SCHOOL OF GOVERNMENT (GRAD)

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. Through instructional programs, advising, research, and publishing, the School of Government impacts government practice and scholarship.

Master of Public Administration (M.P.A.) Degree Program
Willow S. Jacobson, 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 nation’s best, the M.P.A. program focuses on its mission to prepare 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 all sectors with a high concentration of alumni in government 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 lead and administer programs in the arts, education, economic development, and human services.

More information is available on the program’s website.

Admission Requirements
The M.P.A. program welcomes diverse applicants from a wide variety of academic and professional backgrounds. While many applicants come from political science backgrounds, we receive applications from those with academic backgrounds in communications/journalism, sociology, psychology, music and arts, and business.

Materials needed for admission consideration:
• Online application ($95 application fee)
• Statement of purpose
• CV or resume
• Unofficial transcripts from all higher education schools attended
• 3 letters of recommendation
• Graduate entrance exam test scores (GRE, LSAT, and GMAT accepted)
• Standardized test waivers are granted in some cases where an applicant has an advanced degree (M.A. or Ph.D.).

Reach out to carolinampa@sog.unc.edu for more information.

Admission Standards
The M.P.A. program is committed to preparing public service leaders, and we seek to admit candidates who demonstrate the ability to succeed in a graduate environment as well as a passion and commitment for public service. We utilize a holistic admissions process. There are no minimum requirements for admission besides having earned a B.A. or B.S. degree from an accredited institution of higher education. Recommended requirements include:

• Accredited institution of higher education
• A recommended grade point average (GPA) of 3.0 or higher
• While public service experience is not required, we do look at involvement and/or understanding of public service and how previous experiences align with career goals.
• A recommended score that is at or near the 50th percentile for both the verbal and quantitative sections of the Graduate Record Examination (GRE)

• All admissions decisions are made during the spring for fall semester matriculation into the UNC M.P.A. on-campus format. Applications must meet the deadlines of The Graduate School. Admissions decisions for the UNC M.P.A. online format are made on a rolling basis as there are four start times per year (January, May, August, and September).

Financial Aid
The M.P.A. program strives to provide some sort of financial assistance to all incoming students. Scholarship and research assistantships are available to our on-campus applicants, and scholarships are available
to our online applicants. Applicants are automatically considered when they apply for admission, and nothing additional needs to be submitted in order to be considered. Amounts and opportunities vary and are based on many things including candidacy, diversity, academic merit, leadership, and potential for future success.

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:
- PUBA 709 - Public Administration Institutions and Values (3)
- PUBA 710 - Organization Theory (3)
- PUBA 711 - Public Service Leadership (3)
- PUBA 719 - Public Administration Analysis and Evaluation I (3)
- PUBA 720 - Public Administration Analysis and Evaluation II (3)
- PUBA 721 - Professional Communication (3)
- PUBA 723 - Human Resource Management (3)
- PUBA 731 - Public Financial Management (3)
- PUBA 760 - Law for Public Administration (3)
- PUBA 747 – Applied Research Problem I (1.5)
- PUBA 748 – Applied Research Problem II (1.5)

In addition to the core course requirements, each student completes 15 semester hours of elective courses.

Professors

Maureen M. Berner, Professor of Public Administration and Government
Frayda S. Bluestein, Professor of Public Law and Government
Anita Brown-Graham, Gladys Hall Coates Distinguished Professor of Public Law and Government, Director, nclMPACT Initiative
Leisha Dehart-Davis, Albert and Gladys Coates Distinguished Term Professor of Public Administration and Government
Shea R. Denning, Robert W. Bradshaw Jr. Distinguished Term Professor of Public Law and Government, Director, North Carolina Judicial College
Cheryl D. Howell, Albert Coates Professor of Public Law and Government
Willow S. Jacobson, Robert W. Bradshaw Jr. Distinguished Professor of Public Administration and Government and Director, UNC MPA Program, Human Resource Management and Organizational Theory
Robert P. Joyce, Charles Edwin Hinsdale Professor of Public Law and Government
Diane M. Juffras, Albert and Gladys Hall Coates Distinguished Term Professor of Public Law and Government
James Markham, Thomas Willis Hall Coates Distinguished Professor of Public Law and Government
Christopher B. McLaughlin, Professor of Public Law and Government
Kara Millonzi, Robert W. Bradshaw Jr. Distinguished Professor of Public Law and Government
Jonathan Q. Morgan, Albert and Gladys Coates Distinguished Term Professor of Public Administration and Government
Christopher Tyler Mulligan, Robert W. Bradshaw Jr. Distinguished Term Professor of Public Law and Government, and Director, Development Finance Initiative
Kim L. Nelson, Professor of Public Law and Government
David W. Owens, Gladys Hall Coates Professor of Public Law and Government
William C. Rivenbark, Professor of Public Administration and Government
John Rubin, Albert Coates Professor of Public Law and Government, and Director, Public Defense Education
Jessica Smith, W. R. Kenan Jr. Distinguished Professor of Public Law and Government and Director, Criminal Justice Innovation Lab
Michael R. Smith, Dean
Carl W. Stenberg III, James E. Holshouser Jr. Distinguished Professor of Public Administration and Government
Charles Szypszak, Albert Coates Distinguished Professor of Public Law and Government
Thomas H. Thornburg, Professor of Public Law and Government
Shannon H. Tufts, Professor of Public Law and Government and Director, Center for Public Technology
Aimee N. Wall, Senior Associate Dean; Professor of Public Law and Government
Richard B. Whisnant, Gladys Hall Coates Professor of Public Law and Policy
Jeff Welty, Professor of Public Law and Government

