A Message from the Director

The MPA Program is vibrant and active and we’re serving our mission of contributing to the Lowcountry community in important and interesting ways. Here are a few of our current and recent service initiatives.

Berkeley County First Steps – This state-sponsored nonprofit program works to improve the early childhood development of children in the county by providing resources and leadership to children and families. The program’s goal is to help children to reach school healthy and ready to succeed. This semester, I am working with MPA student Allison Byers Ray to assist First Steps staff, Board members and volunteers on a five-year strategic planning process.

Lowcountry Homeless Coalition – The MPA program has several projects designed to assist the Coalition as it serves our area’s homeless population. First, students in PUBA 502 Program Evaluation will be working with the organization Family Services, a partner with the Lowcountry Homeless Coalition, to evaluate its Permanent Supportive Housing program. This program supports our area’s most vulnerable chronically homeless individuals. In addition, the MPA program will be working with the Lowcountry Homeless Coalition on a large scale evaluation of the cost effectiveness of Housing First initiatives. Finally, the MPA program will build on the work done for the Coalition last year for the Point-in-Time homeless count by partnering with the South Carolina Coalition for the Homeless in preparing the state-wide 2015 Point-in-Time Homeless count report.

The Community Assistance Program (CAP), a service of the MPA program, has been working with area nonprofits on needs assessments and program evaluations. Check the report on page 4 for a complete report.

Nonprofit Directory – As a much needed service to our region’s nonprofit organizations, CAP has completed a comprehensive report.

By Jo Ann Ewalt, MPA Program Director
The energy of the Urban and Regional Planning Graduate Certificate students and faculty at the College of Charleston has been illustrated in many ways over the fall 2014 semester. The students held several intellectual and applied events that advanced understanding of key ideas in the field, while the faculty initiated new course offerings and opportunities for students.

First, the graduate Urban Studies club is now lead by Amy Southerland (president), Christian Bailey, Allyson Haynes, and Allison Byers—all of whom are graduate students in the Master of Public Administration (MPA) Program or in the dual MPA-MES program. The club has a standing budget allocated by the Graduate Student Association that allows the students to sponsor both social and academic events. This club has put its resources to good use, hosting a speaker from the United Kingdom and a social event at which the students watched Blade Runner.

The speaker, Dr. Jon Coaffee, visited the College with crucial support from the United Kingdom and a social event at which the students watched Blade Runner.

The State of Urban Planning at the College of Charleston

Urban and Regional Planning program is the second largest certificate program at the College of Charleston

By Kevin Keenan
Director of Urban Studies

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Further, the Certificate Program and the MPA Program welcomed Nick Pergakes from the Berkeley-Charleston-Dorchester Council of Governments as an instructor of PUBA 617 “Urban Transportation: Problems and Prospects” this fall. Nick is a senior planner at the BCD-COG and holds the American Institute of Certified Planners accreditation. Nick brings a wealth of real-world experience to the classroom, having worked on several transportation projects in his current position and in previous positions around the country.

Finally, students at the College of Charleston and beyond continue to find the certificate a useful and interesting addition to their professional portfolios. Two students completed the coursework to earn the certificate in fall of 2014, while another 7 are in the process of completing the program. Ten prospective students have inquired with the Graduate School about the certificate, and 3 actually applied for admission.

“splintered urbanism” in the U.K. He explained cocoons of urban security surrounded by areas left unprotected, as private businesses and wealthy residents demanded security cordons around their areas in response to a terrorism threat in the U.K. The outcome of this process displaced that threat, leading to poorer areas of English cities subject to heightened bombings and risk profiles.

Several graduate students also crossed the bridge to Mt. Pleasant to visit the open house held by the Town of Mt. Pleasant’s Planning & Development department. This event allowed students to learn about the many different planning problems and issues affecting the U.S.’s 9th fastest growth city, including planning parks and recreational venues, using Geographic Information Systems to solve problems, and understanding flood plain and emergency management. These hands on experiences, and the networking opportunities with working professionals, are integral for the planning students’ professional development.
The Riley Center has had many projects over the past few months with state and local governments and nonprofits and welcomes new MPA student Caitlyn Goldberg to our staff. The Riley Center partnered with the Center for Women this fall as part of a task force to develop a scorecard for the organization. The scorecard will help measure the overall economic, social, and health status of women in the Charleston community. We are also working with Mount Pleasant Waterworks to develop an encompassing community survey to determine the overall quality of services provided to their customers.

