

# MASTER OF PUBLIC ADMINISTRATION

## *Beyond The Green*

*Preparing  
Innovative  
Leaders for the  
Public Sector*

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[www.uvm.edu/mpa](http://www.uvm.edu/mpa)

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## O'DONNELL AND KAPPEL: VERMONT CONNECTIVITY AND HEALTH CARE COMPLEXITY

Although neither Meg O'Donnell nor Steve Kappel ever consciously considered formal teaching as part of their chosen careers, they both seem content with their titles of Adjunct Lecturers with UVM's MPA Program.

O'Donnell, Director of Government Relations and Assistant General Counsel for Fletcher Allen Health Care, considered her academic days behind her when she finished her law degree, "I didn't want to be confined by the four walls of an institution." But all that changed in 2001 when she received a phone call from Dick Brandenburg asking her to consider taking his place co-teaching the longstanding *PA 325 Health Care Policy* course with Church Hinds.

That fall as the course began, Steve Kappel was in one of the student seats. Kappel, now a Principal at the firm Policy Integrity, had been working in health care for decades. Although he has never touched a patient, his experience in health care is from every other angle- within the private sector as Executive Director of Vermont Program for Quality in Health Care; and within the public sector as a Fiscal Analyst for the State of Vermont Joint Fiscal Office.

It quickly became apparent that Kappel should be on the instructor's side of the classroom. Beginning in 2002, the three of them taught Health Care Policy, even before Kappel graduated as an MPA in 2003. The next year, Church Hinds stepped back from the course, which has been tandem-led by O'Donnell and Kappel since then.



Steve Kappel and Meg O'Donnell

### VERMONT'S "2 DEGREES OF SEPARATION"

In addition to their classroom work together, there are likely over ten ways that O'Donnell and Kappel are professionally and personally connected, including a joint stint at the newly-created Vermont Health Care Authority in the early 1990s. A testament to Vermont's "two degrees of separation," as they put it, there is a close-knit health care policy community in this state. So close, that their annual get-together is a wildflower walk in Middlesex, Vermont. "A lot of health care policy gets debated over Solomon's Seal," says Kappel.

In addition to close connections, Vermont an interesting place to be in the country regarding health care policy.

*Continued on page 2...*

## Dear Reader,

Welcome to the second issue of *Beyond the Green*, the semi-annual newsletter for the UVM-MPA Program. This volume features the program's contribution to health care policy and administration, with a featured article on Meg O'Donnell and Steve Kappel and a piece by Alice Christain, a recent alum, who is now the executive director of the Champlain Valley Area Health Education Center.

We have several comings and goings to report on. Readers will note that Dean Rachel Johnson will be stepping down as Dean of the College of Agriculture and Life Science. Under Rachel's steady guidance the MPA Program has found a permanent home and is, by all accounts, thriving. All of us involved in the program owe a great deal of gratitude to Rachel for her strong support of the program over the years. She will be missed and we wish her all the best.

Another person who has left our community is my fellow co-director, Ken Becker. Upon completing his doctorate Ken chose to head south and lend his services to the US Department of Agriculture. I'll look forward to ribbing Ken about his new status as a "beltway insider." He's missed around these parts and we wish all the best.

We've got two comings to report. First is Anna Masozera who has come on board as our communications coordinator. Anna is chiefly responsible for putting this newsletter together among a host of other projects and initiatives for us. We extend a hearty welcome to her and are extremely grateful to have her on board.

Finally, in the next edition of *Beyond the Green* we look forward to introducing you to our newest faculty member. The search for a new tenure track assistant professor is almost complete. We were extremely pleased with the robust pool applicants we had for this position.

**-Christopher Koliba  
University of Vermont MPA Director**

**Additional Newsletter Team Members:  
Leslie Barchard, MPA Student Services  
Anna Masozera, Communications Coordinator**

## O'Donnell and Kappel, cont.

Although all states are facing the same problems with health care, Vermont has wrestled with them for decades, whereas many other states are just waking up to the realities. As a "small state with a big conscience," as O'Donnell refers to the state, "we are one of the leaders nationally," adds Kappel.

This has a lot to do with the citizen representatives in Vermont's Legislature. Kappel, as an analyst and advisor to the State, spent a lot of time discussing the mechanics of health care policy to "normal folks with real lives." And O'Donnell, as a self-proclaimed lobbyist in the Vermont fashion, explains that the only successful advocate is one who gets the reputation of being honest and real, and who doesn't wear shiny shoes.

