Planning, Public Policy and Management

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Mission Statement

The School of Planning, Public Policy and Management (PPPM) prepares future public leaders, creates and disseminates new knowledge, and assists communities and organizations in solving society's most pressing issues. The school's faculty and administration is dedicated to

- the highest standards of scholarship
- informed theory and empirical evidence
- engaging the civic community—public, private, and nonprofit—in democratic processes addressing economic, environmental, and social issues
- seeking good ideas and approaches from around the world and testing their transferability from one area of the globe to another
- building on the existing strengths of communities and organizations to increase their capacity to take advantage of opportunities and respond effectively to challenges
- work that ranges from local to international
- ecological, social, and economic sustainability

Faculty

Robert J. Choquette, senior instructor (strategic planning, project management); graduate programs coordinator. BS, 1982, MUP, 1991, Oregon. (1991)

Ben Clark, assistant professor (public management, crowdsourcing, local government management). BA, 1999, Indiana, Bloomington; MPA, 2000, Syracuse; PhD, 2009, Georgia. (2016)

Renee A. Irvin, associate professor (nonprofit and philanthropic sector economics, wealth policy). BA, 1984, Oregon; MA, 1991, PhD, 1998, Washington (Seattle). (2001)

Grant Jacobsen, associate professor (environmental economics and policy, energy efficiency, renewable energy). BA, 2005, College of William and Mary; MA, 2006, PhD, 2010, California, Santa Barbara. (2010)

Saurabh Lall, assistant professor (social enterprise, impact investing, nonprofit management). BA, 2004, Mumbai; MPP, 2007, PhD, 2015, George Washington. (2016)

Laura Leete, associate professor (poverty and social policy, work-force policy, nonprofit economics). BA, 1982, California, Berkeley; MA, 1988, PhD, 1992, Harvard. (2007)

Rebecca C. Lewis, assistant professor (land-use policy, sustainable development, state and local finance). BA, 2006, Kentucky; MPP, 2008, PhD, 2011, Maryland, College Park. (2013)

Richard D. Margerum, professor (environmental planning and management, planning processes, conflict management). BA, 1987, Wittenberg; MCP, 1989, Cincinnati; MS, 1992, PhD, 1995, Wisconsin, Madison. (2001)

Dyana Mason, assistant professor (nonprofit management, charitable giving, public management). BA, 1993, Southern California; MBA, 2010, William and Mary; PhD, 2014, Southern California. (2014)

Jessica Matthiesen, director, undergraduate program and internship (nonprofit management, program development, public service). BS, 1997, MPA, 2009, Oregon. (2012)

Nicole S. Ngo, assistant professor (health economics, environmental policy, urban sustainability). BA, BS, 2006, California, Irvine; MA, 2010, PhD, 2013, Columbia. (2013)

Robert G. Parker, instructor (land use and growth management, economic development). BS, 1986, Colorado State; MUP, 1989, Oregon. (1989)

Gerardo Sandoval, associate professor (economic and community development, urban revitalization, immigrant neighborhoods). BS, 2000, California, Davis; MCP, 2002, PhD, 2007, California, Berkeley. (2010)

Marc Schlossberg, professor (geographic information systems, social planning, transportation planning). BBA, 1987, Texas, Austin; MUP, 1995, San Jose State; PhD, 2001, Michigan. (2001)

Megan E. Smith, senior research assistant (community outreach, watershed planning, rural planning). BA, 1990, Southern Oregon State; MCRP, 1996, Oregon. (1996)

Rhonda Smith, instructor (career development, internship planning); internship director. BS, 1979, Missouri, St. Louis; MA, 1996, Oregon. (2007)

Yizhao Yang, associate professor (environmental planning, sustainable living design and analysis, geographic information systems). BArch, 1995, Tianjin; MS, 1998, Tsinghua; MRP, 2001, PhD, 2007, Cornell. (2006)

Courtesy

Donald G. Holtgrieve, adjunct assistant professor (local government planning). See **Geography**.

Cassandra Moseley, courtesy assistant professor (natural resource policy, community-based conservation). BA, 1990, Cornell; MA, 1993, MPhil, 1994, PhD, 1999, Yale. (2002)

Emeriti

Bryan T. Downes, professor emeritus. BS, 1962, MS, 1963, Oregon; PhD, 1966, Washington (St. Louis). (1976)

Maradel K. Gale, associate professor emerita. BA, 1961, Washington State; MA, 1967, Michigan State; JD, 1974, Oregon. (1974)

Judith H. Hibbard, professor emerita. BS, 1974, California State, Northridge; MPH, 1975, California, Los Angeles; DrPH, 1982, California, Berkeley. (1982)

Michael Hibbard, professor emeritus. BS, 1968, California Polytechnic; MSW, 1971, San Diego State; PhD, 1980, California, Los Angeles. (1980)

Carl J. Hosticka, associate professor emeritus. BA, 1965, Brown; PhD, 1976, Massachusetts Institute of Technology. (1977)

Robert E. Keith, planning consultant emeritus. BS, 1944, Kansas State; MArch, 1950, Oregon. (1963)

David C. Povey, professor emeritus. BS, 1963, Lewis and Clark; MUP, 1969, PhD, 1972, Cornell. (1973)

Jean Stockard, professor emerita. BA, 1969, MA, 1972, PhD, 1974, Oregon. (1974)

Kenneth C. Tollenaar, director emeritus. BA, 1950, Reed; MA, 1953, Minnesota. (1966)

Edward C. Weeks, associate professor emeritus. BA, 1973, PhD, 1978, California, Irvine. (1978)

The date in parentheses at the end of each entry is the first year on the University of Oregon faculty.

