

The Graduate Certificate in Local Government Management

A four-course graduate certificate program emphasizing:

- ◆ Local Government and the Professional Manager
- ◆ Human Resource, Financial, and Performance Management for Local Government Managers
- ◆ The Context of Local Government Management
- ◆ Local Economic Development Planning

*A partnership between Virginia Tech's
Center for Public Administration and Policy (CPAP)
and the Virginia Local Government Management Association*



Center for Public Administration and Policy

School of Public & International Affairs

The College of Architecture and Urban Studies



The Rationale:

The United States has long benefited from the service of highly qualified local government managers. Unfortunately, many members of this cadre of public managers are approaching retirement, and currently there are too few young professionals entering and rising in the ranks who will be ready to replace them. It is vitally important to develop the next generation of able public managers who will provide leadership for local governments and local agencies. The International City/County Management Association (ICMA) has identified leadership development as one of the most important issues that local governments will face in the coming decade.

The Virginia Tech Center for Public Administration and Policy (CPAP), in partnership with the Virginia Local Government Management Association (VLGMA), has developed a new graduate certificate program in local government management that helps to address this pressing workforce development need. The central goal of the program is to offer graduate-level training in local government management that both prepares pre-career students for capable public service at the local level and enhances the capacities of existing local government employees who aspire to be town, city, or county managers or assistant/deputy managers.

The Curriculum:

The certificate program consists of four 3-credit hour courses, for a total of twelve hours of graduate coursework. Students are required to complete all four courses with a GPA of 3.0 or better in order to earn the certificate.

The courses comprising the graduate certificate were designed to provide a challenging, master's level, "real world"-based educational opportunity in local government management and public policy. The courses engage faculty, practitioners, and

graduate students in systematic research and study designed to improve the quality of local government management, policy making, and public service.

The four courses required for the certificate include:

PAPA 5044 LOCAL GOVERNMENT AND THE PROFESSIONAL MANAGER

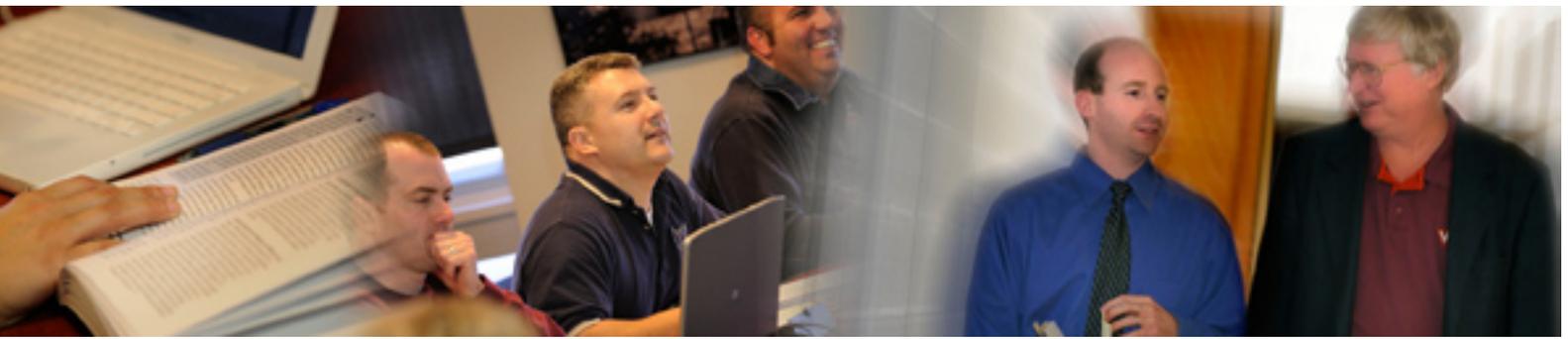
This course explores the institutions and systems in which public administrators work, as well as the dynamics of public administration within the larger political, economic, and social environment. Special emphasis is placed on the local government management profession, the evolution of the council-manager form of government, and the core ethical and democratic values of the profession. Skills necessary for effective local government managers, including critical strategic thinking, communication, and organizational and community leadership competencies, are reviewed. The course explores career management approaches for local government managers and considers the implication of future trends in local government management and the profession.