In addition, the Riley Center has been hired by the South Carolina Community Loan Fund to evaluate a grant received from the Kresge Foundation. The grant’s aim is to increase access to healthy foods in South Carolina’s food deserts, increase the capacity of entrepreneurs and organizations seeking to establish healthy food retail outlets in South Carolina, expand existing data measures to increase data collection on healthy food projects, and more. The Riley Center is also starting a project with the Lowcountry Graduate Center to assess the potential for student enrollment in several new graduate programs currently in development in the engineering, education, and health related fields. Recent MPA graduate Alison Littke-Smith has been hired to manage these projects. It’s been a very busy and productive year and we are pleased to have had the opportunity to have worked with a number of MPA alumni on several of these projects!

Message from MPASA President Julianah Marie

This semester has brought many opportunities for the Master of Public Administration Student Association. As an organization we’ve worked on enhancing our professional development and diversifying our social and volunteering events. Thank you students, professors, and community members for helping us make our student association a continuing success.
The Master of Public Administration’s Community Assistance Program graduate assistants, Julianah Marie, Carl Taylor, Annie O’Brien and Caroline Herlong spent many, many hours on three projects this semester. Foremost, they completed a wonderful project that has been in the works for years—a complete Charleston Area Nonprofit Organizations Directory. The CAP graduate assistants compiled a list of all the local nonprofit organizations in the Charleston area. The finished product is truly remarkable and serves as a valuable resource to those who access it. Not only will it assist individuals who are looking for a particular service provided by a local nonprofit, it will also serve individuals interested in volunteering or those in search of an internship or permanent position with a local nonprofit. The Directory will be available online at puba.cofc.edu by Spring 2015.

CAP also completed two projects for the Children’s Museum of the Lowcountry (CML), a nonprofit with the mission to engage young children’s imagination and stimulate curiosity through the power of play. The Museum asked CAP to analyze data they have been collecting for one of its monthly events, PNC Play Days.

PNC Play Days, sponsored by PNC Bank, are full days, once a month, on which admission to the Museum is free of charge. They are designed to target low-income families and encourage widespread visitation and engagement. CAP analyzed data collected from families that participate in the Play Days in order to glean more in-depth information about the program’s success, overall geographic reach, and the effectiveness of the Museum’s marketing strategies.

The findings revealed that the highest levels of attendance came from downtown Charleston and West Ashley, and that students from Title I schools typically make up approximately half of the participants. The analysis also shows that most families were informed about PNC Play Day through information disseminated by their child’s school.

Lastly, the graduate assistants worked on a project for LAPS, the Lowcountry Aquatic Project Swimming. LAPS provides free swimming lessons for kindergarten and first graders in Charleston County Title I schools as a means of providing lifesaving skills. The executive director wanted to know the overall skill attainment and the mastery of individual skills. An analysis of the data indicated that the children attained two very important skills, the front kick and breath control. Additionally, seven of the eleven participating schools demonstrated a high completion rate of the six-lesson sequence offered by LAPS. The completion of these six lessons will ensure a high level of skill proficiency. These seven schools saw a completion rate of 75% or more. Clearly these children will be safer around all the waterways, rivers and beaches around the Lowcountry thanks to the hard work of this organization!

If you work or volunteer for a local government or nonprofit organization that could use our assistance, please complete the CAP Request for Assistance form, contact us at keyj@cofc.edu, or call the MPA office at 843-953-6690.
MPA Students Learn Public Finance From the Best

By Nick Bowman
MPA Student Association Vice President

MPA Budget and Finance Professor Steve Bedard is a wonderful teacher and a much-valued member of the MPA adjunct faculty. This fall, the rest of the US found out why: he is a remarkable municipal finance expert whose leadership has earned Charleston the highest marks from the nation’s top bond rating agencies. We are proud to call the City of Charleston’s Chief Financial Officer our own!

