



SCHOOL OF
GOVERNMENT

2022 – 23

LOCAL GOVERNMENT

Course Catalog



ABOUT THE SCHOOL OF GOVERNMENT

Established in 1931 as the Institute of Government by Albert and Gladys Hall Coates, the School of Government has since spent more than 90 years providing educational, advisory, and research services for state and local governments and is considered the largest university-based organization of its kind. Each year, School faculty and staff teach approximately 12,000 North Carolina public officials in more than 200 unique courses.

The courses in this catalog fall under two substantive areas of work at the school. Serving North Carolina's county and municipal attorneys, department heads, and managers, the **Law and Finance Division** provides courses on legal authority, public records, finance and budgeting, tax, economic development, health and human services, contracting, planning and development regulation, and more.

The **School's Management, Administration, and Leadership Division** works with state and local public officials on leadership and governance, employee supervision, strategic planning, public communication, collaboration, community engagement, performance management, and more.

LESSONS LEARNED FROM THE COVID-19 PANDEMIC

The UNC School of Government is closely monitoring the impacts of the COVID-19 pandemic. The safety of our employees, MPA students, and local and state public officials remains a top priority as we move ahead into program planning for 2022–23.

It is of utmost importance we be responsive to state and local governments who need advising and assistance and to offer the same high quality of courses to which our clients have become accustomed.

With lessons learned from the past two years, we are excited to offer three types of courses:

- Online
- Hybrid
- In-person

The format chosen will be based on an assessment of the content, best learning experience available, and everyone's safety.

We look forward to hosting you and members of your organization in our courses this year as you take the steps to further your professional development to benefit yourself, your community, and our state.



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HOW TO USE THIS CATALOG

This catalog lists all scheduled courses at the time of printing. Additional courses are added throughout the year. Check the online catalog for the most up-to-date information.

Courses may be appropriate for either elected or appointed officials or both.

Some courses have specific attendance requisites and may require that you apply for admission.

These courses have the designation, "attendance is offered by application only."

All courses require online registration. Visit sog.unc.edu/courses to begin this process.

Below is a screenshot of the search screen and a few pointers to help make sure the filters are set properly for your search.

Courses

Below you will find an index of our courses. Use the filters to make your search more specific.

Search Terms

All Types All Public Officials All Topics All Authors

Sort by:

Course Options: ☐ Only show courses where registration is currently available

Display Options:

- Under "All Types," select "Course."
- Narrow your search further by selecting among the options under "All Topics" and "All Public Officials."
- To organize by date, sort by "Upcoming Offerings."

Once you have found your course, there will be a link to either:

- Register for the course (if registration is open).
- Sign up to receive a notification when registration opens.

LEARNING OPTIONS

As you grow in your career through continued learning, the School of Government can provide insight and guidance on the courses and resources best suited for each professional.

We offer two unique learning tracks: Pathways and Certifications.



PATHWAYS

The School of Government has proved pathways for specific professions. Each pathway highlights the **core courses** that a professional should plan to take to ensure comprehensive subject-area expertise. Beyond the core courses, **related courses** are marked for supplemental topics to ensure well-rounded professional development.

Pathways are identified for the following professions and follow after the course offerings in their respective sections.

Planning and Zoning Professionals (p. 15)

New Finance Professionals (p. 18)

Advanced Finance Professionals (p. 18)

External Auditors (p. 18)

Budgeting Professionals (p. 18)

Payroll Professionals (p. 18)

Tax Professionals (p. 20)

Professionals in Employment Law (p. 22)

Local Government Leadership (p. 24)



CERTIFICATIONS

Through continued partnerships with regional and national organizations, we are proud to offer courses that contribute to the completion of several professional certifications.

Clerks (p. 12)

Certified Municipal Clerk (CMC)

North Carolina Certified Municipal Clerk (NCCMC)

North Carolina Certified County Clerk (NCCCC)

Zoning (p. 15)

Certified Zoning Official (CZO)

Finance (p. 17)

North Carolina Local Government Finance Officers (NCGFO) Certification Program

Budgeting (p. 18)

North Carolina Local Government Budget Association (NCLGBA) Certified Budget and Evaluation Officer

Tax (p. 19)

Property Tax Education Partnership

Purchasing (p. 21)

Certified Local Government Purchasing Officer (CLGPO)

Certified Economic Inclusion Officer (CEIO)

FINANCIAL ASSISTANCE

The School of Government is proud and grateful to offer a number of scholarship and discount opportunities for public officials who wish to participate in our continuing education programs. Scholarships are available both internally through the School and through the generous support of partnering organizations.

SCHOLARSHIPS

For additional questions regarding these scholarships, contact the School's registrar, Brian Newport, at newport@sog.unc.edu.

LGFCU Member Scholarship

Local Government Federal Credit Union (LGFCU) offers scholarships to local government employees who are **credit union members** to apply toward tuition for the School's conferences, courses, and seminars.

To learn more and to submit an application, visit lgfcu.org/unc.

LGTP Scholarship

Western Carolina University's *Local Government Training Program* (LGTP) offers \$400 scholarships to **local government professionals in western North Carolina** to help cover the cost of the School's virtual professional development training programs.

Complete the application form at bit.ly/lgtpscholarship and return it to rcboyland@email.wcu.edu.

MCA Scholarships

Applicants to the Municipal and County Administration (MCA) program can select from three scholarship funds to apply toward the cost of the program. Learn more at go.unc.edu/MCA.

Golden LEAF Program

The School's Center for Public Leadership and Governance (CPLG) and the Golden LEAF Foundation have launched the *Local Government Training Initiative* to help **North Carolina's economically distressed communities** invest in mid-and entry-level public officials.

Launched in March 2021, this program provides scholarship funds for public officials in North Carolina's Tier 1 communities.

For more information, visit bit.ly/glflgti.

DISCOUNTS

NCACC Discount for County Elected Officials

The North Carolina Association of County Commissioners (NCACC) offers a 20 percent discount off the course registration fee to **county elected officials** to attend *Local Elected Leaders Academy* (LELA) courses.

Visit go.unc.edu/NCACCDiscount for more information.

CPLG Group Discount

CPLG is proud to offer discounts to groups for **their programs**. Members of groups of five or more can each receive 20 percent off the registration fee.

For a list of applicable courses and to register, visit cplg.sog.unc.edu/oneday.

LESSONS LEARNED

The scholarship definitely
opens up more opportunities
... and that's priceless."