Participating

Mark Gillem, architecture

Daniel HoSang, ethnic studies

Nico Larco, architecture

Robert G. Ribe, landscape architecture

Philip J. Romero, finance

Anita M. Weiss, international studies

- **Bachelor of Arts** (p. 2)
- **Bachelor of Science**
- **Planning, Public Policy and Management Minor** (p. 3)
- **Nonprofit Administration Minor**

Undergraduate Studies

The undergraduate program provides an interdisciplinary liberal arts education that prepares students for work in the fields of planning, policy, and public and nonprofit administration. Through course work that integrates theory and practice, the curriculum focuses on the ways governments, nonprofit organizations, and other institutions solve public problems. Students explore the economic, social, and environmental characteristics of communities and systems of governance to determine effective ways to advance the public's goals. The curriculum helps students develop knowledge of core issues related to planning and public policy as well as more in-depth knowledge in a chosen field of interest. Emphasis is placed on developing skills in research; verbal, written, and digital communication; and working in group settings.

Preparation

A broad liberal arts background, the development of analytical skills, and community volunteer and leadership experiences are excellent preparation for the PPPM major. Premajors should consider course work or experience in English, public speaking, economics, political science, sociology, computer science, mathematics, and volunteer work.

Careers

The bachelor of arts (BA) or bachelor of science (BS) degree in planning, public policy and management prepares graduates for entry-level positions in government agencies and nonprofit organizations. In addition, the degree provides a broad interdisciplinary, liberal arts background and a sound basis for graduate study in fields such as urban planning, public policy and management, business, law, journalism, and social welfare.

Admission Requirements

Students should apply for admission in the term prior to achieving junior class standing (90–105 credits). Strong applicants will be considered before this level on a case-by-case basis. Students ***must*** apply to the major before earning 30 credits in PPPM major courses.Preference in admission is given to applicants who have:

- a grade point average (GPA) of 3.00 or better
- some experience—paid or volunteer—in public service
- fulfilled a majority of the university general-education requirements

The school strongly encourages applicants from diverse backgrounds, regardless of race, age, gender identity, sexual orientation, religion, or ability, and recognizes that affirmative action and equal opportunity begin with the development of professionals who represent a broad array of ideas and cultures.

Prior to applying for admission to the major, students should take Introduction to Economic Analysis: Microeconomics (EC 201) and at least one of the following three courses: Introduction to Public Policy (PPPM 201), Introduction to City Planning (PPPM 205), or Introduction to the Nonprofit Sector (PPPM 280).

Students are encouraged to apply for status as PPPM premajors to receive correspondence about upcoming courses and opportunities, advising services, and access to courses with reserved spaces for PPPM students.

Admission Procedures

The school admits students fall, winter, and spring terms. Admission to the major is effective the following term. The deadline to apply falls on the Monday of the fourth week. To be considered for admission, students must submit the following materials:

1. Completed application form, available as a PDF on the school website
2. Brief résumé of education and employment history
3. Personal statement describing career goals and how the major in PPPM will help achieve those goals. This statement should be limited to two typed, double-spaced pages
4. Transcripts from all colleges and universities attended

Bachelor of Arts Degree Requirements

Code	Title	Credits
Core Courses [1]		
PPPM 201	Introduction to Public Policy	4
PPPM 205	Introduction to City Planning	4
PPPM 280	Introduction to the Nonprofit Sector	4
PPPM 413	Quantitative Methods	4
PPPM 415	Policy and Planning Analysis	4
PPPM 434	Urban Geographic Information Systems	4
PPPM 494	Practice of Leadership and Change	4
Field of Interest		

PPPM electives [2]	32
Total Credits	**60**

1. PPPM majors must take core courses for letter grades and pass them with grades of C– or better.
2. Up to 12 credits of Internship: [Topic] (PPPM 404) may count toward fulfilling this requirement. All electives must be upper division.

Bachelor of Science Degree Requirements

Code	Title	Credits
Core Courses [1]		
PPPM 201	Introduction to Public Policy	4
PPPM 205	Introduction to City Planning	4
PPPM 280	Introduction to the Nonprofit Sector	4
PPPM 413	Quantitative Methods	4
PPPM 415	Policy and Planning Analysis	4
PPPM 434	Urban Geographic Information Systems	4
PPPM 494	Practice of Leadership and Change	4
Field of Interest		
PPPM electives [2]		32
Total Credits		**60**

1. PPPM majors must take core courses for letter grades and pass them with grades of C– or better.
2. Up to 12 credits of Internship: [Topic] (PPPM 404) may count toward fulfilling this requirement. All electives must be upper division.

Students should expect extensive writing, analysis, and collaborative projects as part of their education in PPPM. For more information, contact the undergraduate advisor in the school.

Fields of Interest

To develop a personalized area of expertise, students are encouraged to take three or more elective courses focused on a substantive policy area or set of skills in planning and public policy. Students may work with an undergraduate academic advisor to identify electives in their field of interest.

Fields of interest may include the following:

- environment and sustainability
- nonprofit administration
- social and health policy
- equity and social justice
- public leadership and management
- urban planning and development

Internship

While an internship is optional, it is highly recommended for all PPPM students. Internships offer students real-world opportunities to explore and clarify their interests and career goals, apply academic learning, develop new skills, and network with professionals. This career-building experience prepares students for fellowships, professional positions, or further academic study. Up to 12 credits of Internship: [Topic] (PPPM 404) may be applied to the field of interest.

Community Planning Workshop

Undergraduate students have the opportunity to work on applied research projects through the Community Planning Workshop (see more information in the PPPM Graduate section). Admission is by application only.