PAPA 6354 ADVANCED TOPICS IN PUBLIC MANAGEMENT: HUMAN RESOURCE, FINANCIAL, AND PERFORMANCE MANAGEMENT FOR LOCAL GOVERNMENT MANAGERS

This course examines selected managerial processes in the public sector at an advanced level. It targets local government human resources, financial management, information technology, and performance management processes that managers must use when working in local government organizations. Additional topics include public procurement, risk management, safety management, franchise agreements, and contracting for municipal services.

PAPA 6154 ADVANCED TOPICS IN PUBLIC ORGANIZATIONS: THE CONTEXT OF LOCAL GOVERNMENT MANAGEMENT IN VIRGINIA

This course examines the powers, structure, roles and responsibilities of the local government within both the U.S.



federal system and Virginia from the perspective of the local government manager. Topics covered include the election process, state legislative process, state/local relations, and intergovernmental relations that constitute important internal and external forces in the local management environment. Students explore the state/local government delivery systems for public education, public safety, transportation, public health, social services, environmental quality, criminal justice, and public works and utilities, as well as other programs that are provided either partly or wholly by local governments.

UAP 5874/PAPA 5874 LOCAL ECONOMIC DEVELOPMENT PLANNING

This course focuses on local government management and community development. It explores the local government management processes that support community and economic development, including local and regional planning processes, growth management, urban design for creating livable communities, property law, and local government tools and strategies for securing economic and community development. In addition, it provides training on the managerial competencies required for leading the community and economic activities of local governments.

The Approach:

Students are exposed to a full spectrum of local government issues, service delivery options, and management tools. The analysis of a real life, local government case study is central to each classroom experience. Case studies are used within the courses to emphasize the relationship between the political and management worlds which all local government managers must understand and navigate in order to be successful. All courses are taught by experienced, highly qualified Virginia local government practitioners via two-way video telecasts to Virginia Tech broadcast centers located in key parts of the Commonwealth.

The Opportunity:

Non-degree candidates may apply for admission to the certificate program using the Virginia Tech Graduate School's online application system found under "Admissions" at www.grads.vt.edu. They must submit an unofficial copy of their college transcript or diploma documenting receipt of a bachelor's degree from a regionally accredited college or university with an acceptable grade point average. The application fee is \$25. Please contact us for specific instructions on applying online.

Application deadlines are as follows:

Fall 2009	June 30, 2009
Spring 2010	December 1, 2009
Summer 2010	April 15, 2010

Scholarship opportunities are available by applying to the Virginia Local Government Association Next Generation Scholarship Fund.

Students who complete the graduate certificate are encouraged to continue their studies on their own in a master's program at Virginia Tech. The credits earned as part of this certificate may be applied to the Master of Public Administration (MPA) degree. CPAP offers the MPA Program in Blacksburg, Alexandria, and Richmond, Virginia.

The Students:

In-career professionals currently working in local government positions formed the first cohort in this graduate certificate program. They include local government managers, assistant directors, department heads, budget and policy analysts, engineers, and planners, as well as other professionals from operating departments of local governments.

Virginia Tech does not discriminate against employees, students, or applicants for admission or employment on the basis of race, gender, disability, age, veteran status, national origin, religion, sexual orientation, or political affiliation. Anyone having questions concerning discrimination should contact the Office for Equal Opportunity.

The Graduate Certificate Program in Local Government Management originally was offered through a contract with the Virginia Local Government Management Association (VLGMA). The inaugural cohort of 26 students began their coursework with in the fall 2008 semester and will complete their coursework by the spring 2010 semester.

The Center for Public Administration and Policy (CPAP) is now expanding the program so that the certificate courses may be offered more frequently and to a broader student audience. We invite those interested in participating in the certificate program to contact us.

For More Information:

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www.cpe.vt.edu/localgov/
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The following localities are represented in the first student cohort:

Town of Abingdon	City of Lynchburg
Town of Blacksburg	City of Newport News
Botetourt County	Pulaski County
City of Charlottesville	Roanoke County
Fairfax County	Town of Rocky Mount
Town of Glasgow	Southampton County
Henry County	City of Staunton
Loudoun County	City of Williamsburg