Angela J. / Member since 2016
Human Resources Director, Robeson County

Angela J. has a limited department training budget, so she has to find extra resources to help cover the cost of classes.

When Angela heard about the School of Government Scholarship offered through LGFCU, she knew she had to apply.

Angela was awarded funds to attend the Introduction to Public Employment Law course at the UNC School of Government.

Thanks to the scholarship, training for her county employees can often be obtained at a fourth of its usual cost.

Learn more about our scholarships.
Visit lgfcu.org/unc.



GENERAL LOCAL GOVERNMENT

Throughout our 90-year history, School of Government faculty have dedicated their time to understanding the ins and outs of local governments in North Carolina. From broad-ranging courses right for any public servant to specific technical roles, our general local government courses will ensure practitioners have the tools necessary to succeed.

Municipal and County Administration

Session 1 begins Oct. 4, 2022 online

Attendance is offered by application only.
Scholarships available; see p. 5.

Our flagship course has been available to North Carolina's public servants since 1954 and has more than 3,500 alumni. This course will give participants a chance to fully understand the roles, rules, and operations of city and county governments in our state, while becoming part of a broad network of local government peers to rely on for assistance in the future.

This course is offered October through May as a series of 32 half-day sessions.

After graduation, participants are invited to return to attend this seminar.

Municipal and County Administration Update Seminar

Date TBD, 2023 Chapel Hill

Graduates of *Municipal and County Administration* are invited to return to attend the annual *Update Seminar*.

Local Government Fundamentals

Oct. 5–7, 2022 online

Feb. 21–23, 2023 online

Intended for those new to local government or with few opportunities for continuing education, this course will cover fundamental aspects of local government in North Carolina including: the legal structure and general ordinance power of cities and counties, budgeting, zoning, public employment law, contracting, and conflicts of interest.

Local Government Legislative Review Webinar

Date TBD online

Follows the close of each legislative session

School faculty members monitor legislation and prepare updates in their respective areas of expertise following the North Carolina General Assembly's annual sessions. This on-demand webinar provides a high-level overview of topics that are of interest to local government officials.

Basic School for Registers of Deeds

Nov. 29–30, 2022 Chapel Hill

This course covers the basic operations of the office of register of deeds. It offers the opportunity to take an exam for initial NCARD certification.

Experienced School for Registers of Deeds

Jan. 9–13, 2023 Chapel Hill

This course will review the basic operations of the office of register of deeds and is intended for those with several years of experience in a register of deeds office. It is different from the *Basic School* in that it offers more opportunities to ask questions about difficult issues encountered in practice, and it does not include an exam for initial NCARD certification.

Introduction to Program Evaluation Workshop Series

Date and location TBD

This series provides a broad overview through four key stages of how evaluation works for organizations, process evaluations, analyzing the long-term impact, and communicating results. You will bring your own situation to the course to apply your learnings and work through leaving the course with a jump start on your final report.

Special Course Series

EVIDENCE-BASED DECISION-MAKING Course Series

A combination of new and existing courses makes up this series for those interested in evidence-based methodologies to improve service delivery and outcomes.

Strategic Planning in Local Government

Sep. 14, 2022 Chapel Hill

This one-day workshop helps public managers develop new strategic plans or improves their existing plans. It introduces and demystifies the strategic planning process through accessible models, step-by-step guidance, and flexible tools.

Performance Measurement for Local Government

Oct. 27, 2022 Chapel Hill

This one-day workshop helps public officials design measures in local government for accountability and results. It introduces the types of performance measures commonly found in local government, how to develop good measures from goals and objectives, and how they can be used to support other management processes.

Performance Management in Local Government

Oct. 28, 2022 Chapel Hill

This one-day workshop focuses on converting performance information into decisions that enhance organizational effectiveness, efficiency, and equity. The workshop introduces and applies analysis techniques, decision venues, and the unintended consequences of using performance management systems.

Practical Analytic Techniques

Date TBD online

Participants in this course will learn techniques for planning, monitoring, and evaluating programs and activities. The course focuses on a variety of easy-to-apply analytic techniques and includes examples of successful analysis among local governments.

Process Improvement Techniques

Date TBD online

This course will focus on strategies for organizing and improving the systems and processes that drive performance and results within your organization.

Elevate Organizational Performance

Dec. 2, 2022 online

Course participants will learn theory and hear practical 'how to' examples that help local government leaders establish a High Performance Organizational (HPO) Framework, build an organizational culture that positively influences and communicates performance results; create opportunities for citizens and stakeholders to get involved, understand your processes, and influence outcomes; and integrate your strategies and performance management throughout the various departments.

Special Course Series

PERFORMANCE MANAGEMENT Course Series

We are offering new performance management courses for the various public service areas. These courses will apply evidence-based methodologies to improve service delivery and outcomes for local government departments.

Performance Measurement for Local Government

Oct. 27, 2022 Chapel Hill

This one-day workshop helps public officials design measures in local government for accountability and results. It introduces the types of performance measures commonly found in local government, how to develop good measures from goals and objectives, and how they can be used to support other management processes.

Performance Management in Parks and Recreation

Apr. 2023 date TBD online

This course offers parks and recreation professionals the tools to use performance metrics to make evidence-based decisions in their organizations. It introduces and applies analysis techniques, decision venues, and the unintended consequences of using performance management systems in parks and recreation.

Performance Management in Purchasing and Contracting

Apr. 2023 date TBD online

This course offers purchasing and contracting professionals the tools to use performance metrics to make evidence-based decisions in their organizations. It introduces and applies analysis techniques, decision venues, and the unintended consequences of using performance management systems in purchasing and contracting.

Performance Management in Community Development

Apr. 2023 date TBD online

This course offers community development professionals the tools to use performance metrics to make evidence-based decisions in their organizations. It introduces and applies analysis techniques, decision venues, and the unintended consequences of using performance management systems in community development.

Performance Management in Animal Services

Apr. 2023 date TBD online

This course offers animal services professionals the tools to use performance metrics to make evidence-based decisions in their organizations. The course introduces and applies analysis techniques, decision venues, and the unintended consequences of using performance management systems in animal services.

STATE AND LOCAL GOVERNMENT ATTORNEYS

Stay up to date on the laws and regulations that affect your jurisdictions and sharpen your skillsets as you serve your community. Offerings for attorneys provide the opportunity to network with peers and colleagues from around the state to share best practices and knowledge.