Thesis and Honors Program

Students may pursue an undergraduate thesis in PPPM if they are accepted in the honors program, or if they are enrolled in the Clark Honors College. Students may not pursue the thesis option without prior approval; interested students should contact an undergraduate advisor for more information. Students must have a 3.75 GPA to be considered for the honors program; a thesis is required.

Minors

Planning, Public Policy and Management Minor

The planning, public policy and management minor complements majors in the humanities or social sciences—anthropology, geography, political science, or economics, for example. It enhances any student's undergraduate education with preparation for a variety of professional occupations and graduate study. The minor provides a professional context in which to apply the knowledge, theories, and methods of the student's major discipline.

Students may declare the minor in planning, public policy and management at any time during or after the term in which they achieve upper-division standing. Materials for declaring the minor are available in the school office.

PPPM 201	Introduction to Public Policy [1]	4
PPPM 205	Introduction to City Planning [1]	4
PPPM 280	Introduction to the Nonprofit Sector [1]	4
PPPM 415	Policy and Planning Analysis [1]	4
PPPM electives [2]		12
Total Credits		**28**

1. Must be taken for letter grades and passed with grades of C– or better.
2. As much as 8 credits of Internship: [Topic] (PPPM 404) may be used toward fulfilling this requirement. All electives must be upper-division.

Nonprofit Administration Minor

The PPPM school offers a minor of special value to students interested in a career in the nonprofit sector. Through the minor, students can enhance their undergraduate education to include preparation for occupations and graduate study in nonprofit administration. The nonprofit sector is one of the fastest-growing employment sectors in the country, creating a high demand for graduates with specialized skills to work for these diverse and exciting organizations.

Students may declare the minor in nonprofit administration at any time during or after the term in which they achieve upper-division standing. Materials for declaring the minor are available in the school office. Courses must be taken for letter grades and passed with grades of C– or better, unless offered pass/no pass only.

PPPM 280	Introduction to the Nonprofit Sector	4

PPPM 422	Grant Proposal Writing	1
PPPM 480	Nonprofit Management I	4
PPPM 481	Fundraising for Nonprofit Organizations	4
PPPM 484	Public and Nonprofit Financial Management	4
Two upper-division electives [1]		8
Total Credits		**25**

[1] A list of approved courses are available in the school office. Only preapproved elective courses satisfy this requirement. See an undergraduate advisor for more information.

Four-Year Degree Plan

The degree plan shown is only a sample of how students may complete their degrees in four years. There are alternative ways. Students should consult their advisor to determine the best path for them.

Bachelor of Arts in Planning, Public Policy and Management

Course	Title	Credits	Milestones
First Year			
Fall			
WR 121	College Composition I	4	Maintain 3.00 GPA for admission into PPPM major
First term of first-year second-language sequence		4	Maintain 3.00 GPA for admission into PPPM major
General-education arts and letters group-satisfying course		4	
Multicultural course		4	
	Credits	**16**	
Winter			
WR 122	College Composition II	4	Maintain 3.00 GPA for admission into PPPM major
Second term of first-year second-language sequence		4	
General-education arts and letters group-satisfying course		4	To complete the arts and letters group, take two courses in the same subject and two courses in different subjects
Multicultural course		4	
	Credits	**16**	
Spring			
Third term of first-year second-language sequence		4	Maintain 3.00 GPA for admission into PPPM major
General-education arts and letters group-satisfying course		4	To complete the arts and letters group, take two courses in the same subject and two courses in different subjects
General-education social science group-satisfying course		4	
General-education science group-satisfying course		4	
	Credits	**16**	
	Total Credits	**48**	

Course	Title		Credits	Milestones
Second Year				
Fall				
PPPM 280	Introduction to the Nonprofit Sector		4	Maintain 3.00 GPA for admission into PPPM major. One social science group-satisfying PPPM course will apply to the social science group requirement. PPPM majors must take core courses for letter grades and pass them with a C– or better.
EC 201	Introduction to Economic Analysis: Microeconomics		4	Group-satisfying social science course and prerequisit for PPPM 415.
First term of second-year second language sequence			4	Gain experience in paid or volunteer public service.
General-education science group-satisfying course			4	To complete the science group, take two courses in the same subject and two courses in different subjects.
	Credits		**16**	
Winter				
PPPM 201	Introduction to Public Policy		4	Maintain 3.00 GPA for admission into PPPM major. PPPM majors must take core courses for letter grades and pass them with a C– or better.
Second term of second-year second-language sequence			4	Gain experience in paid or volunteer public service.
General education social science group-satisfying course			4	To complete the social science group, take two courses in the same subject and two courses in different subjects.

General education science group-satisfying course		To complete the science group, take two courses in the same subject and two courses in different subjects. Meet with the PPPM advisor as preparation to applying for the PPPM major next term.	4
	Credits		**16**
Spring			
PPPM 205	Introduction to City Planning	Maintain 3.00 GPA for admission into PPPM major. PPPM majors must take core courses for letter grades and pass them with a C– or better. Apply to the PPPM major. Applications are due by Monday of the fifth week of spring term.	4
Third term of second-year second-language sequence		Gain experience in paid or volunteer public service.	4
General-education science group-satisfying course		To complete the science group, take two courses in the same subject and two courses in different subjects.	4
General-education arts and letters group-satisfying course		To complete the arts and letters group, take two courses in the same subject and two courses in different subjects.	4
	Credits		**16**
	Total Credits		**48**

Course	Title		Credits	Milestones
Third Year				
Fall				
PPPM 413	Quantitative Methods	PPPM majors must take core courses for letter grades and pass them with a C– or better.	4	