### HEALTH CARE COMPLEXITY

The Health Care Policy course always begins with the same question to students: single-payer or multiple-payer? One of the fundamental issues in health care, whether it should be financed through a single-payer (government-run) or multiple-payer (insurance-based) system, and which has more benefits to a patient and society as a whole, is teased apart in the course of the semester. Kappel and O'Donnell's goal is to get students to think critically about this and other health care issues. As O'Donnell adds, "if you are entirely sure of the answer, you probably don't understand the question."

Their course attracts a wide range of students, from aspiring/practicing administrators to aspiring/practicing physicians or nurses. But they have at least one thing in common: all the students and the instructors are stakeholders in the

health care debate.

Students appreciate the knowledge that O'Donnell and Kappel bring to the classroom. "Instructors [have an] amazing understanding of health care system given their experience [and they] complemented each other very well," responds a student anonymously on a course evaluation when asked about the most valuable aspect of the course.

### LOOKING AHEAD

O'Donnell and Kappel comment that the reward of teaching is not the paycheck, and it's more than just the satisfaction of passing on knowledge and experience to students. They get excited about the course, as it provides clarity and rigor to their own thinking about health care policy. "Sometimes the more you know, the harder it is to clearly define problems and envision solutions," says O'Donnell. "The best way to understand something is to teach it... it makes my own thinking on policy issues much more rigorous," adds Kappel.

O'Donnell and Kappel plan to teach *PA 325 Health Care Policy* together for the seventh consecutive year this coming fall. You'll find them, as always, seated around the table in 523 Old Mill offering students the chance to discuss the complexities of health care policy every Monday evening. And looking ahead to Spring 2009, O'Donnell and Kappel hope to offer a second graduate-level course centered on health care policy. "Our current course focuses mainly on how it all works, and we hope this future course can go into more detail on why it works that way," proposes Kappel.

*- Anna Masozera*

## CALS Dean Rachel K. Johnson Steps Down



Rachel K. Johnson

Announced on January 28, 2008, Rachel K. Johnson will step down as Dean of the College of Agriculture and Life Sciences (CALs) and Director of the Vermont Agricultural Experiment Station at UVM at the end of June this year. Her contribution to the re-establishment of UVM's MPA Program within CALs was significant. "Dean Johnson provided courageous leadership at a crucial moment when she embraced the MPA program and brought it to CALs amidst much agitation. Some in the academic community wanted the MPA terminated. Prospective students were apprehensive and program faculty were divided. In that climate, she took great risks in appointing unconventional co-directors and dedicating scarce resources in support of the MPA's long-term survival," reflects Ken Becker, former MPA co-director. Rachel Johnson will continue to be involved at the University of Vermont, returning in July 2009 to continue in her area of childhood nutrition and the MPA program thanks her and wishes her all the best.

## Still Students: Checking in with MPA Grads currently in PhD Programs

DANIEL BROMBERG (MPA '06) is currently pursuing his PhD in Public Affairs and Administration at Rutgers University in Newark, NJ. He has been the Director of the Public Performance Measurement and Reporting Network (<http://ppmrn.net/>) which provides support and resources in public and nonprofit measurement.

ADRIENNE L. COHEN (MPA '05) is currently pursuing her PhD in Gerontology at Miami University in Oxford, OH. Her area of interest is informal and formal support networks for rural elders with physical limitations. She is currently doing research for her dissertation in rural North Carolina.

KIM McRAE (MPA '06) is currently pursuing her PhD in Environmental Justice and Public Policy in UVM's Rubenstein School of Environment and Natural Resources. She is proposing to conduct an in-depth qualitative study of two environmental community-based organizations in the Mohawk Nation of Akwesasne.

RUSS MILLS (MPA '07) is currently pursuing his PhD in Political Science at Kent State University in Kent, OH. His research involves an analysis of various institutional factors that affect state legislative performance, specifically the differences between "professional" and "citizen legislatures."

## MPA Alumni Blogging?

What do you think of starting an MPA alumni blog? Other ideas on how to network? Send to [mpa@uvm.edu](mailto:mpa@uvm.edu).

## Alice Christian ('07)- Transforming my experiences into a fulfilling career



ALICE CHRISTIAN

I first learned of the UVM MPA program through an announcement about the availability of Housing and Urban Development (HUD) fellowships. I was in the process of grieving after my husband's death from a brain tumor and I was trying to figure out how to restart my life. What I knew is that I wanted to pursue health policy because of my experience with the complex nature of our current health system. I also wanted to pursue the nonprofit sector and learn how it works with the government sector. My interest in mediation had led me to take a course at a local college, but I wanted a program that could teach me about how organizations grow and change. As I learned more about the MPA program at UVM, I felt this was a great fit for me and, in the end, was chosen as a HUD fellow.