Public Law for the Public's Lawyers

Oct. 27–28 and Nov. 3, 2022 online

Participants can gain 12 annual CLEs (including professionalism and technology) addressing issues relevant to attorneys who work in state government. Online classes will be spread out over three days. A video replay will be available afterward, as permitted by State Bar rules.

Municipal Attorneys' Fundamentals

Mar. 2023 date TBD Chapel Hill

This course is designed for attorneys who are new to municipal law and open to those interested in a basic introduction to municipal law. Offered in conjunction with the *Municipal Attorneys' Winter Conference*, this program runs for a half-day and includes one hour of ethics.

Municipal Attorneys' Summer Conference

Aug. 3–4, 2022 Chapel Hill

This conference covers up-to-date topics for municipal attorneys, including one hour of ethics and required sessions on substance abuse and debilitating mental conditions. Registration is through the North Carolina League of Municipalities.

Municipal Attorneys' Winter Conference

Mar. 23–24, 2023 Chapel Hill

This conference will focus on legal aspects of policing for municipal attorneys:

- Citizen review boards
- Police employee issues
- Social media
- Ethics
- Law enforcement

CLE will include one hour of ethics and one tech hour.

County Attorneys' Fundamentals

Jan. 26, 2023 Chapel Hill

The workshop format allows new(er) and more seasoned county attorneys to explore common issues in county law in more depth. Each year is focused on a different topic area. Recent topics include economic development, 160D, public records and open meetings, and representing your board.

County Attorneys' Winter Conference

Jan. 26–27, 2023 Chapel Hill

This conference covers topics of interest to county attorneys. Specific sessions will be scheduled prior to the event but typically include one hour of ethics and one tech hour. It can be paired with *County Attorneys' Fundamentals Workshop*.

School Attorneys' Conference

Feb. 3, 2023 Chapel Hill

This conference offers school board attorneys the opportunity to learn about and discuss current issues related to public education law. Superintendents are also invited to attend.

Social Services Attorneys' Winter Conference

Feb. 16–17, 2023 Chapel Hill

Attendees are limited to attorneys and paralegals representing county departments of social services.

County and Social Services Attorneys' Summer Conference

Aug. 25–27, 2022 location TBD

Agenda and topics will be scheduled prior to the event.

COMMUNITY AND ECONOMIC DEVELOPMENT

As our state continues to grow, it relies on professionals invested in community and economic development to guide it forward. Our courses help you focus on the activities, strategies, and goals that will help your community thrive.

Affordable Housing Seminar: Tools, Strategies, and Case Studies for Local Government Leadership

Date TBD Marion

Additional dates and locations TBD

This interactive seminar is designed for local government elected officials, managers, and department heads who are setting strategic direction around affordable housing. The seminar will focus on local government support and public-private partnerships for workforce residential housing.

Basic Economic Development

Aug. 1–4, 2022 Chapel Hill

This four-day introductory course is a comprehensive educational experience that integrates theoretical and practical perspectives and provides participants with the foundation needed to organize, plan, and implement economic development programs.

Essentials of Economic Development

Fall 2022 date TBD online

Spring 2023 date and location TBD

This one-day workshop covers promising strategies and tools for promoting economic development in the face of changing fiscal and economic conditions. With a special emphasis on the role of local elected officials, the content includes an overview of economic development, the characteristics of an effective program, and the legal framework governing public-private partnerships for development.

Development Finance Toolbox

Dec. 6–8, 2022 online

Participants in this course will learn how local governments use public-private partnerships and finance tools to attract private development to achieve their community and economic development goals. Covered tools include tax credit financing, mezzanine loans, TIF, and business improvement districts, among others.

Community Development Academy

Mar. 21–23 and Apr. 18–20, 2023 Chapel Hill

This intensive six-day course is designed for community development practitioners and covers the concepts, methods, and strategies of community economic development, including federal and state funding, revitalization methods, affordable housing, and grants management.

Economic Development Tools and Strategies

on demand

This one-hour web module describes the public-private partnership tools that local governments use to engage in economic development and some of the legal requirements associated with those tools. It describes options for organizing and structuring the delivery of economic development programs and services.

Purchase at go.unc.edu/EDTS

CITY AND COUNTY CLERKS

We're here to support you as you support your board and organization. Our partnerships with national organizations help us offer all the courses you need to maintain certifications and reach master level.

Clerks' Certification Institute

Aug. 29–Sep. 2, and Oct. 17–21, 2022 hybrid
Feb. 13–17, and May 8–12, 2023 Chapel Hill

The Clerks' Certification Institute runs for 20 days each year and provides instruction in subjects involving the core responsibilities of municipal and county clerks.

Master Clerks' Academy I

Nov. 16, 2022 Durham

These programs provide advanced continuing education designed to meet the needs of clerks, deputy clerks, and assistant clerks to city councils, boards of county commissioners, and other local government boards.

Master Clerks' Academy II

Nov. 17–18, 2022 Durham

Master Clerks' Academy II is also offered at the North Carolina Association of County Commissioners Annual Conference.

Master Municipal Clerk's Academy II is offered at the North Carolina Association of Municipal Clerks Summer Conference.

Continuing the knowledge gained in *Master Clerks Academy I*, this program provides more in-depth knowledge and information about the challenges faced by clerks, deputy clerks, and assistant clerks in their service to local government boards.

New Clerks' Institute

Jan. 25, 2023 Chapel Hill

The *New Clerks' Institute* provides a one-day crash course on subjects vital to the work of clerks to municipal and county governing boards. Topics covered include the open meetings law, the public records law, meeting agendas and minutes, public notices, oaths of office, and board procedure fundamentals.



CERTIFICATION

Certified Municipal Clerk

Successful completion of the *Clerks' Certification Institute* satisfies the educational requirements specified by the International Institute of Municipal Clerks for designation as a Certified Municipal Clerk (CMC). It also satisfies the educational requirements for designation by the North Carolina Association of Municipal Clerks as a North Carolina Certified Municipal Clerk (NCCMC) and for designation by the North Carolina Association of County Clerks as a North Carolina Certified County Clerk (NCCCC).

HUMAN SERVICES

With resources for social service and public health professionals, we are here to keep you up to date on the laws and practices that are working to keep our communities safe during this important era in the health and human services field.