PPPM elective courses		Students are encourage to take three or more courses focused on a substantive policy area or set of skills in planning, public policy and manageme Students interested in the PPPM Internship Program must first take the prerequisit PPPM 412, then they may pursue up to 12 credits of PPPM 404. Review the PPPM website or see an advisor for more informatior	8
Elective course			4
	Credits		**16**
Winter			
PPPM 415	Policy and Planning Analysis	PPPM majors must take core courses for letter grades and pass them with a C– or better.	4
PPPM 434	Urban Geographic Information Systems	PPPM majors must take core courses for letter grades and pass them with a C– or better.	4
PPPM elective course			4
Elective course			4
	Credits		**16**
Spring			
PPPM elective courses			8
Elective courses			8
	Credits		**16**
	Total Credits		**48**

Course	Title		Credits	Milestones
Fourth Year				
Fall				
PPPM 494	Practice of Leadership and Change	PPPM majors must take core courses for letter grades and pass them with a C– or better.	4	
PPPM elective course			4	
Elective course			4	
	Credits		**12**	
Winter				
PPPM elective course			4	
Elective courses			8	
	Credits		**12**	
Spring				
PPPM elective course			4	
Elective courses			8	
	Credits		**12**	
	Total Credits		**36**	

Bachelor of Science in Planning, Public Policy and Management

Course	Title	Credits	Milestones
First Year			
Fall			
WR 121	College Composition I	4	Maintain 3.00 GPA for admission into PPPM major
Mathematics course		4	
General-education arts and letters group-satisfying course		4	
Multicultural course in international cultures		4	
	Credits	**16**	
Winter			
WR 122	College Composition II	4	Maintain 3.00 GPA for admission into PPPM major
Mathematics course		4	
General-education arts and letters group-satisfying course		4	To complete the arts and letters group, take two courses in the same subject and two courses in different subjects.
Multicultural course in American cultures		4	
	Credits	**16**	
Spring			
Mathematics course		4	Maintain 3.00 GPA for admission into PPPM major.
General education arts and letters group-satisfying course		4	To complete the arts and letters group, take two courses in the same subject and two courses in different subjects.
General-education social science group-satisfying course		4	
General-education science group-satisfying course		4	
	Credits	**16**	
	Total Credits	**48**	

Course	Title	Credits	Milestones
Second Year			
Fall			
PPPM 280	Introduction to the Nonprofit Sector	4	Maintain 3.00 GPA for admission into PPPM major. Social science group-satisfying course; only one PPPM course will apply to group requirements. PPPM majors must take core courses for letter grades and pass them with a C– or better.

General-education arts and letters group-satisfying course		To complete the arts and letters group, take two courses in the same subject and two courses in different subjects.	4
EC 201	Introduction to Economic Analysis: Microeconomics	Social science group-satisfying course and prerequisite for PPPM 415.	4
General-education science group-satisfying course		To complete the science group, take two courses in the same subject. and two courses in different subjects.	4
	Credits		**16**
Winter			
PPPM 201	Introduction to Public Policy	Maintain 3.00 GPA for admission into PPPM major; PPPM majors must take core courses for letter grades and pass them with a C– or better.	4
Elective course		Gain experience in paid or volunteer public service.	4
General-education social science group-satisfying course		To complete the social science group, take two courses in the same subject and two courses in different subjects.	4
General-education science group-satisfying course		To complete the science group, take two courses in the same subject and two courses in different subjects.	4
	Credits		**16**
Spring			
PPPM 205	Introduction to City Planning	Maintain 3.00 GPA for admission into PPPM major; PPPM majors must take core courses for letter grades and pass them with a C– or better.	4
Elective courses		Gain experience in paid or volunteer public service.	8

General-education science group-satisfying course		To complete the science group, take two courses in the same subject and two courses in different subjects.	4
	Credits		**16**
	Total Credits		**48**

Course	Title	Credits	Milestones
Third Year			
Fall			
PPPM 413	Quantitative Methods	PPPM majors must take core courses for letter grades and pass them with a C– or better.	4
PPPM elective courses		Students are encourage to take three or more courses focused on a substantive policy area or set of skills in planning, public policy and manageme	8
Elective course			4
	Credits		**16**
Winter			
PPPM 415	Policy and Planning Analysis	PPPM majors must take core courses for letter grades and pass them with a C– or better.	4
PPPM 434	Urban Geographic Information Systems	PPPM majors must take core courses for letter grades and pass them with a C– or better.	4
PPPM elective course			4
Elective course			4
	Credits		**16**
Spring			
PPPM elective courses			8
Elective courses			8
	Credits		**16**
	Total Credits		**48**

Course	Title	Credits	Milestones
Fourth Year			
Fall			
PPPM 494	Practice of Leadership and Change	PPPM majors must take core courses for letter grades and pass them with a C– or better.	4
PPPM elective course			4
Elective course			4
	Credits		**12**
Winter			
PPPM elective course			4
Elective courses			8
	Credits		**12**
Spring			
PPPM elective course			4

Elective courses	8
Credits	**12**
Total Credits	**36**

- **Master of Community and Regional Planning**
- **Master of Nonprofit Management**
- **Master of Public Administration**
- **Graduate Certificate in Nonprofit Management**

Graduate Studies

Programs for the master of community and regional planning (MCRP) degree, the master of nonprofit management (MNM), and the master of public administration (MPA) require two years for completion. The MCRP degree is accredited nationally by the Planning Accreditation Board. The MPA is accredited nationally by the Network of Schools of Public Policy, Affairs, and Administration. The department also offers a 24-credit graduate certificate in nonprofit management.