Some of the things that attracted me to the program included the flexibility, that most of the classes are held in the late afternoon/evening; the interplay of practice and theory; and that an MPA degree can be applied in many different work settings. I also appreciated that many of my fellow students were already practicing in their fields and brought many different perspectives to class discussions. Jane Van Buren's class in *Nonprofit Administration (PA 323)* was invaluable for the insight we gained while researching a real, live nonprofit of our choice.

As part of my fellowship, I was required to complete internships (which are encouraged for everyone in the MPA program). I did internships for Mercy Connections, a nonprofit educational organization working primarily with marginalized women; the Burlington Substance Abuse Coalition under the auspices of the Burlington Community and Economic Development Office (CEDO); and the Community Public Health Division of the Vermont Department of Health. These work experiences brought me into real-world situations where I could contribute to the analysis of internal systems while also working directly with the community.

At the Health Department, I learned volumes about public health; this in turn led me to my current job as Executive Director of the Champlain Valley Area Health Education Center (CVAHEC) in St. Albans. While it is its own distinct nonprofit organization, it works closely with the UVM College of Medicine Office of Primary Health, as well as with the Vermont Department of Health, community hospitals, and many community organizations. With a staff of five people, we are dedicated to improving the public health of underserved and rural Vermonters by increasing recruitment and retention of health care providers in our region of Addison, Chittenden, Franklin and Grand Isle counties. It is a somewhat daunting task given the obstacles within health care today, but we are up to it. I am very grateful to the faculty and the other students in the MPA program for supporting my efforts.

-Alice Christian

## OUR MISSION

The Master of Public Administration at the University of Vermont is a professional interdisciplinary degree that prepares public leaders by combining the theoretical and practical foundations of Public Administration with the democratic traditions of Vermont communities.

## Meet Qin Zhou, MPA's Research Assistant

Qin Zhou, native of the People's Republic of China, began the MPA program at the University of Vermont fall of 2007. Qin is originally from Jiangsu Province in eastern China. After finishing her undergraduate degree in sociology from HuaZhong Normal University in Wuhan, Qin looked to continue her studies in the United States.

MPA programs are relatively new in China and Qin feels that she will have additional opportunities in her home country when she graduates with her MPA. Qin selected the MPA program at

the University of Vermont because she "discovered that the program was good and found people very nice."

As a research assistant, Qin continues to work on several projects within the department including Communities of Practice and literature review of government network theory.

Qin's specific interests in the public administration field are still evolving, but she feels a special pull toward non-profit administration.



**QIN ZHOU ('09)**

## Fall 2008 MPA Courses

PA 295 CRITICAL ISSUES IN TRANSPORTATION IN THE 21ST CENTURY

Richard Watts/Lisa Aultman-Hall

PA 295 COMMUNITY-BASED PARTICIPATORY RESEARCH

Hendrika Maltby

PA 301 FUNDAMENTALS OF PUBLIC ADMINISTRATION

New Faculty Member

PA 305 PUBLIC BUDGETING AND PUBLIC FINANCE

Richard Cate

PA 306 INTRODUCTION TO PUBLIC POLICY

New Faculty Member

PA 325 HEALTH CARE POLICY

Meg O'Donnell and Steve Kappel

PA 334 ORGANIZATIONAL BEHAVIORS AND CULTURES

Robert Lawson and Doris Anderson

PA 380 MPA INTERNSHIP

Glenn McRae

PA 395 PEACE CORPS SERVICE ANALYSIS

Kenneth Bauer

PA 395 HOUSING POLICY

Maura Versluys

# STUDENT PERSPECTIVE

## Students in Action: Student Internship Briefs



**CONNIE BEAL ('08)**

Connie Beal- VT Department of Health Alcohol & Drug Abuse Programs

"Currently, I work at the Vermont Department of Health, Alcohol and Drug Abuse Programs as the Center for Substance Abuse Prevention (CSAP) Fellow (a 3 year workforce development program initiated by the Substance Abuse Mental Health Services Administration or SAMHSA). The fellowship is a unique opportunity for graduate students looking for substance abuse prevention expertise to learn in an applied setting in the public sector. Ultimately, fellows who complete the program will become certified prevention specialists. The fellowship is a complimentary learning experience to the University of Vermont's Master of Public Administration (MPA) program and has truly made the theory behind public administration come alive. Overall, the MPA program has prepared me well to explore the public sector and to seriously consider my career in state government.