Annual Health Directors' Legal Conference

Apr. 19–20, 2023 Chapel Hill

This conference focuses on current legal issues confronting local health departments, including significant changes and developments in state and federal law. It is intended for local health directors and the attorneys who work with them, as well as the directors of consolidated human services agencies that include public health.

Legal Basics for Consolidated Human Services Boards

on demand

This on-demand web module is a one-hour orientation for individuals who serve on governing boards for consolidated human services agencies. Counties that purchase the on-demand module may access it (and accompanying materials) at any time for use with current or new consolidated human services (CHS) board members or county commissioners who serve as the governing board for a consolidated human services agency.

Purchase at go.unc.edu/LBCHSB.

COURSES OF ADDITIONAL INTEREST

Human services professionals may also be interested in the following:

Social Services Attorneys' Winter Conference

Social Services Attorneys' Summer Conference

Information about both courses can be found on p. 10.

Local Government Fundamentals is strongly recommended as a prerequisite to *Legal Basics for Human Services Directors and Administrators*, which will be offered again in 2024. Information about the course can be found on p. 7.

PLANNING AND DEVELOPMENT REGULATION

The old slate of planning and zoning courses has been streamlined into one essential course: *Planning and Development Regulation*. This course incorporates the subject matter of the previous planning and development regulations curriculum, including foundations, zoning practice, subdivision practice, and zoning certification. Supplemental offerings include *Board Workshops*, *Planning and Zoning 101*, the *PlanNC Workshop*, and the *Solutions Forum*.

Planning and Zoning 101

Jan. 9–13, 2023 online

This two-day course provides the basics in planning and development regulations. With an overview of land use planning, zoning, subdivision, and related topics, this course is appropriate for local government staff members who are new to planning and zoning work, board members looking for additional training, and related professionals interested in a primer on planning and development regulations.

Planning and Development Regulation

This course is held in three sessions. Single registration covers all three sessions.

SESSION 1

Sep. 19–23, 2022 online

Equivalent to *Zoning Practice*

Addressing the legal framework for planning and development regulations in North Carolina, this course covers statutory authority, constitutional limits, and rules for decision making such as quasi-judicial procedures. Additionally, this course covers jurisdictional topics such as annexation and extraterritorial jurisdiction as well as comprehensive planning.

SESSION 2

Oct. 10–14, 2022 online

Equivalent to *Zoning Official Certification Week 1* and incorporating topics from *Subdivision Practice*

Addressing the policies and practices of land development permitting, this course covers permitting authority, site plan and subdivision review, and development standards. Additionally, this course covers development exactions and growth management.

SESSION 3

Nov. 9–11, 2022 Chapel Hill

Equivalent to *Zoning Official Certification Week 2*

Addressing the legal and practical considerations of administering development regulations, this course covers inspections and enforcement, interpreting the ordinance, and other duties of the zoning officer. Additionally, this course covers liability, conflicts, and open governance obligations.

PlanNC Workshop

Fall 2022 dates and location TBD

Building off of the *PlanNC Guidebook*, this is a short-course to jumpstart local land use planning efforts. It is intended for local government officials leading and coordinating land use planning efforts, especially in smaller jurisdictions. This hands-on workshop equips participants to complete a local land use plan process, including data gathering, public engagement, drafting goals, crafting land use maps, and seeking approval of the plan.

Solutions Forum

Spring 2023 date TBD Chapel Hill

Equivalent to *Zoning Practice*

This workshop will address specific topics and needs of those in planning and development regulation. Topics and content are still TBD, but course updates will be posted online as they are made available.

Regional Planning Board Workshops

Multiple offerings

May 2023 regional locations and online

These half-day workshops are designed for member citizen boards, such as planning boards, boards of adjustment, and historic preservation commissions. These workshops are appropriate for elected officials interested in planning and zoning decisions.

RECOMMENDED COURSES

Local government planning and zoning professionals should also consider the following courses:

Community Development Academy

Development Finance Toolbox

Information about both courses can be found on p. 11.

CERTIFICATION

Certified Zoning Official (CZO)

In partnership with the North Carolina Association of Zoning Officials (NCAZO), the *Planning and Development Regulation* course is a requirement to become a Certified Zoning Official. To qualify for certification, officials must:

Complete *Planning and Development Regulation*

Pass the Zoning Officials Certification Exam

Be a member of NCAZO

Meet minimum experience standard set forth by NCAZO

PATHWAY for Planning and Zoning Professionals

Core

Planning and Development Regulation
Sessions 1–3

Related

Development Finance Toolbox
Community Development Academy

Basic Economic Development

Essentials in Economic Development

Public Executive Leadership Academy

Social Media for Social Good

Strategic Public Leadership: Comprehensive Strategic Plans

LOCAL GOVERNMENT FINANCE

Covering a range of topics from general finance to budgeting, accounting, auditing, and tax law, our finance courses and resources can further the career of all local government finance professionals in North Carolina.

Introduction to Local Government Finance

Sep. 2022 date TBD Chapel Hill

This introductory course provides basic instruction in local government and public authority finance and financial management. Areas of instruction include the basic legal authority and requirements governing local government revenues, budgeting processes, cash management, purchasing and contracting, expenditure control, conflicts of interest, fund accounting, and financial reporting. The course also provides an overview of the state and local economic issues that inform strategic budgeting decisions.

Budgeting for North Carolina Local Governments

Nov. 1–4, 2022 Chapel Hill

This four-day course covers the legal and management framework of budget preparation and enactment in North Carolina local government. Program topics include tax efficiency and equity, revenue forecasting, resource allocation, fund balance, financial condition analysis, budget presentation, and more.

Governmental Accounting and Financial Reporting

2023 date and location TBD

This course covers the fundamentals of governmental accounting and financial reporting: concepts, standards, and procedures with a special emphasis on North Carolina laws and regulation.

Capital Financing in Local Government

Sep. 6–Oct. 6, 2022 online

This course will take place online, and on workdays for an hour and fifteen minutes, over the lunch hour each day. A more detailed schedule will be released mid-summer as registration opens. The content reviews the authorized debt financing and other capital financing options available to local governments in North Carolina.

Cash Management and Investment of Public Funds

Jul. 12, 14, 26, and 28, 2022 online

This course will meet intermittently in this time period for half days of online learning. A more detailed schedule will be released as registration opens. This intermediate course will teach participants about goals, processes, and organizations for successful cash management; how to evaluate banking services and financial institutions; investment strategies; investment policies; and accounting and reporting for investments.

