUBA 725. Collaborative Governance. 3 Credits.
Required preparation, minimum of three undergraduate credit hours of American government. Explores contemporary thought on networks and governance and its place in public administration theory and practice. Examines processes and structures, and develops skills relevant to collaborative public management.
Grading status: Letter grade.

PUBA 730. Governmental and Not-for-Profit Accounting and Reporting. 3 Credits.
Teaches the principles of accounting and financial reporting in governmental and not-for-profit environment. Provides skills for analyzing the financial condition of governments and the efficiency and effectiveness of governmental programs.
Grading status: Letter grade.

PUBA 731. Public Financial Management. 3 Credits.
Introduces students to the basic principles of public finance and covers the fundamental areas of public financial management, including the operating and capital budgeting processes used to obtain and allocate public resources, the role of public debt, and the issuance of annual financial statements.
Grading status: Letter grade.

PUBA 732. Economics for Public Administrators. 1.5 Credit.
Develop an understanding of the relationship between government administration and microeconomic outcomes, as well as the effect of macroeconomic events on government budgets and service demands.
Grading status: Letter grade.

PUBA 733. Strategic Information Technology Management. 1.5 Credit.
This course provides public managers with the basic knowledge to successfully invest in and manage strategic information technology projects.
Grading status: Letter grade.

PUBA 734. Community Development & Revitalization Techniques. 3 Credits.
Community revitalization requires mastery of community development methods, the real estate development process, and public-private partnerships. Techniques include demographic trend analysis, stakeholder identification, government entitlement review, area and parcel analysis, market research, and pro forma financial analysis.
Grading status: Letter grade
Same as: PLAN 764.

PUBA 735. Community Revitalization Applied. 3 Credits.
Students apply their skills in business, planning, or public administration to actual community revitalization projects in North Carolina communities. Projects require an understanding of community development methods, the real estate development process, and public-private partnerships. Students will manage client relationships and learn how their skills contribute to solving community challenges.
Repeat rules: May be repeated for credit. 3 total credits. 1 total completions.
Grading status: Letter grade
Same as: PLAN 735.

PUBA 736. Advanced Budgeting & Financial Analysis. 1.5 Credit.
The purpose of the course is to assist students with further development of their skills, approaches, and philosophies in the functional areas of public budgeting and financial management. Requires students to analyze case situations in public organizations, identify possible solutions in response to their analysis, and justify final recommendations.
Grading status: Letter grade.

PUBA 737. Public Sector Labor Relations. 3 Credits.
This course explores the dynamics of labor relations in the public sector (local, state, and federal government). Includes an overview of current labor issues and both an arbitration and bargaining scenario. The course is designed for any student who might work in the public sector at any level.
Grading status: Letter grade.

PUBA 738. Managing Local Government Services. 3 Credits.
Students learn about the operations functions of local government. Each class will focus on a single local government department. Students will understand techniques and tools used to manage local governments effectively, efficiently, and equitably. Students learn the current issues, management trends, and problems associated with each local government department function.
Grading status: Letter grade.

PUBA 739. Intergovernmental Relations. 1.5 Credit.
This course is designed to enhance the practical skills of future public administration practitioners in navigating our complex intergovernmental system and supporting elected officials and others in influencing the outcome of public policy issues, consistent with professional ethics guidance.
Grading status: Letter grade.
PUBA 740. Decision Analysis. 3 Credits.
Course will provide introduction to a process for systematically thinking about decisions and valuable techniques for analyzing decisions. Students will learn how to construct models for decision making and how to use these models to analyze decisions
Grading status: Letter grade.

PUBA 741. State Government. 3 Credits.
Course examines the legal, administrative, and organizational framework of state government and its interrelationship with federal and local governments. Topics include legal authorities, federalism, roles and responsibilities of the executive, legislative, and judicial branches, legislative process by which laws are enacted, state budget and revenues, influence of external factors.
Grading status: Letter grade.

PUBA 743. Diversity in Public Administration. 1.5 Credit.
The U.S. public sector workforce is increasingly diverse in race, ethnicity, gender, religion, socioeconomic status, sexual preference, physical and mental abilities, and gender identity. Increased workplace diversity requires a new knowledge base, which this course seeks to impart through thought-provoking readings, in-class exercises, and lively and respectful discussions.
Grading status: Letter grade.

PUBA 744. MPA Immersion. 1.5 Credit.
How do concepts learned in the classroom translate into real-world practice? The Carolina MPA Immersion Experience offers both online and on-campus students the opportunity to make this connection and learn from MPA faculty with expertise in government and non-profit administration. Held at the UNC School of Government, the course allows students and faculty to come together for three days to focus on a relevant topic in the field of public administration.
Repeat rules: May be repeated for credit; may be repeated in the same term for different topics; 1 total credits. 5 total completions.
Grading status: Letter grade.