**BRIAN MELMAN ('08)**

## AARP-VT Burlington Livable Communities Project ([www.blcp.org](http://www.blcp.org))

Kelly Houston and Beth Nolan, both current MPA students, are part of a larger team and network working to improve services to the growing population of age 50+ residents in Burlington, a project funded by AARP Vermont. Their individual research components in the 10-year Burlington Livable Community Project are different, but related.



**BETH NOLAN ('09)**

**KELLY HOUSTON ('09)**

Kelly is working on an examination of naturally-occurring retirement communities (NORCs) in Burlington. NORCs

are communities with residents that have aged in their neighborhoods over time. Kelly has focused her work in one such neighborhood in Burlington's New North End. NORCs are identified in order to help residents identify and service providers organize needed and appropriate services and amenities for residents.

"Although the community in Burlington's New North End meets the criteria of a NORC," says Kelly, "there is no current structure in place to facilitate the coordination and evolution of services." Kelly will be researching and conducting focused conversations with residents to determine what services residents would like access and to what degree.

"There is no 'typical' older person in Vermont. Each person has their own set of wants, needs, and life situation," says MPA student Beth Nolan.

Beth is focusing on the issue of workforce potential. Many times, retirees re-enter the workforce in what is referred to as an encore career. Most of these retirees are looking to spend their time working on something that is meaningful to them. This provides an opportu-

nity to turn a rapidly aging workforce into an asset for businesses, nonprofits and government.

However, there are barriers to mutually-beneficial employment for retirees and employers, says Beth. Many retirees want to have a flexible work schedule and employers sometime don't want to pay for health care. Beth is researching what this means in the case of Vermont. What does Vermont's workforce look like? What are Vermont retirees looking for in employment? What are the barriers to mutually-beneficial employment of retirees in Vermont?

Both Kelly and Beth got involved in this project through their connection to the Snelling Center for Government. The

opportunity to work on this project has peaked their interest in issues facing aging communities. It also provides a context to explore how research is linked to policy and action and to network with the many partner organizations on this project.

- Anna Masozera

## COMMUNITY CONNECTION

### *Internships- an integral part of the MPA Program at the University of Vermont*

.....**Brian Melman- Legislative Advocate, AARP Vermont**

"This internship provided numerous opportunities for advocacy on behalf of a major nonprofit organization. I planned a legislative event/health fair to raise public awareness and present a broad coalition of community support for Vermont's new Catamount health care plan. I also provided volunteer outreach and encouraged citizen-based advocacy efforts on issues such as national health care reform, fiscal security, and electric bill assistance. In addition, I represented the organization at community events, strategic planning sessions with other nonprofit organizations, and legislative council and committee meetings."



**BETH KRUEGER ('09)**

.....**Beth Krueger- Chittenden County Continuum of Care**

"Although nearly all non-profit agencies collect outcome data on a regular basis, few use it for internal purposes like improving client services or strategic goal planning. The overall purpose of my internship was to provide a trend analysis of homelessness data over the past six years (2001-2007) for the Chittenden County Continuum of Care. The Continuum consists of various non-profits and government agencies that provide housing and homeless services. By extracting outcome measurements from the data and conducting a system-wide analysis, I provided the group with key findings, conclusions and recommendations for evaluating performance each year."

## Finding Ken Becker



**KEN BECKER**

Ken Becker, former Co-Director of UVM's MPA Program is now working for the United States Department of Agriculture. Catching up with Ken, he describes what he is doing now: "I am working for USDA's Agricultural Marketing Service to implement the mandatory country of origin labeling program for food commodities. While almost everything we buy (clothes, appliances, cars) has required origin labels for years, food has not. Analyzing the law and hundreds of public comments is essentially qualitative research – investigating the how and why of decision-making. Content analysis and induction generate theory about how best to regulate, and the data (public input) helps to test it. At its best, the product is a good set of legal definitions and procedures, but of course, economics and politics play large roles in developing and carrying out policy as well. You will soon see the results (September 2008) in a grocery store near you." You can reach Ken by email at [kennethmbecker@comcast.net](mailto:kennethmbecker@comcast.net).