Annual Comprehensive Financial Report

Date TBD online

Participants will gain detailed guidance in preparation for the Annual Comprehensive Financial Report.

State Treasurer's Conference

Jun. 14–16, 2022 online

This multi-day conference provides a forum to update local government finance officials and independent auditors on current governmental accounting, auditing, and financial management issues.

Utilities Billing and Collections Administration

Jun. 1, 2022 Chapel Hill

This course provides an overview of the authority and requirements for establishing customer accounts and billing and collecting public enterprise utility fees. The focus will be on water, sewer, and solid waste enterprises.

Working Together: Counties, School Boards, and Local Funding for Public Schools

Date TBD Chapel Hill

This one-day course provides an overview of the governance and funding structures of public schools in North Carolina. It focuses on the relationship between counties and local school administrative units.

Stormwater and Green Infrastructure Finance

Dec. 7, 2022 Chapel Hill

This course covers a range of topics related to financing and managing stormwater programs and green infrastructure services. It is hosted by the School of Government Environmental Finance Center.

Water and Wastewater Finance Strategies Workshop

Feb. 14–15, 2023 Chapel Hill

This two-day workshop provides utility practitioners with skills and up-to-date information on pricing utility services, infrastructure finance and planning strategies, and accessing funding resources. It is hosted by the School of Government Environmental Finance Center.

COURSE OF ADDITIONAL INTEREST

Local government finance professionals should also consider *Development Finance Toolbox*. Information about the course can be found on p. 11.



CERTIFICATIONS

North Carolina Local Government Finance Officers (NCLGFO) Certification Program

Finance officers of local governments, public authorities, local school administrative units, or those who hold supervisory or professional positions with a local government, public authority, or school administrative unit and have administrative responsibility for one or more financial functions, are eligible for the North Carolina Local Government Finance Officers Certification Program. Alongside membership in NCGFOA, requisite years of professional experience, and completion of the final exam, the following courses must be completed for certification:

Introduction to Local Government Finance
Governmental Accounting and Financial Reporting
Budgeting in Local Government

Capital Financing in Local Government
Cash Management and Investment of Public Funds
Fundamental Supervisory Practices

North Carolina Local Government Budget Association (NCLGBA) Certified Budget and Evaluation Officers

This voluntary program is designed to enhance the local government budget and evaluation profession in North Carolina. It recognizes individual achievement for an established level of knowledge on topics of budgeting, performance, and evaluation. Professionals with sufficient experience can complete the necessary coursework and exams to become certified budget and evaluation officers. Courses include:

Budgeting in Local Government

Capital Financing in Local Government

Performance Management in Local Government

Practical Analytic Techniques for Local Government



PATHWAYS

for Local Government Finance Professionals

New Finance Professionals

Introduction to Local Government Finance

Budgeting for North Carolina Local Governments

Fund Accounting Principles and Practices

Comprehensive Annual Financial Report

Advanced Finance Professionals

Core

All of the courses under the "New Finance Professionals" plus the following:

Capital Financing in Local Government

Cash Management and Investment of Public Funds

Basic Principles of Local Government Purchasing

State Treasurer's Conference

Related

Development Finance Toolbox

Municipal and County Administration

Public Executive Leadership Academy

External Auditors

Governmental Accounting and Financial Reporting

Comprehensive Annual Financial Report

Local Government Auditing, Reporting, and Review

Fund Accounting Principles and Practices

State Treasurer's Conference

Budgeting Professionals

Core

Introduction to Local Government Finance

Budgeting for North Carolina Local Governments

Governmental Accounting and Financial Reporting

Capital Financing in Local Government

Related

Municipal and County Administration

Leading for Results: LGFCU Fellows

Public Executive Leadership Academy

Introduction to Program Evaluation

Performance Management for Local Government

Payroll Professionals

Introduction to the Fair Labor Standards Act

Advanced Fair Labor Standards Act

Employment Law for Department Heads and Supervisors

Introduction to Employee Benefits Law

TAX

Fundamentals of Property Tax Collection

Sep. 27–30, 2022 Chapel Hill

Feb. 28–Mar. 2, 2023 online

This course focuses on law and practice governing the collection of county and municipal property taxes. The course is designed to give tax collectors who have taken office in the last two or three years a grounding in the fundamentals of what is expected of them. This course is required for North Carolina Tax Collectors Association Certification.

Property Tax Listing and Assessing

Jun. 7–10, 2022 Chapel Hill

Oct. 25–28, 2022 online

This class focuses on the basic law and practice governing the listing and assessing of property for tax purposes.

Property Tax Webinar Series

on demand

The School offers new tax webinars annually, with specific dates announced via the Ptax listserv. More than a dozen previously recorded tax webinars are available for purchase and on-demand viewing at bit.ly/ptaxondemand. New in 2022: *Chapter 11: Bankruptcies: What Local Tax Collectors Need to Know*.

Regulation and Taxation of Short-Term Rentals

Date TBD Chapel Hill

Through a series of lectures, discussions, and interactive exercises, participants in this one-day course will learn about the best practices, trends, and issues surrounding the regulation of short-term rentals and will discuss the nuts and bolts of the occupancy tax process.

IAAO 102: Income Approach to Valuation

Aug. 8–12, 2022 hybrid

This course is designed to provide an understanding and working knowledge of the procedures and techniques required to estimate the market value of vacant or improved properties by the income approach. The material covers real estate finance and investment, capitalization methods and techniques, analysis of income and expenses to estimate operating income, selection of capitalization rates, and application of the approach.

Prerequisite: *IAAO 101: Fundamentals of Real Property Appraisal* is recommended but not required.



CERTIFICATION

Property Tax Education Partnership

These courses, and many others, are part of the Property Tax Education Partnership, a collaboration between the UNC School of Government and the North Carolina Department of Revenue. This partnership offers the certification and continuing education necessary to meet legislative educational requirements for appraisers. The partnership promotes public service excellence and professional development for assessment administration, property appraisal, collection, and property tax policy. For details concerning the certification program run by the North Carolina Tax Collectors Association, visit nctca.org.



Core

Fundamentals of Property Tax Collection
Property Tax Listing and Assessing
Property Tax Webinars (various topics)

IAAO Courses (various topics)

Related

Introduction to Local Government Finance

PURCHASING

Basic Principles of Local Government Purchasing

Jul. 26–29, 2022 online

Apr. 25–27, 2023 Chapel Hill

This course is designed for new local government purchasing officials and covers basic principles and legal requirements for local government procurement, conflicts of interest, and property disposal.