The interdisciplinary and eclectic fields of planning, public policy, and public and nonprofit management are concerned with systematically shaping the future. Professionals in the field are involved in analysis, preparation of recommendations, and implementation of policies and programs that affect public facilities and services and the quality of community life. These professionals assume responsibility for planning, policy, and management in community and regional development, natural resources, economic development, social sciences, land use, transportation, arts, and other fields.

Planning, public policy, and public and nonprofit management graduates have a comprehensive understanding of economic, environmental, fiscal, physical, political, and social characteristics of a community. Graduates are expected to provide leadership and to otherwise participate effectively in efforts to enhance the capacity of communities to deal creatively with change.

Financial Aid

Approximately 40 percent of the department's students receive some financial assistance (e.g., graduate employment, work-study assistance, or research stipends). Graduate employment positions (GE) are offered to approximately 20 students each year. Each fellowship includes a stipend and a waiver of tuition and fees for one or more terms. Graduate students also may work on planning and public policy projects through the Community Planning Workshop. Each year, five to 15 students receive stipends for research on contracts developed and administered in the workshop. Research and GE appointments typically are not offered until the student has been in a PPPM program for at least one term.

Graduate students are eligible for fellowship awards granted by federal agencies and privately endowed foundations and loans from university and federal student loan programs. Information about grants and loans may be obtained from the Office of Student Financial Aid and Scholarships.

Applicants to PPPM programs are strongly urged to apply for university financial assistance before February of the year of application in order to be eligible for work-study and other assistance offered by the student financial aid office.

The University of Oregon offers Diversity Excellence Scholarships for graduate students who are United States citizens or permanent residents. For more information, visit the Center for Multicultural Academic Excellence (http://financialaid.uoregon.edu/diversity_excellence_scholarship) website.

Community and Regional Planning

The master of community and regional planning (MCRP) program trains policy-oriented planners for leadership positions in planning and planning-related organizations. The field of planning is concerned with rational and sensitive guidance of community and regional change. Planners are responsible for identifying and clarifying the nature and effect of planning problems, formulating potential solutions to these problems, and assisting in the implementation of alternative policies.

To realize these objectives, the planner must draw on the skills and insights of many professions and disciplines. The planner must have a basic understanding of the cultural, economic, social, political, and physical characteristics of a community.

Entering students should be prepared to become involved in and committed to resolving important social, economic, environmental, political, and cultural problems. Courses in and outside the department provide students with an integrated understanding of planning, public policy, and public management as well as specific skills needed for a chosen professional area.

Oregon is an especially fruitful laboratory in which to study planning. The state has an international reputation as a source of innovative approaches to addressing planning issues.

Students select a set of courses in consultation with their advisors that focus their elective work on an area of special interest. The program has exceptional strengths in community and regional development, environmental planning, land use and sustainable development, and social planning. In addition, the department's strengths in nonprofit management, local government management, and budget and finance are of interest to many students in the field of planning.

The program has strong ties with other programs on campus. Students often pursue concurrent degrees in planning and environmental studies, landscape architecture, business, economics, geography, international studies, or public administration. See Concurrent Master's Degrees (p. 15) in this section.

Preparation

Students are strongly encouraged to complete a thorough social science undergraduate program including courses in economics, sociology, geography, and history. Work experience, particularly if related to planning, is valuable, as are writing and public speaking skills. Courses in the natural sciences, policy sciences, environmental design, or analytic methods are helpful as background for advanced graduate work in a concentration area of interest to the student.

Students must complete either an advanced undergraduate or a graduate-level introductory course in statistics as a pre- or corequisite to Planning Analysis I (PPPM 613). No credit toward the MCRP degree is allowed for the statistics course. The requirement is waived for students with equivalent courses or work experience. Entering students are urged to satisfy this requirement before enrolling in the program.

Students may file petitions to transfer up to 15 graduate credits taken prior to admission to the planning program. Such petitions must be submitted during the first term in the program.

Juniors and seniors who anticipate applying for admission are encouraged to seek advice at the department office.

Careers

Graduates with an MCRP degree find employment in public, private, and nonprofit sectors. In the public sector, three kinds of agencies provide career opportunities: local land-use and zoning agencies; agencies for housing, social services, community renewal, parks, transportation, and other community facilities; and agencies for economic development and natural resource management. In the private sector, graduates are typically employed by consulting planners, private developers, and other firms requiring research and analysis skills. Graduates are also employed by such nonprofit organizations as environmental and advocacy groups, community development organizations, and research firms.

Application Procedures

Importance is placed on the student's preference for and ability to undertake self-directed educational activity.

Because there are more than sixty-five accredited graduate programs in planning in the United States, the department's admissions committee emphasizes the selection of candidates who present clear and specific reasons for choosing to pursue their graduate work in planning at the University of Oregon.

Application Materials

1. Graduate Admission Application, available online—follow the instructions on the department's website
2. A résumé
3. A statement, prepared by the applicant, explaining why admission to the UO planning program is sought and what the applicant's expectations are from the field
4. At least three letters of recommendation from people familiar with the applicant's ability to pursue graduate-level studies in planning
5. Transcripts from all the colleges and universities attended, including evidence of completion of an undergraduate degree from an accredited college or university
6. Graduate Record Examinations (GRE) scores are optional. If submitted, they are considered along with other application materials
7. Applicants whose native language is not English must supply results of the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) examination. The minimum acceptable TOEFL score for admission is 575 (paper-based test) or 88 (Internet-based test); the minimum acceptable IELTS exam score is 7.0. The results of the examination should be sent to the Office of Admissions, 1217 University of Oregon, Eugene OR 97403-1217

Applications are accepted beginning September 15 for admission fall term a year later. The deadline for receipt of the application to the program is February 1. Applicants are notified of admission decisions early in March. For more information, call or write the department.