# FACULTY PROFILE

## SPOTLIGHT ON: Christopher Koliba MPA Director

Years ago, feeling at odds with the assumptions and values associated with studying business, an older colleague suggested to Chris Koliba that he look into a degree in public administration. Koliba subsequently completed his MPA and PhD from Syracuse University's Maxwell School of Citizenship and Public Affairs and the theory, practice, and instruction of public administration has been his passion ever since.

In 2002, Koliba joined the newly re-grouped MPA Program within the College of Agriculture and Life Science at the University of Vermont, immediately assuming the position of Co-Director of the program along with Ken Becker.

Although his career has been based in academic institutions, Koliba has acquired significant experience in administration (at Georgetown University's Center for the Study of Voluntary Organizations and Service and UVM's John Dewey Project on Progressive Education) and with public, non-profit, and private institutions and organizations through applied projects and research.

Now, as Director of the MPA Program, Koliba splits his time among writing, teaching, and administering a program that aspires to practice what it teaches.

As a scholar, Koliba is looking ahead to what may be the next paradigm shift in



**CHRIS KOLIBA**

public administration. "A lot of attention is being placed on the implications that governing through networks is going to have on the field of public administration," explains Koliba. Interest in this area of research is spurred by the increased role that non-profit and for profit organizations are taking in implementation of public policy. Koliba plans to use his research to develop some tools and templates that will form the basis of a text book on governance networks.

As an instructor, Koliba finds himself interacting with students from diverse backgrounds and levels of professional experience. This is an asset that he builds from, guiding the students in developing a deep understanding for the principles of public administration.

*Continued on page 7...*

## MPA Faculty

DORIS ANDERSON ('04)  
FRANK BRYAN  
RICHARD CATE  
JOSHUA FARLEY  
GARY FLOMENHOFT  
ANDY GOLUB  
LYNN GREGORY  
RICHARD JOHNSON, III  
STEVE KAPPEL ('03)  
CHRISTOPHER KOLIBA  
JANE KOLODINSKY  
ROBERT LAWSON  
EDWARD McMAHON  
GLENN McRAE  
MEG O'DONNELL  
THOMAS PATTERSON  
FREDERICK SCHMIDT  
MICHELE CRANWELL  
SCHMIDT ('06)  
RICHARD SCHRAMM  
MARJAN VAN DEN BELT  
JANE VAN BUREN

In addition to permanent faculty, the MPA program at the University of Vermont attracts distinguished practitioners who teach MPA courses. Read more about these faculty members and lecturers at [www.uvm.edu/mpa](http://www.uvm.edu/mpa).

## Koliba, cont.

In 2004, Koliba led a graduate seminar titled *The Reflective Practitioner* in which participants explored and defined their core professional values and strategized on how to sustain those throughout their careers. Koliba himself is a “reflective practitioner” as an instructor. He brings his core values into the classroom and offers students a structured forum in which to explore the concepts of public administration.

On the program level, Koliba is conscious of striking a balance between providing a solid theoretical understanding of public administration and fostering an adaptive understanding of the real world.

“We offer a professional MPA Program with a niche,” says Koliba. “We hope that our students leave our program with a holistic understanding of the value of public service to the society at large and

a solid value-base that puts public interests above private interests. And I think our students do. Our alumni typically end up in the jobs they initially set as their goal.”

More information about the research and courses that Koliba conducts can be found at [www.uvm.edu/~ckoliba](http://www.uvm.edu/~ckoliba). More information about the MPA Program can be found at [www.uvm.edu/mpa](http://www.uvm.edu/mpa).

# NOTEWORTHY

## Awards, Honors, and Presentations

**Jennifer Kenyan ('09)** was named a 2008 ENO Fellow by the ENO Transportation Foundation. Jennifer is a graduate fellow at the Snelling Center for Government working on research sponsored by the University Transportation Center

**Morgan Daybell ('09)** is now Executive Director of the Vermont Progressive Party.

**Michele Cranwell Schmidt ('06)** received the 2008 Nancy Nye Fellowship in Rural Community Development.

**Frank Bryan** was keynote speaker for both the Vermont Boys State Annual Meeting and the Two Rivers Ottauquechee Regional Planning Commission Annual Meeting.

**Edward McMahon** presented “Africa’s Big Men: Accident or Necessity?” at the US Department of State Conference on Africa’s Authoritarian Rulers in Washington DC July 17, 2007.

**Edward McMahon** was Academic Director of the 2007 International Summer Institute at the University of Vermont which hosted 20 Fulbright Scholars from Pakistan.