Intermediate Purchasing Seminar

Spring 2023 date TBD Chapel Hill

This three-day seminar is intended for officials with two or more years of experience in local government purchasing. It will sharpen participants' purchasing skills and deepen their understanding of the legal and practical aspects of public purchasing. Experience in governmental purchasing is encouraged but not required.

Contracting for Construction and Design Services

Spring 2023 date TBD Chapel Hill

This course addresses topics of interest to those involved in construction contracting and procuring the services of engineers and architects.

Contract Management in Local Government

May 19, 2023 Chapel Hill

Developed for mid-career and supervisory professionals, this course will address the management, networking, and legal aspects of contracting for North Carolina local governments. Content will equip public managers to appreciate various make-or-buy decision techniques, learn about management and legal challenges in contracting and how to mitigate them, identify various ways to design context-driven contracts, and learn how to select, administer, and manage contracts.

Minority Participation Programs and Public Contracting

Aug. 15–16, 2022 Chapel Hill

Mar. 28–29, 2023 online

This course will examine federal and state laws that encourage participation in public contracts by historically underutilized businesses (HUBs), minority and women-owned business enterprises (MWBEs), and disadvantaged business enterprises (DBEs). Instructors will address the practical aspects of running a HUB/MWBE program, preparing for a disparity study, the development of a HUB/MWBE plan, monitoring contractor compliance with HUB/MWBE requirements, following reporting requirements, and building the capacity of HUB or MWBE firms.



CERTIFICATIONS

Certified Local Government Purchasing Officer (CLGPO)

To be eligible for CLGPO certification, an applicant must have at least three years' experience as a governmental purchasing professional, be a member of the North Carolina Association of Governmental Purchasing, complete four core courses offered by the School of Government (below), earn 22 points through activities such as training, conference attendance, service to CAGP, etc., and pass a certification examination administered by the School of Government. Once certified, purchasers are eligible for recertification every five years and may also seek lifetime certification. More information is available at ncpurchasing.unc.edu.

*Basic Principles of Local Government
Purchasing*

*Contraction for Construction and
Design Services*

Intermediate Purchasing Seminar

Introduction to Local Government Finance

Certified Economic Inclusion Officer (CEIO)

Individuals seeking CEIO certification will demonstrate sufficient knowledge, abilities, and experience in legal requirements and practical aspects of administering a HUB, MWBE, or DBE program in the State of North Carolina. To obtain CEIO certification, applicants must complete the *Minority Participation Programs and Public Contracting* course and pass an examination administered by the School of Government.

Offered by the North Carolina MWBE Coordinators' Network and assisted by the UNC School of Government

EMPLOYMENT LAW

Our courses in employment law and practice provide the necessary support for your organization's managers, human resources personnel, department heads, and supervisors.

Introduction to Public Employment Law

Sep. 13–15, 2022 and Oct. 11–13, 2022 Chapel Hill

Whether you are new to human resources, an experienced HR professional new to the public sector looking to update your skills, or an attorney newly assigned employment issues for your agency, this is the course for you. This six-day course (spread over two weeks) provides a thorough grounding in the major legal topics relevant to human resources management and effective supervision.

Introduction to Fair Labor Standards Act

Aug. 3–4, 2022 Chapel Hill

This class is a comprehensive introduction to federal wage and hour law. Topics to be covered include the salary-basis and salary-threshold tests, the duties tests for determining whether an employee is exempt or nonexempt, compensable time, overtime and comp time, use of the fluctuating workweek, the 207(k) exemption for law enforcement and firefighters, and the regular rate.

Advanced Fair Labor Standards Act

Feb. 1–2, 2023 Chapel Hill

This is an intensive, two-day program taking an in-depth look at FLSA issues of particular concern to local government and community college employers. The course focuses on better understanding the exempt duties test and on compensation issues, such as meal, sleep, travel and training time, telecommuting/working from home, pay-docking, the use of interns and volunteers, fluctuating workweek, the 207(k) exemption for law enforcement and firefighters and common issues arising when natural disasters strike. The class will also take an in-depth look at how to calculate an employee's regular rate.

Employment Law for Department Heads and Supervisors

Nov. 16, 2022 Chapel Hill

Apr. 6, 2023 Chapel Hill

In this one-day course, we will separate the proper from the improper in the dizzying array of federal and state employment laws and give supervisors the skills they need to ensure they are an effective front line in carrying out the law of employment.



PATHWAY

for Employment Law Professionals

Core

Introduction to Public Employment Law
Introduction to the Fair Labor Standards Act
Advanced Fair Labor Standards Act
Advanced Family and Medical Leave Act
Intermediate Americans with Disabilities Act
Employee Benefits Law

Recommended

Municipal and County Administration
Leading for Results: LGFCU Fellows



Chart your leadership journey.

The Center for Public Leadership and Governance (CPLG) equips public officials with the knowledge and skills they need to lead and govern their organizations and communities.

We create and share leadership knowledge that matters.

Fundamental Supervisory Practices

Aug. 8–12 and 22–25, 2022 online

Oct. 10–14 and 24–27, 2022 online

Feb. 6–10 and 20–23, 2023 online

May 8–12 and 22–25, 2023 online

Apr. 10–14, 2023 Chapel Hill

Jun. 12–16, 2023 location TBD

Supervisors in local government today face unique and complex challenges when working with others and serving their communities. This program provides local government supervisors and front-line managers with the opportunity to better understand themselves and skills needed to manage relationships with those they supervise.

Who should attend: newly promoted or first-time supervisors

Through the Local Government Training Initiative, additional offerings of *Fundamental Supervisory Practices* will be held specifically for employees of local governments in Tier 1 counties.

Sep. 12–16 and 26–29, 2022 online

Jan. 9–13, 2023 Pembroke

Scholarship information can be found on p. 5.

Advanced Supervisory Practices

Jun. 13–16, 2022 Chapel Hill

Nov. 7–10, 2022 Chapel Hill

Mar. 6–9, 2023 Chapel Hill

Jun. 26–29, 2023 Chapel Hill

This course is designed for supervisors who have spent time in their supervisory role and are seeking additional tools and strategies to increase effectiveness. This advanced program tackles strategies for developing a more

collaborative team, leading a team through change, managing conflict and performance problems, and creating the right organizational culture to ensure team success.