Earlier this year, the Moody’s rating agency upgraded the City of Charleston’s credit rating from "Aa1" to "Aaa"—the agency’s highest rating. And Charleston is already the first city in South Carolina history to receive Standard & Poor’s top rating of “AAA” -- making Charleston the first municipality in state history to hold the top rating from both of these prestigious organizations. Charleston joins an elite and very small group of cities who hold this distinction.

The City of Charleston has a remarkable record of financial awards including 25 consecutive GFOA (Government Finance Officers Association) awards for excellence in financial reporting, 16 consecutive GFOA awards for budget excellence, and five consecutive annual financial audits with zero troubled findings. The city first earned its "AAA" rating from S&P in 2009, and that rating has been confirmed twice since then.

Being rated #1 is the signature achievement of Charleston, but it’s safe to say the city couldn’t maintain its reputation as the top US tourist destination and a leading state and regional economic engine without the rock solid financial footing achieved by Professor Bedard and his team in the Budget, Finance, and Revenue Collections Department. Mr. Bedard has been the Chief Financial Officer for the City of Charleston for 16 years and has taught in the MPA program since 2011. He is also a member of the MPA Advisory Board.

This spring, Mr. Bedard will once again be teaching his signature course, "Managing Financial Resources." Past students have praised Mr. Bedard because of his extensive knowledge of public budgeting and finances and his real world stories from his time with the City. This summer he will also be teaching a special topics strategic planning and decision-making course for the program.

All of us here at the MPA Program would like to congratulate Steve Bedard and the financial team at the City for their remarkable financial and strategic leadership.

Pictured: Professor Steve Bedard

South Carolina City and County Management Association

The South Carolina City and County Management Association (SCCCMA) works to improve local government by increasing the proficiency of local government managers, administrators and staff. They do this by holding two annual conferences, one in summer and one in winter, which provide networking opportunities and promote professional development. The Riley Center took over the management of the SCCCMA this past summer and hired MPA student Desiree Fragoso to oversee the organization.

SCCCMA is comprised of about 180 local government managers and administrators from all over South Carolina, many of whom will attend the annual winter meeting January 22-24th at the Wild Dunes Resort on Isle of Palms. The meeting will include a pre-conference workshop on financial management and accounting as well as educational sessions about sustainable energy, pension management strategies, OPEB liabilities, and utilizing the academic and professional resources available to local governments in South Carolina. Students may attend these sessions or the conference at no cost!

Students are also able to become members of the Association at no cost. SCCCMA will pay the fees of all students pursuing a Master of Public Administration degree. Being a member has many benefits including access to a Senior Advisor program, a Members in Transition program, and career support through job postings and resources available on ICMA’s career network. Students can find more information about the winter meeting, membership opportunities and the professional development and networking opportunities SCCCMA provides at their website, http://icma.org/en/sa/index. We are very excited about this new partnership and the Association’s future.
Volunteering In The Community

By Nick Bowman
MPASA Vice President

On September 20, MPA and MES students braved the elements for the Annual Beach and River Sweep. Beach and River Sweep is a one day massive clean-up organized by the Ocean Conservancy, SC Department of Natural Resources, and the Sea Grant Consortium.

Students had a great time and collected several truck loads of trash, mostly styrofoam. MPASA President Julianah Marie had a great tip to minimize the use of styrofoam. "If you go to a restaurant that uses styrofoam for their to-go boxes, bring your own tupperware or containers. Most restaurants will understand and be accommodating," Marie said.

On November 15, MPASA students helped box canned goods at the Lowcountry Food Bank. Seven MPA students served a total of 21 hours sorting food, packing boxes, and stacking pallets with prepared boxes.

“The experience was not only rewarding and fun, but strengthened our resolve to battle hunger in the Lowcountry,” said Bekah Cantwell, MPASA Volunteer Coordinator.