PUBA 745. Professional Work Experience. 1.5 Credit.
Additionally, students will have to have completed the Professional Work Experience Practicum prior to enrolling in this course. The M.P.A. professional work experience consists of 10 weeks of full-time employment in a public agency or nonprofit organization. This course requires students to demonstrate and extend this learning experience within the context of public service leadership and management.
Requisites: Prerequisites, PUBA 709, PUBA 710, PUBA 719, PUBA 720, PUBA 721, and one additional core course from the following: PUBA 723, PUBA 731, or PUBA 760.
Repeat rules: May be repeated for credit.
Grading status: Letter grade.

PUBA 746. M.P.A. Portfolio. 1.5 Credit.
The purpose of the portfolio is for students to demonstrate and further develop their public service leadership potential through a collection of academic and professional products. Students take this course during their final semester, allowing them to integrate and build upon the core competencies of the program.
Requisites: Prerequisites, PUBA 709, PUBA 710, PUBA 711, PUBA 719, PUBA 720, PUBA 721, PUBA 723, PUBA 731, PUBA 760, and PUBA 745.
Repeat rules: May be repeated for credit.
Grading status: Letter grade.

PUBA 747. Applied Research Problem I. 1.5 Credit.
Students required to reflect on and demonstrate how they apply and integrate their learning from five required MPA courses and their professional public service work experiences to successfully respond to an applied research problem. Students will select from a list of applied research problems, conduct a literature review, collect data, and identify their preliminary findings.
Requisites: Prerequisite, PUBA 709, 710, 719, 720, 721; and one of the following courses, 723, 731, or 760.
Grading status: Letter grade.

PUBA 748. Applied Research Problem II. 1.5 Credit.
Students will continue to work on their applied research problem from PUBA 747. Students are expected to enter PUBA 748 with a complete (clean) dataset, including a preliminary analysis that has been revised to include the feedback from PUBA 747 instructors. In this course, students will continue with the data analysis, discuss the findings, and develop recommendations.
Requisites: Prerequisites, PUBA 709, 710, 711, 719, 720, 721, 723, 731, 760, and 745.
Grading status: Letter grade.

PUBA 749. Ethical and Effective Public Administration. 1.5 Credit.
The role(s), function(s), and strategy of public administrators in the formulation, adoption, and implementation of public policies. Policy from the perspective of the policy maker; cases exploring the relationship of theories to actual policy processes.
Requisites: Prerequisites, POLI 210, 211, 212, 214, and 226.
Repeat rules: May be repeated for credit.
Grading status: Letter grade.

PUBA 751. City and County Management. 3 Credits.
Nature of city or county manager’s job: expectations of elected body, staff, public and professional peers. Examines contemporary issues in departmental operations that have significant effect on how manager’s performance is perceived.
Grading status: Letter grade.

PUBA 752. Productivity Improvement. 3 Credits.
This course is designed to acquaint students with concepts associated with strategic planning, productivity improvement, the importance of innovative service delivery, the measurement of performance, the gauging of constituent satisfaction, the viability of major proposals offered for improving operations, and the techniques for improving effectiveness. The course prepares students to conduct productivity analyses and to design realistic strategies for improving organizational operations.
Grading status: Letter grade.

PUBA 753. Performance Management in Local Government. 3 Credits.
The purpose of Performance Management in Local Government is to introduce students to how local officials measure the inputs, outputs, and outcomes of service delivery and how they use these performance data for making management and policy decisions. The course also includes how local officials use other types of data to information decision-making, including content analysis, benchmarking, financial condition analysis, and benefit-cost analysis.
Grading status: Letter grade.

PUBA 754. Performance Management in Nonprofit Organizations. 3 Credits.
Examination of the managerial challenges posed by nonprofit organizations and of techniques and practices used by managers of nonprofit organizations.
Grading status: Letter grade.
PUBA 757. Financial Management of Nonprofit Organizations. 3 Credits.
Provides basic financial skills for leaders of nonprofits, including bookkeeping fundamentals, interpreting financial statements, budgeting, cash management and investment, and legal compliance.
**Requisites:** Prerequisites, SOWO 517 and 570.
**Grading status:** Letter grade
**Same as:** SOWO 885.

PUBA 758. Navigating Nonprofit Local Government. 3 Credits.
This course is designed for graduate students who are seeking professional positions in local government or nonprofits. The overall objectives are to exchange information about issues of mutual concern to both nonprofits and governments.
**Grading status:** Letter grade.

PUBA 759. Social Capital's Role in American Communities: From Theory to Practice. 1.5 Credit.
Social capital can come in many forms (trust, civic engagement, community attachment, and social networks) and has become one of the most contested concepts in social sciences. This course is designed to balance theories, methods, and applications, drawing on literatures from sociology, public policy, public administration, communication, media studies, and management.
**Grading status:** Letter grade.

PUBA 760. Law for Public Administration. 3 Credits.
Introduction to basic law subjects likely to be encountered in public administration. Topics include constitutional foundations, due process and equal protection, and First Amendment rights; property, contracts, employment, torts, criminal law, administrative law, and public ethics laws; and basic legal research, managing litigation, and working with lawyers.
**Grading status:** Letter grade.

PUBA 761. Local Government Law. 1.5 Credit.
Overview of key legal concepts affecting local government operations. Topics include relation to federal/state governments, legal structures, finance and regulatory powers, plus introduction to the legal system and analysis.
**Grading status:** Letter grade.