Who should attend: supervisors of two or more years

Leading for Results: LGFCU Fellows

Attendance is offered by application only.

Applications for the Fall cohorts open each year in the Spring and close in the Summer.

Cohort 1

Sep. 12–16 and Oct. 10–14, 2022 Chapel Hill

Cohort 2

Nov. 7–11 and Dec. 5–9, 2022 Chapel Hill

Participants graduate from this two-week program with a deeper understanding of their individual leadership strengths, skills to better serve their organizations, and a renewed passion for public service. This course leverages and builds upon the Five Practices of Exemplary Leadership®—evidenced-based behaviors for achieving transformational results.

This course is tuition-free and funded by LGFCU. Interested candidates must apply to become an LGFCU Fellow. If selected, you will receive a 360-degree leadership assessment and professional coaching, in addition to participating in the two-week course. After completing the course, you will join an extensive alumni network and attend future alumni events tuition free.

Who should apply: local government professionals who have moved into leadership roles beyond basic management and supervisory functions. Managers and

assistant managers, department heads and senior staff, directors and assistants, project or other team leaders.

Leading for Results: LGFCU Fellows Alumni Event

Oct. 27–28, 2022 Chapel Hill

This event is for LGFCU Fellows who have completed the *Leading for Results* course. This interactive and engaging workshop will allow participants to gain and deepen their leadership skills, connect with members of their cohort, and expand their network by connecting with other LGFCU Fellows from across the state.

Public Executive Leadership Academy (PELA)

Attendance is offered by application only. Applications for the Summer cohort open each year in January and close in May.

2023 dates TBD Chapel Hill

The Premier Leadership Experience from the School of Government

Participants will learn more about themselves as leaders and gain skills to lead and manage change in their communities in an intensive

two-week program. Participants will choose a “real world” project for leading regional, community, or organizational change and develop a plan, in consultation with their learning teams, for carrying it out. This project will integrate and apply the leadership knowledge and skills developed during PELA.

Who should apply: city and county managers, their assistants, and key department heads

Acceptance requirement: A minimum of seven years’ experience in local government management with at least five years’ supervisory experience as a city or county manager, assistant manager, or department director.

Local Government Manager’s Innovation Lab

Date and location TBD

Local government managers are invited to attend this annual one-day course. Each year the *Innovation Lab* focuses on a particular skill set or tactic. Past topics have included design thinking, business process reengineering, and understanding employee voice.



PATHWAY

for Local Government Leaders

Local government leaders looking to develop their skillset should consider our offerings in the following order:

CORE

Fundamental Supervisory Practices
Advanced Supervisory Practices
Leading for Results: LGFCU Fellows
Public Executive Leadership Academy
One-Day Leadership Series courses
(in any order)

RELATED

Local Government Manager’s Innovation Lab
Municipal and County Administration
Local Elected Leaders Academy (p. 26)

ONE-DAY LEADERSHIP SERIES

Build on your leadership skillset with the One-Day Leadership Series from the CPLG. These courses give public servants in-depth training that fits their schedules. Many courses present the unique opportunity to bring both elected and appointed officials to learn together. Courses fall into one of four categories to help leaders gain and practice their skills.

Focus on **YOU**, **YOUR TEAM**, **YOUR ORGANIZATION**, and **YOUR COMMUNITY**.

FOCUS ON YOU

Navigate Difficult Conversations

Sep. 9, 2022 Chapel Hill

NEW! Develop Personal Resiliency: Calming and Connecting in Critical Moments

Nov. 4, 2022 Chapel Hill

Emotional Intelligence: Leadership's Super Power

Feb. 3, 2023 online

Plain Language: Avoiding Government Speak

Apr. 28, 2023 Chapel Hill

Race Matters: Courageous Conversations for Leaders

May 12, 2023 online

FOCUS ON YOUR TEAM

Build Coaching Skills to Tap Potential

Jul. 21–22, 2022 online

Energize and Engage Employees

Oct. 14, 2022 online

Facilitation Skills for Successful Meetings

Dec. 9, 2022 Chapel Hill

Shift from Buddy to Boss

Oct. 7, 2022 online

Jun. 9, 2023 Triad

FOCUS ON YOUR ORGANIZATION

Lead Change in Government Organizations

Aug. 5, 2022 Asheville

Elevate Organizational Performance

Dec. 2, 2022 online

Make the Right Hire

Feb. 10, 2023 online

NEW! Build an Equitable Organization: From Awareness to Action

Mar. 10, 2023 Chapel Hill

Social Media for Social Good

Mar. 24, 2023 Chapel Hill

Cultivate Engaging Workplace Culture

Apr. 14, 2023 Wilmington

FOCUS ON YOUR COMMUNITY

NEW! Lead With and Through: Harnessing the Power of Public Participation

Sep. 30, 2022 online

NEW! Lead with Racial Equity in Mind

Oct. 21, 2022 Chapel Hill

Work with Citizen Advisory Committees and Boards

Oct. 28, 2022 Chapel Hill

Register at cplg.sog.unc.edu/oneday.

Discounts are available for certain combinations of courses or for teams who are interested in reaping the benefits of collaborative learning and attend in a group of five or more.

In addition to our courses, CPLG offers strategic planning and performance management consulting, facilitation, and personalized leadership coaching tailored for individual needs. Interested individuals should contact Lydian Altman at lydian@sog.unc.edu.



Local elected officials face unique work and challenges throughout their tenure in office. The *Local Elected Leaders Academy* (LELA) creates pathways for learning and recognition designed to suit the needs of county and municipal elected officials, school boards, and tribal council officials at any phase of their tenure in public office. Courses are offered in different formats and lengths and at multiple

times throughout the year to ensure elected officials have the opportunity to create the learning experience that best suits their needs. The LELA curriculum helps you keep up with the ever-evolving legal requirements of governing and developing leadership skills and behaviors that promote effective governance.

Courses are divided into four levels of continuous leadership development. It is not required that these courses be taken in ascending order.

Hours of committed coursework earn credits toward the different LELA recognition levels. Elected officials can also earn credits by engaging with their respective member organizations (the North Carolina Association of County Commissioners or North Carolina League of Municipalities) including serving on committees or attending conferences to receive credit hours. Credits earned in this way are included in the LELA tracking system at the discretion of the participating organizations. Recognition levels and their required credits are outlined below.