Also, this semester, MPA students bagged oyster shells for the South Carolina Department of Natural Resources and collected Christmas present for Families Helping Families. For more on these events, visit our website or our Facebook page.
directory of nonprofits. The directory will be online shortly and will assist nonprofits, volunteers, clients, and funding organizations to make important connections to the nonprofit sector.

Our commitment to bringing research and consulting expertise to nonprofit and local government organizations does more than provide services to our community. Through these activities we are providing our students with hands-on experience and training, building partnerships and establishing professional networks that will enhance the MPA program.

MPA Program Online

MPA Program at the College of Charleston Facebook Page

C of C MPA Twitter Page

And don’t forget our website:

C of C Master of Public Administration Program

New Website Features:

CAP Request for Assistance Form
Internship Request Form
MPA Alumni Contact Form
Spring 2015 Courses

PUBA 502 - 01 Special Topics: Program Evaluation

This course, taught by Dr. Ewalt will meet Monday and Wednesday from 4 – 5:15. The intent is to spend one class period a week discussing the theoretical approaches to program evaluation and reviewing specific examples from multiple disciplines, and the other class period mastering the analytical skills needed to perform a program evaluation. The class will work with an outside agency and will complete an evaluation for this entity. Students should have taken PUBA 601 and/or quantitative methods from the EVSS program.

PUBA 602 Public Policy

This course, taught by Dr. Chaffin, examines the activities of individuals, groups, and institutions that define or ignore public problems, participate or fail to participate in political struggles over these problems and confront or avoid opportunities to develop and implement solutions. The implications of these complexities for public employees and public management are emphasized.

PUBA 603 Managing Public Organizations

This course provides students with an understanding of the challenges of managing public organizations. Topics of study include leadership, motivation, group behavior, culture, decision making, accountability and organizational change and development. There will be two sections of this course in the spring, one taught by Dr. Ewalt and one by Dr. Stewart.

PUBA 605 Managing Financial Resources

This course examines the organization and techniques of governmental financial management, budgetary theories and intergovernmental financial relations. This course is taught by Steve Bedard, Chief Financial Officer of the City of Charleston. See page 5 for more info on Mr. Bedard and the course.

PUBA 614 Urban Applications of Geographic Information Systems

This course provides an overview of geographic information systems applied to the study of cities and urban policy issues. It introduces students to foundational concepts and applications of Geographic Information Systems (GIS), and it asks students to use this software to explore and solve real-world urban problems.

PUBA 620 Local Government Politics and Administration

This course examines the role of local government administrators as leaders and service providers. The course explores an understanding of local political environments and develops an understanding of what they mean in terms of democratic institutions and theory. It is being taught by Jim Budds, who has more than 30 years of experience in public, private, and nonprofit organizations with specific experience in local and regional economic development, strategic planning, urban management, intergovernmental relations, and financial administration. He served as a City Manager for 13 years and as Executive Assistant to the Mayor of Charleston, SC, for 7 years. Recently he has served as a consultant on local economic development for international cities and regions.

EVSS630/PUBA630: Natural Resources Law and Policy

This course examines the statutory laws, policies and politics behind the management of our federal public lands: National Forests, National Parks, Wildlife Refuges and Range lands. It explores how these laws are administered for timber, wildlife, recreation, conservation, grazing and mineral development. Additionally the course provides an introduction to Mining Law, Oil and Gas Law and Water Law. There is some overlap with Environmental Law and Wildlife Law in the discussion of endangered species and wildlife refuges. (Continued on page 9.)
Spring 2015 Courses (Continued)

**EVSS607/PUBA631: Administrative Law**

Although the basics of Administrative Law are introduced in all the other law course electives, this course provides an in-depth coverage of the Administrative Procedures Act. It introduces students to the rules and frameworks for dealing with administrative agencies of all kinds from the EPA to the NLRB, HUD, IRS, FTC, etc. The requirements for participating in rulemakings or adjudications, as well as the procedures for challenging an agency action as arbitrary and capricious, and abuse of discretion are explained. This is an excellent course for both MES and MPA students who will spend their careers dealing with administrative agencies (whether they want to or not).