Associate Professors

Whitney Afonso, Associate Professor of Public Administration and Government
Trey Allen, Albert and Gladys Hall Coates Distinguished Term Associate Professor of Public Law and Government
Mark F. Botts, Associate Professor of Public Law and Government
Sara DePasquale, Albert and Gladys Hall Coates Distinguished Term Associate Professor of Public Law and Government
Adam S. Lovelady, Associate Professor of Public Law and Government
Jill D. Moore, Associate Professor of Public Law and Government
Ricardo S. Morse, Associate Professor of Public Administration and Government and Director, LGFCU Fellows Program
Meredith Smith, Albert and Gladys Hall Coates Distinguished Term Associate Professor of Public Law and Government
John B. Stephens, Associate Professor of Public Administration and Government

Assistant Professors

Connor Crews, Assistant Professor of Public Law and Government
Kimalee Dickerson, Assistant Professor of Public Leadership
Jacquelyn Green, Assistant Professor of Public Law and Government
Kristi Nickodem, Assistant Professor of Public Law and Government
Obed Pasha, Assistant Professor of Public Management, Director of NC Benchmarking Project
Emily Turner, Assistant Professor of Public Law and Government
Brittany Williams, Assistant Professor of Public Law and Government
Teshanee Williams, Assistant Professor of Public Administration and Government
Kristina Wilson, Assistant Professor of Public Law and Government
Professor of the Practice

Peg Carlson, Albert and Gladys Coates Distinguished Term Professor of the Practice in Public Leadership and Organizational Development, Director, Center for Public Leadership and Governance

Teaching Professor

Gregory S. Allison, Teaching Professor; Secretary, School of Government Foundation Board of Directors

Teaching Assistant Professors

Lydian Altman, Teaching Assistant Professor, Center for Public Leadership and Governance
Phillip Dixon, Teaching Assistant Professor, Public Defense Education
Jonathan Holbrook, Teaching Assistant Professor, North Carolina Judicial College
Amy Wade, Teaching Assistant Professor, Master of Public Administration Program; Director of the M.P.A. Faculty Network

Lecturers

Kirk Boone, Teaching Assistant Professor in Public Finance and Government
Margaret Henderson, Teaching Associate Professor
Norma Houston, Lecturer in Public Law and Government

Adjunct and Visiting Faculty

Monica Allen, Adjunct Instructor
David N. Ammons, Adjunct and Former Albert Coates Professor, Public Administration
Evans Ballard, Adjunct Instructor
Justin Barbaree, Adjunct Instructor
Blossom Barrett, Adjunct Instructor
Alexandra Bartz, Adjunct Instructor
Jerri Bland, Adjunct Instructor
Julie M. Brennan, Adjunct Instructor
Audrea Caesar, Adjunct Instructor
Christopher Cody, Adjunct Instructor
John Crumpton, Adjunct Instructor
Ana-Laura Diaz, Adjunct Instructor
James C. Drennan, Adjunct and Former Albert Coates Professor, Courts Law and Judicial Administration
Sharon Edmundson, Adjunct Instructor
Maurice Ferrell, Adjunct Instructor
Tara Lynne Fikes, Adjunct Instructor
Eric Fotheringham, Adjunct Instructor
Kristen Glasener, Adjunct Instructor
Ruffin Hall, Adjunct Instructor
Jennifer Hecksher, Adjunct Instructor
Mary Hemphill, Adjunct Instructor
EvonJohnson, Adjunct Instructor
Kody Kinsley, Adjunct Instructor
Emily McCartha, Adjunct Instructor
Tracy Miles, Adjunct Instructor
Kelley O’Brien, Adjunct Instructor
John Quinterno, Adjunct Instructor
Erin Riggs, Adjunct Instructor
Emily Roscoe, Adjunct Instructor
G. Dylan Russell, Adjunct Instructor
Amy Strecke, Adjunct Instructor
Sarah Towne, Adjunct Instructor
Joy Wilkins, Adjunct Instructor