Level	Credits
Practitioner (101)	40
Master (201)	24
Mentor (301)	24
Ambassador (401)	40

Within each of these levels, courses range from full-day, in-depth learning experiences, to digestible and self-paced online learning. Visit go.unc.edu/LearnNowLELA to access *Top 10 Primer series*, *Day in the Life* podcasts and the *From Campaigning to Governing* modules.

LELA 101: From Campaigning to Governing: Laws, Roles, and Responsibilities

Instruction focuses on fundamental legal frameworks and primary responsibilities of local elected leaders. Officials are encouraged to take as many of these programs as possible in their first two years in office.

Essentials of Municipal Government AND Essentials of County Government (12 credits)

These two-day workshops are designed to provide newly elected leaders with the knowledge and skills necessary to transition from campaigning to governing. Offered following corresponding county or municipal elections, newly elected officials and incumbent board members are invited to focus on the rules, procedures, and relationships that inform their governance. With a multitude of instructors, topics, and interactive sessions, these courses will provide attendees with tools and guidelines for effective leadership. These courses include two hours of ethics training, which will fulfill the state mandate for recently elected officials.

Essentials of Municipal Government

Jun. 16–17, 2022 Winston-Salem
Jul. 25–27, 2022 online
Dec. 2022 date TBD online

Essentials of County Government

Dec. 2022 date TBD online
Jan. 2023 date TBD in person location TBD
Feb. 2023 date TBD online

Ethics Webinar

May 2023 date TBD online

This webinar will satisfy the two hours of ethics training required by state law for elected and appointed members of city councils and county boards of commissioners. It's for those who either miss the class provided during the *Essentials* schools or who otherwise need to fulfill their state mandated requirement. This training must be completed within 12 months of election day and is required every time they are elected, re-elected, or appointed and reappointed to a local office. Purchase of the live webinar includes the on-demand webinar at no additional charge.

Working Better Together: Governing Guidance (6 credits)

May 2023 date TBD online

Legal Competency for Local Elected Officials (6 credits)

Apr. 12, 2023 online

Fiduciary Responsibilities for Local Elected Officials (3 credits)

Date TBD online

LELA 201: Pathways to Local Leadership

Content covers the more complex functions of local government, introduces topics of equal interest across jurisdictions, and presents foundational leadership practices that can be especially beneficial for effective governance.

Tools for Persuasive Speaking (6 credits)

Aug. 24, 2022 Chapel Hill

Heritage or Hate: Reframing the Issues (6 credits)

Sep. 14, 2022 Chapel Hill

Working with Citizen Advisory Boards and Committees (6 credits)

Oct. 28, 2023 Pembroke

Evaluating Manager and Board Performance (6 credits)

Feb. 23, 2023 online

When Differences of Opinion Escalate: Conflict Resolution for Local Elected Officials (6 credits)

Mar. 23, 2023 Chapel Hill

Essentials of Economic Development (6 credits)

Date TBD Western Carolina University

LELA 301: Pathways to Collaborative Leadership

These courses focus on the ways in which leaders can collaborate with other elected or appointed constituency groups and practice behaviors that build trust and a shared sense of purpose.

Lead Change in Government Organizations (6 credits)

Aug. 5, 2022 Asheville

Strategic Planning: Linking Strategies to Results (6 credits)

Jan. 19, 2023 online

Development Finance Toolbox (6 credits)

Dec. 6, 2022 online

Race Matters: Courageous Conversations for Leaders (6 credits)

May 12, 2023 online

Leading with Emotional Control (6 credits)

Date TBD online

LELA 401: Pathways to Advanced Leading and Governing

Offerings in this category advance the participants' leadership skills and behaviors in a way that allows them to delve deeply into their personal leadership practice and philosophy. Graduates of these courses model best practices in effective leadership.

Advanced Leadership Corps (ALC) (40 credits)

Jul. 31–Aug. 5, 2022 Chapel Hill

Feb. 5–10, 2023 Chapel Hill

Attendance is offered by application only.

This six-day program is designed to enable participants to become extraordinary and inspiring leaders for their community, region, and state. Form a dynamic and sustainable leadership network across the state with elected peers.

Advanced Leadership Corps Ambassador Program (6 credits)

Aug. 4–5, 2022 Chapel Hill

Feb. 9–10, 2023 Chapel Hill

Each year, those who have completed ALC are invited to an alumni program to continue their leadership education.

Leading the Way to Board Excellence

Jan. 12–13, 2023 Chapel Hill

Feb. 16–17, 2023 online

Mar. 9–10, 2023 online

Apr. 13–14, 2023 Chapel Hill

Attendance is offered by application only.

Offered in two-day segments over four months, this program focuses on collaborative leadership. Participants develop skills and behaviors to lead beyond the scope of their authority by building trust through a shared purpose. The experience incorporates unique peer learning communities to enable practice and guidance between the monthly sessions. Sessions 1 and 4 are in person; sessions 2 and 3 are online.

LELA Top 10 Primers (1 credit each)

These courses are interactive webinars that focus on the Top 10 Things you need to know about a specific subject. Typically, these courses serve as an introduction to a future course that we will offer that delves into the subject matter much more deeply. That's why we call these primers. To make them accessible, we offer these courses free of charge.

LELA 101 Top 10 Primers

Engaging the Community in Public Issues

Sep. 7, 2022

Public Health and Social Services for Local Elected Officials

Oct. 20, 2022

Managing Conflict: Tips and Practices Roundtable

Feb. 10, 2023

Transportation Planning in North Carolina

Apr. 11, 2023

Social Media for Local Elected Officials

May 12, 2023

LELA 201 Top 10 Primers

Seeking Diversity: How Do We Do It Today?

Jul. 15, 2022

Tools for a Successful Strategic Plan

Aug. 18, 2023

Land Use, Planning, and Zoning for Local Elected Officials

Jan. 27, 2023

School Funding Process for Local Elected Officials

Feb. 24, 2023



Since 1938, North Carolina City and County Management Association (NCCCMA) has worked to improve the quality of local government in this state. Members subscribe to a high standard of professionalism, including conformance with the ICMA Code of Ethics.



SEMINARS

Twice a year, city and county managers and assistant managers are invited to attend annual seminars to gain knowledge, network with their peers from around the state, and sharpen the skills that keep them effective as they lead our communities.

Winter 2023

Feb. 1–3 Winston-Salem

Summer 2023

Dates and location TBD



REGISTER TODAY
sog.unc.edu/courses