The Planning Curriculum

A total of 72 credits beyond the bachelor's degree is required for the MCRP degree. Core courses must be taken for letter grades, unless offered pass/no pass only.

Students are expected to enroll for six terms with an average course load of 12 credits a term. During the summer, students are encouraged to engage in planning work. The planning program offers research stipends and course credit for qualified applicants who take part in research conducted by the Community Planning Workshop. Planning internships are also available; some provide compensation.

Master of Community and Regional Planning Requirements

Core Courses		
PPPM 534	Urban Geographic Information Systems	4
PPPM 611	Introduction to Planning Practice	4
PPPM 612	Legal Issues in Planning	4
PPPM 613	Planning Analysis I	5
PPPM 616	Planning Theory and Ethics	4
PPPM 617	Human Settlements	4
Experiential Learning		
PPPM 625–626	Community Planning Workshop	10
PPPM 623	Professional Development	1
Other courses selected in consultation with advisor		10
Field of Interest		
Electives selected from list of suggested courses in consultation with advisor		22
Synthesis		
PPPM 609	Terminal Project	4
Total Credits		**72**

Community Planning Workshop

A distinctive feature of the planning graduate curriculum is the Community Planning Workshop, an applied research and service program that is required for first-year students. Students work on six month planning projects in small teams supervised by program faculty members and second year graduate students in planning. Clients have included federal, state, county, and local governments as well as nonprofit organizations.

Projects typically focus on issues of immediate environmental, social, and economic importance to the client group and the general public. Recent project topics include

- Citizen involvement in planning process
- Housing needs analysis
- Land-use planning
- Natural hazards mitigation
- Program evaluation
- Strategic plans for communities and regions
- Tourism and recreational development
- Watershed planning

Each year, first-year graduate students enrolled in Community Planning Workshop (PPPM 625–626) complete five to 10 planning projects. Final written reports, prepared by each student team, provide evidence of the students' expertise and ability to conduct planning research and to prepare and present high-quality professional reports. After completing Community Planning Workshop (PPPM 625–626), selected students may continue to engage in planning research projects for compensation. The popularity of the program with students—and with government and private-sector clients—has enabled the Community Planning Workshop to provide research support for five to 15 students a year.

Federal grants from the United States Department of Education Fund for the Improvement of Post-Secondary Education and support from a

variety of state agencies have helped the Community Planning Workshop become one of the most successful community planning assistance programs in the nation. Projects have received numerous state and national awards.

Nonprofit Management

The master of nonprofit management (MNM) is a professional degree designed to train students to lead nonprofit organizations. Due to the growth of the nonprofit sector over the past three decades in the US and the growth of nongovernmental organizations internationally, the sector has professionalized. People currently working in the nonprofit sector and others seeking to switch to or enter the nonprofit sector now seek master's-level training to advance their careers, specializing specifically in the administration of nonprofit organizations.

Critical skills for nonprofit administration are common to all nonprofit fields, including handling financial management challenges and tax-exempt reporting structures, raising funds from individual donors and institutions, and managing a mission-oriented workforce.

Unique Aspects of the Program

The program melds relevant best-practice elements from the business and government sectors with the management imperatives of the nonprofit and philanthropic sectors. Woven into the course work are opportunities to obtain practical experience at nonprofit organizations, so that participants in the program have significant administrative experience upon graduating. Examples include the review and consultation portion of the Fundraising for Nonprofit Organizations (PPPM 581) course, the nine-month board membership required for the Nonprofit Board Governance (PPPM 687) course, and the projects student teams complete for nonprofit organizations in the Nonprofit Consultancy (PPPM 688) course.

Students may combine the master of nonprofit management with another graduate degree from within the department or from other academic units across campus. In most cases, a student is able to obtain two master's degrees within three years. The normal time to completion for the master of nonprofit management degree is six terms (two years).

Application Procedures

To be eligible for the master of nonprofit management, an applicant must hold a bachelor's degree. The department strongly encourages applications from people of all backgrounds, and is dedicated to fostering a diverse academic environment.

Applications for admission are due February 1 for students entering the program in the following fall. In exceptional cases, students may be admitted at other times of the year. The online application requires the following (please follow the detailed checklist available on the department website):

- Official transcripts from undergraduate college or university, and from graduate study, if applicable
- GRE or GMAT scores (optional)
- TOEFL or IELTS scores for nonnative English speakers
- A personal statement, two to three pages in length, describing your motivation and preparation for entering or furthering a career in the nonprofit sector, and providing a hypothetical blueprint for the next twenty years of your career
- Comprehensive employment and education résumé
- Three recommendation letters, with one or more of the letters by a faculty member
- University of Oregon online graduate admission application

Nonprofit Curriculum

After completion of the core curriculum (33 credits focusing on financial, management, and revenue-development skills), students complete an internship and 20 credits of concentration electives. Students complete a management-based capstone sequence that culminates in successful completion of a consulting project for a nonprofit organization. The two-year program takes 68 credits to complete.

