

Graduate Certificate in Public Management and Leadership

The primary purpose of this certificate is to provide an opportunity for junior level local government staff members at the community and county levels in eastern North Carolina to enhance their professional knowledge and skills. The program will also enable program students to decide if they wish to enroll fully in the Master of Public Administration (MPA).

Currently, such enhancement opportunities for junior level staff members are very limited. Their unit of government may send them to the School of Government (SOG) at UNC-CH, but participants do not receive graduate credit for their participation in that program. While the cost of the proposed program is substantial, it is likely to be within the budgetary possibilities of local governments. Also, offering this course work as part of a graduate certificate program enables students to apply for financial aid if they are willing to enroll in two courses for six credit hours per term. Courses will be offered both online and face-to face.

The cost to the MPA Program is minimal as all of the courses for this certificate are ones the program currently offers. No new courses or faculty would be needed for this certificate – just a few additional “seats”.

1. Educational Objectives: Upon completion of the certificate, we expect our students to be able to:
 - manage the basic financial and human resources needed to accomplish assignments
 - interact effectively as a member of a team
 - articulate the purpose and mission of an organization
 - define public policy problems succinctly
 - construct policy evaluation criteria
 - explain the causes, effects, impact, and scope of problems
 - assess the problems or obstacles to addressing the problems
 - differentiate the multiple components of problems and their relationships
 - distinguish between the differing perspectives and values behind them of various public stakeholders
 - articulate how the changing demographics of the workforce affects the motivation of public employees
 - function effectively within the diverse communities in which they live and work

2. Admission Requirements:
 - a. We will use the Graduate School’s established standards of an undergraduate degree from a regionally accredited institution with a grade point of 2.7 or better. No GRE scores will be required.
 - b. Approval by the Graduate Director is also required.
 - c. Currently enrolled students in the MPA Program are not eligible for this admission to this certificate.
 - d. Admission to the MPA degree is separate from admission to the certificate program.

2. Transfer Credit:
 - a. External Transfer Credit: 3 s.h. of graduate coursework from another regionally accredited institution with a grade of B or better may be transferred to the certificate.
 - b. Transfer Credit to the MPA: students who complete the certificate and wish to transfer to the MPA degree must be separately admitted into the MPA Program. Coursework successfully at a grade of B or better may be transferred up to 15 s.h.
3. Course Sequence:
 - a. Required courses:
 - i. PADM 6101 Analysis for the Public Sector
 - ii. PADM 6110 Human Resource Management in Public Agencies
 - iii. PADM 6220 Leadership and Ethics in the Public Sector
 - b. Elective courses
 - i. PADM 6123 Economic Development
 - ii. PADM 6124 State and Local Government Finance
 - iii. PADM 6140 Administrative Law and Ethics
 - iv. PADM 6165 Program Evaluation
 - v. PADM 6170 Intergovernmental/Interagency Relations

4. Catalog copy:

Graduate Certificate in Public Management

This certificate is open to students seeking to enhance public management knowledge and skills. Admission to the program is dependent on meeting the Graduate School's admission requirements for certificate programs and approval of the director of the MPA program. This certificate is not open to students already enrolled in the MPA program. For further information, please contact the director of the MPA program.

Required courses (9 s.h.): PADM 6101, 6110, 6220.

Electives (6 s.h.): PADM 6123, 6124, 6140, 6165, 6170.

5. Description of how courses will address educational objectives:

Our accrediting body, NASPAA, has identified five competencies for all MPA programs. The learning objectives chosen for this certificate are sub-sets of the competencies defined in our NASPAA assessment plan and the courses identified are the ones linked to the development of these particular dimensions of the competencies.

6. Description of need: This proposal grew out of discussions with our external MPA Advisory Council. They advocated that the MPA Program develop a means by which

promising junior staff members might be able to enhance their professional credentials. The SOG alternative was not feasible for junior level employees due to its expense for the supporting local governments. Local government tuition support might also be made available for a limited number of students. Based on their interest, the MPA faculty conducted a survey during February and March of 2013 of state and local government officials as well as nonprofit agency officials across the state.

Who and how many?

- 79% of the 318 respondents supported the idea of such a certificate as beneficial for their employees, with a large majority of the local government respondents concurring.
- The following knowledge areas were rated most highly needed.
 - Public budgeting
 - State and local government
 - Administrative law and ethics
 - Human resource management
 - Public management
- The following skills were identified as most needed.
 - Leadership
 - Analytical thinking
 - Performance management
 - Public presentations
 - Time management
 - Writing

7. Project numbers: We expect this program to enroll only 2-4 students at any one time.

8. Evaluation of effectiveness:

- Evaluation of the program's effectiveness will be measured by:
 - the subsequent employment success of the students enrolled in the program, and
 - the subsequent enrollment of certificate students in the MPA program or a related master's level program.
- Evaluation of the student learning objectives will occur through:
 - Completion of an incoming student survey of their competency levels. (Comparable to that currently used for the MPA program.)
 - Completion of a graduating student survey. (Comparable to that currently used for the MPA program.)
 - Faculty evaluation of student responses to a case study. (Comparable to that currently used in the MPA program.)

9. Faculty:

- a. Dr. Younhee Kim
- b. Dr. Bonnie Mani
- c. Dr. Sharon Paynter
- d. Dr. Carmine Scavo
- e. Dr. Olga Smirnova
- f. Dr. Robert Thompson

10. Vita: To be attached

11. Licensure – NA

12. CIP:44.0401.501.000

13. Completion Timeline: These courses would be the same as our degree seeking students take and would be taught by our regular faculty. If adopted, the courses will be offered so that a student can complete the program in one calendar year if the student takes two courses during the fall and spring terms and one during the summer or in 21 months if one course is taken each fall and spring term and one summer term.

9/2013

2/2014 edited to include "*and Leadership*"