**Christopher Koliba** serves as Interim Faculty Director of the Office of Community-University Partnerships & Service Learning at UVM.

## Recent Selected Publications

**Bryan, F.** contributed a book review of “Deep Economy” by Bill McKibben to *Money in the Mountains* (October 31, 2007).

**Bryan, F.** wrote “Town Meeting: A Space for Communal Liberty” in the Winter 2008 edition of *Vermont Commons*.

**Koliba, C.** 2007. Engagement, Scholarship, and Faculty Work: Trends and Implications for Public Affairs Education. *Journal of Public Affairs Education*. 13(2): 303-321.

**Farley, J., Baker, D. Batker, D., Koliba, C., Matteson, R., Mills, R. ('07)** and Pittman, J. 2007. Opening the Policy Window for Paradigm Shifts: Katrina as a Focusing Event. *Ecological Economics*. 63:2-3, 344-354.

Kerchner, C. and **J. Farley**. 2007. Payments for ecosystem services in a Dominican watershed: are they enough to “tip the scale” toward forest conservation? US Society for Ecological Economics. New York, NY. June 2007.

**Koliba, C.** 2007. On Sharpening Knives and Governing Networks. *Administrative Theory & Praxis*. 29(2). 321-325.

Gajda, R. and **Koliba, C.** 2007. Evaluating the Imperative of Intra-Organizational Collaboration: A School Improvement Perspective. *American Journal of Evaluation*. 28(1). 26-44.

**McMahon, E.** November 2007. Regional Organizations, Sustainable Development and Democratic Governance. Development Outreach. World Bank.

**McMahon, E.** 2007. The African Charter on Democracy, Elections and Governance: A Positive Step On A Long Path. African Governance Monitoring and Advocacy Project ([www.afrimap.org](http://www.afrimap.org)).

**McMahon, E.** 2007. Contributor to *Freedom in the World: The Annual Survey of Political Rights and Civil Liberties* as a Senior Research Associate with Freedom House.



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## Summer 2008 MPA Courses

PA 295 INTRODUCTION TO THE NONPROFIT  
 FIELD (ONLINE COURSE AND INTERNSHIP)  
 Carrie Williams

PA 302 PUBLIC SECTOR ORGANIZATIONS  
 Thomas Patterson/ May 19- June 13

PA 395 ENERGY POLICY  
 Gary Flomenhoft/ May 20- June 5

PA 313 PUBLIC POLICY IMPLEMENTATION  
 Curtis Ventriss/ May 29- June 6

PA 395 WOMEN, POWER, AND LEADERSHIP  
 IN ORGANIZATIONS  
 Jane Van Buren/ June 30- July 11

PA 395 COLLABORATIVE MANAGEMENT  
 INSTITUTE  
 Christopher Koliba  
 Claire Ginger  
 Michael Gurdon  
 July 14- 18, 2008



MPA Students who started in 2007  
 Nathan Towne  
 Marc Merriman, Beth Nolan, Jennifer Kenyan,  
 Elle Petcavage, Brian Melman



## MPA EVENTS

ANNUAL MPA STUDENT DINNER  
 VT Secretary of State Deb  
 Markowitz  
 Burlington's Stone Soup  
 May 1, 2008; 6:30 PM

2008 MPA GRADUATE RECEPTION  
 Memorial Loungs, Waterman  
 After the UVM Hooding Ceremony  
 May 17, 2008; 3:30-5:00 PM

### PA 395 COLLABORATIVE MANAGEMENT INSTITUTE

Instructors: Christopher Koliba (MPA), Claire Ginger (Rubenstein School of Environment and Natural Resources), and Michael Gurdon (School of Business Administration)

Summer '08 Course Description: Managers are increasingly asked to build relationships with people and organizations that span governmental, business and non-profit settings to carry out their jobs. The resulting networks may take the form of public-private partnerships, cross-sector collaborations, and strategic alliances. Leading and succeeding within these settings requires collaboration skills, as well as attitudes and knowledge about how best to function and succeed within networked environments. The UVM-Collaborative Management Institute (CMI) provides graduate and executive leadership students with an opportunity to learn how best to lead and succeed in settings that require partnering with others to achieve common goals and outcomes. The CMI draws on students' professional expertise and interests with applications drawn from case studies, guest speakers and practice-oriented projects.

Find all the latest MPA news and events at  
[www.uvm.edu/mpa](http://www.uvm.edu/mpa).