Master of Nonprofit Management Requirements

Core Courses		
PPPM 522	Grant Proposal Writing	1
PPPM 581	Fundraising for Nonprofit Organizations	4
PPPM 586	Philanthropy and Grant Making	2
PPPM 618	Public Sector Theory	4
PPPM 623	Professional Development	1
PPPM 656	Quantitative Methods	5
PPPM 680	Managing Nonprofit Organizations	4
PPPM 684	Public and Nonprofit Financial Management	4
PPPM 687	Nonprofit Board Governance (three-term sequence, one credit per term)	3
Course to be chosen in consultation with advisor		1
Internship		
PPPM 604	Internship: [Topic] [1]	3
Electives		
Courses focused on a specific field of interest [2]		20
Capstone Course: Management Sequence		
PPPM 688	Nonprofit Consultancy	4
Select three of the following; or other management-relevant course		12
PPPM 507	Seminar: [Topic] (any experimental management course)	
AAD 520	Event Management	
PPPM 525	Project Management	
PPPM 526	Strategic Planning for Management	
PPPM 548	Collaboration	
PPPM 552	Public Participation in Diverse Communities	
PPPM 565	Program Evaluation	
PPPM 633	Public Management	
Total Credits		**68**

1. Completing a nonprofit internship (3 credits) is highly recommended for all MNM students, and required for those with fewer than two years of relevant professional experience.
2. Courses must be approved by an advisor and should focus on a specific field of interest such as policy, community development planning, environmental sustainability, international development, marketing and development, arts management, public advocacy, and education and social services. More options for course work may be found online, pppm.uoregon.edu/grad/nonprofit-master.

Public Administration

The master of public administration (MPA) is a two-year program for people interested in public service careers that address the critical social, economic, and environmental issues of our time. The curriculum is designed to provide a combination of academic theory, analytic skills, and real-world applications so that students become effective and creative leaders in public service.

A central focus of the program is to prepare students to become evidence-based policymakers, analysts, and managers. Evidence-based policymaking—the idea that the formulation of policy and its implementation should be based on evidence of effectiveness—has gained widespread acceptance in the policy community, both in the United States and abroad, and requires a closer connection between research and practice. It requires that researchers ask policy-relevant questions and conduct meaningful and timely analyses that support the decision-making process; conversely, it requires that policymakers, managers, and leaders think critically about research and integrate appropriate evidence in the implementation and formulation of policy and practice.

Recent graduates work as advisors, policy analysts, and strategic planners in all levels of government, in Oregon, throughout the US, and around the globe. Their work addresses the full range of social issues, from improving health-care access, increasing government efficiency, and responsiveness to creating new governmental structures in developing democracies. Graduates also work in a broad range of nonprofit organizations, for instance, as executive staff members in social service, arts, and environmental organizations.

The State of Oregon is an exciting place to study public administration. As a "laboratory of democracy," it has a long and distinguished record of policy innovation. Most recently, Oregon has been on the forefront of advances in land-use, health-care, and environmental policy.

Unique Aspects of the Program

The size of the program means that master's students at the University of Oregon receive a tremendous amount of individual attention, particularly in the second year when they conduct a team-based policy research project. The close, collegial working relationships between students and instructors means that faculty members are often able to help students attain relevant alumni contacts, internships, and job opportunities.

Since the department also houses a master's degree program in community and regional planning (MCRP), master of public administration students benefit from additional faculty and planning-related course offerings. In particular, students are invited in their first year to enroll in a two-term, field-based course—Community Planning Workshop (PPPM 625)—in which students consult on a topical issue for a local government or nonprofit agency in Oregon.

Students interested in a career in nonprofits can earn a certificate in nonprofit management concurrently with their master of public administration. The certificate program offers innovative courses including one on board governance, in which students serve on a nonprofit board, and another on philanthropy, in which students award a $15,000 grant to a local agency. As an alternate, students may complete both the MPA and MNM degrees concurrently. See a member of the department staff for application procedures for concurrent programs.

Oregon is known for its progressive policymaking, from the Bottle Bill, to vote-by-mail, to current efforts in health-care reform. Students find policymakers and public managers unusually accessible for consultation in Oregon.

The program prepares participants to become effective, creative leaders in the public and nonprofit sectors. The curriculum provides a combination of substantive knowledge, analytic skills, and professional experience that primes students for careers as evidence-based policymakers, analysts, or managers.

Application Procedures

To be eligible for the graduate program in public administration, an applicant must hold a bachelor's degree.

Submit the following documents, which must be received by February 1:

1. Graduate Admission Application, available online—follow the instructions on the department's website
2. Comprehensive employment and education résumé
3. A two-page, typed statement of purpose that clearly describes the applicant's reasons for pursuing graduate study in the program at Oregon, his or her professional goals and objectives, and professional work experience
4. Transcripts of grades in courses taken for the bachelor's degree and of any other college-level work. They should be sent directly by the institution that awarded the course credits
5. Three letters of recommendation; two may be from academic sources
6. The Graduate Record Examination is highly recommended for admission
7. Applicants whose native language is not English must supply results of the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) examination. The minimum acceptable TOEFL score for admission is 575 (paper-based test) or 88 (Internet-based test); the minimum acceptable IELTS exam score is 7.0. The results of the examination should be sent to the Office of Admissions, 1217 University of Oregon, Eugene OR 97403-1217

Students are selected for the program based on a combination of their undergraduate academic performance, intellectual aptitude, commitment to public service, and written statement. The deadline for receipt of fall term admission is February 1. In exceptional cases, students may be admitted at other times of the year.

The department strongly encourages applications from people of all backgrounds, and is dedicated to fostering a diverse academic environment. This, we believe, will help prepare better future public leaders.