PUBA 762. Administrative Law Development and Applications. 3 Credits.
Addresses legal issues in the exercise of governmental power by federal, state, and local agencies in the United States. Topics include legislative and executive oversight, rule making, adjudication, and judicial review.
**Grading status:** Letter grade.

PUBA 763. Grant Writing and Evaluation. 1.5 Credit.
Nonprofit leaders and public officials rely on grants to help fund their grand plans. You will learn the process of finding grants, how to prepare a grant proposal, and how to plan for and manage grant funds. This course will address some of the similarities and differences between the funding process from federal/state agencies and private foundations. Students may not receive credit for both PUBA 763 and PUBA 764. On campus MPA students only.
**Grading status:** Letter grade.

PUBA 764. Grant Writing. 3 Credits.
This course is designed to acquaint students with the grant seeking process for not-for-profit and public sector agencies. Through a review of specific writing techniques, students will practice and learn how to produce proposals that are comprehensive, cogent, and accountable to the objectives of the grantor agency. Students may not receive credit for both PUBA 763 and PUBA 764.
**Grading status:** Letter grade.

PUBA 765. Capital Budgeting and Finance. 1.5 Credit.
Analysis of alternative approaches to planning and administering the budgets and financial operations of public agencies. Extensive use of case materials.
**Grading status:** Letter grade.

PUBA 768. Mediation Skills for Public Organizations. 1.5 Credit.
Workshop-style course focuses on workplace and service provision conflicts to develop mediation skills; is comprised of short lectures, demonstration, and student practice of a mediation model-specific skill sets. May not be taken in addition to PUBA 772.
**Grading status:** Letter grade.

PUBA 769. Facilitation Skills for Public Sector Managers. 1.5 Credit.
Course is workshop-style that includes advance reading, videos and online assignments; concentrated two-day instruction on skills; and a reflection paper. Course focuses on inter-organization and community settings to develop facilitation skills and is comprised of short lectures, demonstration, and student practice of facilitation strategies.
**Grading status:** Letter grade.

PUBA 770. Community Economic Development: Strategies and Choices. 3 Credits.
The goal of this course is to acquire a command of the fundamentals of economic development from the community's perspective. This is done by reading and absorbing the theoretical literature on economic development from the fields of urban politics, planning, sociology, economics, political science, and sociology.
**Grading status:** Letter grade
**Same as:** POLI 770.

PUBA 771. Managing Economic Development. 3 Credits.
Emphasizes the practical application and implementation of various approaches to economic development. Students will apply tools/strategies by doing case studies and small group projects based on real-world scenarios faced by local practitioners.
**Grading status:** Letter grade.

PUBA 772. Mediation Skills for Public Managers. 3 Credits.
Examination of ombudsman and mediation principles, roles, ethics and techniques in public sector. Students expected to develop mediation skills through observation, in-class practice and feedback. Models of mediation are compared and students share in class their application and/or adaptation of mediation to their current or desired public sector duties. An introduction to dispute systems design frames how mediation, and its variants can benefit students' public service. May not be taken in addition to PUBA 768.
**Grading status:** Letter grade.

PUBA 777. Strategic Information Technology Management. 3 Credits.
This course provides public managers with the basic knowledge to successfully manage technology projects and government information. The use of information technology has become an indispensable part of the public sector. Governments now use technology to communicate with citizens, disseminate information, and engage in digital democracy. This course is for on campus MPA students. Students cannot take PUBA 777 in addition to this course.
**Grading status:** Letter grade.
PUBA 779. Strategic Fund Development for Nonprofit Leaders. 1.5 Credit.
This course is designed to help students develop a deep understanding of concepts, techniques and theories of nonprofit fundraising. After an introduction to philanthropy, students will utilize tools and resources for fundraising and analyze and evaluate fundraising methods. This course is applied meaning it is important to have a relationship with a nonprofit organization where you can access current fundraising collateral and apply principles of fundraising to the improvement of fundraising methods/products.
Grading status: Letter grade.

PUBA 780. Special Topics in Public Administration. 1-3 Credits.
Seminar in selected areas of public administration. Topics will vary from year to year. May be repeated for credit.
Requisites: Prerequisite, permission of the instructor.
Repeat rules: May be repeated for credit; may be repeated in the same term for different topics.
Grading status: Letter grade.

PUBA 781. Directed Readings in Public Administration. 1-3 Credits.
Directed readings in a special field under the direction of a member of the graduate faculty.
Grading status: Letter grade.

PUBA 787. Applied Environmental Finance: How to Pay for Environmental Services. 3 Credits.
How can governments, communities, organizations, and businesses fund environmental services? This applied course reviews the diverse tools and strategies that environmental service providers use to pay for programs. The course will focus on environmental services related to: drinking Water, wastewater, storm-water, watershed protection, energy efficiency, renewable energy, sustainability, and wetlands.
Grading status: Letter grade
Same as: PLAN 787, ENVR 787.

PUBA 900. Research in Public Administration. 1-15 Credits.