**PUBA 655 Nonprofit Capacity Building**

The course will examine the current research on capacity building for nonprofits and its applicability. Students will investigate the components that contribute to an organization’s effectiveness and sustainability over time and tools and approaches utilized by nonprofits to adapt and thrive in the midst of a rapidly changing environment.

**PUBA 661 Advanced Arts Management**

This course will involve students in the examination, analysis and involvement in applied experiences with nonprofit arts and cultural organizations. Students will produce case studies in a variety of topical areas in arts administration that examine the resources, leadership, collaboration, skills, critical issues and practices of managers of select non-profit arts and cultural organizations in Charleston and the Tri-County region.

**PUBA 664 Arts Education**

This course will examine current trends in arts education. Dealing primarily from an administrative viewpoint, the course will focus on government funding (local, state, and national), arts education organizations, specific pilot programs and individual teaching situations. Although developed initially for the administrator, the course should prove equally valuable to the educator.

**PUBA 701 Capstone Seminar**

The capstone seminar is designed to be a culminating experience that helps the student integrate knowledge and skills acquired throughout the program. The Capstone course is designed to bridge the gap between coursework and professional practice, largely by way of a semester long research project. The research requires using the concepts, knowledge, and skills developed in your coursework to examine a particular issue or challenge in policy or management.

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**DID YOU KNOW?**

When our students present research at conferences their participation is funded in part through the MPA program’s Foundation Account. If you are interested in donating to this account you can make a contribution either online, by phone, or through the mail. Checks should be made out to the College of Charleston Foundation, with MPA Fund (R-251) noted in the memo line. Please mail your contribution to the MPA Program at 66 George Street, Charleston, SC 29424. Online contributions can be made by going to College of Charleston - Giving. Underneath the “Designation” field select “Other” and specify the MPA fund (R-251) in the “Other” box. In addition, a credit card donation can be made over the phone by contacting the Foundation Office at 843-953-3130. Again, please be sure to let them know that your contribution is for the MPA fund. Thank you for your continued support!
Meet a Professor

By Nancy Cooper
Arts Management Graduate Assistant

Charlotte Tiencken is the new Visiting Assistant Professor of Arts Management. Charlotte teaches at both the graduate and undergraduate level, including PUBA 660: Contemporary Perspectives on Arts Management for our MPA students.

For Charlotte, becoming an arts manager was more of a process than a decision. As a theatre major in college, she knew that her role was not on stage, but rather behind the scenes. Charlotte received her MFA in Children’s Theater and Creative Drama, and went on to direct, produce, and teach theater to young people.

Pictured: Charlotte Tiencken

After a bit of reflection, Charlotte shared that her favorite role so far has been General Manager of Jacob’s Pillow Dance Festival (http://www.jacobspillow.org/) in Becket, MA. This annual international dance festival provided a great experience working with a variety of interesting and talented people, but Charlotte, a native of Charleston, soon learned that she was not suited for the snowy, sub-zero winters in the Berkshires.

With a background in theater and passion for arts education, Charlotte would love to teach a Directing for Children course that would help college students better understand theater for children. Charlotte’s dream job, besides teaching at the College, of course, would be to curate a major arts festival. If Spoleto’s General Director, Nigel Redden, decides to leave any time soon, we’ll know where to find her!

Finally, Charlotte gave a bit of advice for arts managers: First, “never burn any bridges if you can possibly help it... It’s a small world we work in.” She reminds us that for arts managers, especially, it’s all about connections, and you never know who you will end up working with down the road. Second, “Be patient. You can’t always get what you want right away.” Some things take time.

Please take time to welcome Charlotte to our campus and ask her about her many years of experience in theater management and education!
Congratulations to all of our fall graduates!

Sean Bath (MPA-MES)
Ashley Gosnell (MPA-MES)
  Ron Hanna
Catherine Hay (MPA-MES)
  Lauren Ruvalcaba
Christopher Scott
  Henry Smart