Master of Public Administration Requirements

Core Courses [1]		
PPPM 618	Public Sector Theory	4
PPPM 628	Public Sector Economics	4
PPPM 629	Public Budget Administration	4
PPPM 633	Public Management	4
PPPM 636	Public Policy Analysis	4
PPPM 637	MPA Policy Analysis Project	1
PPPM 656	Quantitative Methods	5
PPPM 657	Research Methods in Public Policy and Management	4

PPPM 684	Public and Nonprofit Financial Management	4
Field of Interest		
Courses in selected field of interest [2]		24
Internship		
PPPM 623	Professional Development	1
PPPM 604	Internship: [Topic] [3]	3
Applied Research Project		
PPPM 638–639	MPA Capstone Applied Research Project I-II	10
Total Credits		**72**

1. Must be taken for letter grades.
2. Interest areas may include: policy, public management, nonprofit management, planning, environmental policy, or other field of interest. A list of potential courses for each field of interest is available on the department's website. Students who would like to develop their own field of interest are able to do so in consultation with a faculty advisor. Recent graduates have created customized fields of interest in food sufficiency, health policy, and international development.
3. Completing an internship (3 credits) is highly recommended for all MPA students, and required for those with fewer than two years of relevant professional experience.

The master of public administration (MPA) program provides students with two key opportunities to synthesize classroom learning and apply their research skills to current policy and management issues. At the start of the second year, students engage in a policy project intended to simulate the real-world environment where analysts and managers are given short time frames to research a topic that they know little or nothing about. Over forty-eight hours, students read relevant policy and research documents, write a memo detailing the evidence base and key issues, and give an oral presentation. The project takes place the week before fall courses begin, and incoming first-year students have the opportunity to view the presentations as part of their orientation to the program. This component of the curriculum is a signature event and rite of passage each fall.

Students also enroll in a two-term project sequence that serves as the synthesizing capstone of the curriculum. Over winter and spring terms of the second year of study, students work on real-world or simulated real-world projects that require conducting in-depth needs assessments, evaluations, cost-benefit analyses, or other applied research. A faculty member works closely with student groups on these projects over the two terms. Past projects have included a survey for a state commission to gauge attitudes among key shareholders on potential policy change, an analysis of administrative data on the impact of a postpolicy implementation on Oregonians, and an examination of three potential communities for a nonprofit's expansion.

Graduate Certificate in Nonprofit Management

The graduate certificate in nonprofit management prepares students for leadership in the nonprofit sector. The focused curriculum develops specific skills that are critical for success in managing nonprofit organizations.

Phenomenal growth in assets and activities of the nonprofit sector over the past two decades have led to career opportunities in the many areas of the nonprofit sector, including cultural and arts organizations, education, health care, human services, international development, and advocacy organizations. Nonprofit enterprise has broadened with developing sources of funding, and the complexities of its management require professional skills specific to the nonprofit sector.

Nonprofit Management Graduate Certificate Requirements

Core Courses		
PPPM 522	Grant Proposal Writing	1
PPPM 581	Fundraising for Nonprofit Organizations	4
PPPM 586	Philanthropy and Grant Making	2
PPPM 680	Managing Nonprofit Organizations	4
PPPM 684	Public and Nonprofit Financial Management	4
Internship and Electives [1]		
Elective course		3
PPPM 604	Internship: [Topic] [2]	6
Total Credits		**24**

1. Elective credits may be taken in other departments. Information about the many nonprofit elective courses or waiver of required courses is available from the nonprofit program director.
2. Students wishing to complete the certificate must complete an internship and 3 elective credits ***or*** take 9 credits of nonprofit-relevant elective courses. Students who have no significant work experience in the nonprofit sector are strongly recommended to complete an internship by enrolling in 6 credits of Internship: [Topic] (PPPM 604).

Core courses must be taken for letter grades unless offered P/N only.

Admission

Graduate students from any UO department may apply for admission and add the certificate to their degree programs. Students who hold a bachelor's degree from an accredited university may apply to complete the certificate as a stand-alone program. Applications are reviewed for admission four times a year. Complete information about admission to the program is available on the nonprofit management certificate section of the department's website.

Concurrent Master's Degrees

Students may participate in a concurrent master's degree program. The fields of planning, public policy administration, and nonprofit management draw on knowledge and expertise from other areas such as business, law, economics, political science, environmental studies, geography, landscape architecture, and architecture. Through the concurrent degree program, students enroll in two master's programs simultaneously in order to complete requirements for both degrees with three years of course work. Students interested in this option should seek program advice from a member of the faculty. Students must be admitted to both programs and make special arrangements with both program directors.

Community Service Center

The Community Service Center, an interdisciplinary organization, assists Oregon communities by providing planning and technical assistance to help solve local issues, improve the quality of life in rural Oregon, and help make Oregon communities more self-sufficient.

The center incorporates a number of programs, including the following:

- Community Planning Workshop (p. 3)
- Resource Assistant for Rural Environments
- The Oregon Partnership for Disaster Resilience

Resource Assistance for Rural Environments (RARE)

The Americorps program, RARE, trains graduate-level students, then places them for a year in rural communities, where they help improve economic and environmental conditions. Qualified students receive a monthly stipend and an educational award of $5,550 when they finish their service. Members do not need to be matriculated students. More information about this program is available on the department website.

The Oregon Partnership for Disaster Resilience (OPDR)

The partnership promotes risk reduction and mitigation activities around the state through local plan development support, research and technical resource development, training, and capacity building, offering service-learning opportunities to graduate students in planning, policy, environmental studies, and other university programs. The partnership coordinates three program areas: the Oregon Predisaster Mitigation Program; the Disaster-Resilient University Program, including the UO Integrated Emergency Management Program; and the Long-Term Postdisaster Recovery Planning initiative.

- **Graduate Certificate in Nonprofit Management (see Graduate tab for information)**