GOVT

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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA

Advanced Undergraduate and Graduate-level Courses

PUBA 401. State and Local Governance. 3 Credits.
Introduction to local/state public service, including: governmental institutions; ethics and public values; and core functions of administrative governance. Discussions led by MPA faculty with practicing public and nonprofit administrators.

Rules & Requirements

IDEAs in Action Gen Ed: HI-SERVICE.
Grading Status: Letter grade.
PUBA 402. Promoting Change through the Nonprofit Sector. 1 Credit.
Selected students have the opportunity to build on their experience of
grant making to learn more about the nonprofit and philanthropic sectors.
Students will follow up with the agencies receiving grants from the spring
class and ensure completion of the activities required by the agreements
through a reporting and site visit process.

Rules & Requirements
Requisites: Prerequisite, HBEH 611.
Grading Status: Letter grade.

PUBA 635. Military Leadership and Public Service. 3 Credits.
Leadership as taught and demonstrated in the military and how it
translates to leadership in public service, including the interrelationship
of the military and other public service and the transition of veterans to
civilian leadership roles.

Rules & Requirements
Grading Status: Letter grade.
Same as: PUBA 635.

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.

Rules & Requirements
Grading Status: Letter grade.

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.

Rules & Requirements
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.

Rules & Requirements
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,
analytical reporting to allow them to conduct original research, be
informed consumers of other research, and ultimately improve public
program planning and evaluation decisions.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
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
time control bureaucratic power and discretion in making, implementing, and
evaluating public policies.

Rules & Requirements
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 work-forces. Class learning is both theoretical and
experiential.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 732. Economics for Public Administrators. 1.5 Credits.
Develop an understanding of the relationship between government administration and macroeconomic events, as well as the effect of macroeconomic events on government budgets and service demands.

Rules & Requirements
Grading Status: Letter grade.

PUBA 733. Strategic Information Technology Management. 1.5 Credits.
This course provides public managers with the basic knowledge to successfully invest in and manage strategic information technology projects.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
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 Credits.
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 739. Intergovernmental Relations. 1.5 Credits.
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 743. Diversity in Public Administration. 1.5 Credits.
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.

Rules & Requirements
Grading Status: Letter grade.
PUBA 744. MPA Immersion. 1.5 Credits.
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.

Rules & Requirements
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 Credits.
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.

Rules & Requirements
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 Credits.
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.

Rules & Requirements
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 Credits.
Students required to reflect on and demonstrate how they apply and integrate their learning from six 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.

Rules & Requirements
Requisites: Prerequisites, 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 Credits.
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.

Rules & Requirements
Requisites: Prerequisites, PUBA 709, 710, 711, 719, 720, 721, 723, 731, 760, and 747.
Grading Status: Letter grade.

PUBA 749. Ethical and Effective Public Administration. 1.5 Credits.
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 756. Nonprofit Management. 3 Credits.
Examination of the managerial challenges posed by nonprofit organizations and of techniques and practices used by managers of nonprofit organizations.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 759. Social Capital’s Role in American Communities: From Theory to Practice. 1.5 Credits.
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 761. Local Government Law. 1.5 Credits.
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.

Rules & Requirements
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. Fall.

Rules & Requirements
Grading Status: Letter grade.

PUBA 763. Grant Writing and Evaluation. 1.5 Credits.
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 765. Capital Budgeting and Finance. 1.5 Credits.
Analysis of alternative approaches to planning and administering the budgets and financial operations of public agencies. Extensive use of case materials.

Rules & Requirements
Grading Status: Letter grade.

PUBA 766. Mediation Skills for Public Organizations. 1.5 Credits.
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 767. Facilitation Skills for Public Sector Managers. 1.5 Credits.
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.

PUBA 773. 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 oncampus MPA students. Students cannot take PUBA 777 in addition to this course.

Rules & Requirements
Grading Status: Letter grade.

PUBA 774. Strategic Fund Development for Nonprofit Leaders. 1.5 Credits.
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
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.

Rules & Requirements
Grading Status: Letter grade.
Same as: PLAN 787, ENVR 787.

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

Rules & Requirements
Grading Status: Letter grade.

Contact Information
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