

Texas State University

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM

Public Administration *Magazine*

2013-2014





Master of Public Administration | A Message from the Director

Looking to the Future

by Dr. Tom Longoria

Dear Alumni and Friends,

We celebrate our accomplishments and look forward to our future growth.

This spring marked the 40th Anniversary of the Texas State MPA program. Under the leadership of Dr. Howard Balanoff, we celebrated this anniversary and honored our distinguished alumni. The mission of the MPA program has historically been to educate public managers and administrators in Central Texas. And of course this is still a major part of our mission. Today, we now aim to cultivate a cadre of practical, research-oriented public managers and administrators. Administrative leaders are now tasked to be more creative and data driven than ever as they seek out innovative solutions to today's complex challenges. During this year we will work on two major initiatives that will strengthen public administration at Texas State.

First, the MPA program will expand course offerings on the Round Rock Campus to better serve communities between the Austin and DFW metropolitan areas. No

public university offers the MPA between these major population centers. This vacuum creates a great opportunity for our program.

Second, we will work with public sector employers and enlist their support in revising our BPA program curriculum along a co-operative education model. This work will support a general increase in the level of engagement of MPA faculty with the BPA program. Starting fall 2016, the BPA minor will be offered on the Round Rock Campus.

This magazine documents faculty and student scholarship and recognizes some of the many achievements of our faculty, students and alumni over the past year. In 2013-2014 faculty published over 14 articles, three books, and 11 book chapters. We look forward to a productive and successful 2014-2015 Academic Year!

Dr. Tom Longoria, MPA Director

CONTENTS

Program News 3

Alumni Updates 4

MPA Celebrates 40 Years..... 6

CPM Program 8

International Engagement 10

Research Spotlight..... 11

Faculty Publications 12

ARPs Cited 14

Program Faculty 15

New Faculty Welcome 15

Internship Information 17

Internship Partners 17

Program News

Center for Research, Public Policy and Training

The Center for Research, Public Policy, and Training has been active over the last year writing research grant proposals and organizing community engagement events. The Center has been contracted to conduct a national survey of Metropolitan Planning Organizations, in order to examine the impact of the complete streets policies through the Southwest Region University Transportation Center and the University of New Orleans Transportation Institute. In addition to this research, the Center is conducting a community survey for the City of Hutto, and is working with the City of Kyle to evaluate city budgeting.

The Center has also been active in the community through a series of local and national events. The Center co-hosted a legal public policy symposium in June, 2014, with the law firm of Denton, Navarro, Rocha, Bernal, Hyde & Zeck, P.C. In addition, the Center co-hosted *Accessibility for All Ages and Abilities: Opportunities for Austin* in 2013 with BikeAustin. Center Director Billy Fields also participated in a set of national policy round tables. In February, 2014, Dr. Fields participated in a national webinar on the future of urban interstates sponsored by the State Smart Transportation Institute at the University of Wisconsin, Madison. Dr. Fields also participated, for the second year, in the Harvard School of Public Health Prevention Research Center national stakeholder meeting for the Childhood Obesity Intervention Cost-Effectiveness Study (CHOICES) in Boston in June, 2014. The Center will continue to pursue grant and community engagement activities during the coming year. Events will be publicized through the Center website. www.crppt.polisci.txstate.edu

Charles “Chuck” Pinto, Receives Lifetime Achievement Award

On June 27, 2014, Chuck Pinto, Texas State University Distinguished MPA alumnus and new political science department adjunct faculty member, received the Lifetime Achievement Award from the Texas City Management Association (TCMA), which recognizes the city management professional who has made significant contributions to the field of local government management for more than twenty years. Recipients of this award are nominated by TCMA members and chosen by the TCMA Board of Directors, which is made up of municipal administrators from across the state.

Chuck Pinto recently retired as the City Manager of Seabrook, Texas, after a career of more than thirty years in local government law enforcement and city management.



During the fall, 2014 semester, Chuck will serve as an adjunct professor and will teach one state and local government course for the Department of Political Sci-

ence. He will also be responsible for coordinating the Certified Public Manager (CPM) Program in San Antonio, Texas.

In Memoriam, Dr. Maxwell Cole Murphy

Dr. Cole Murphy, Adjunct Professor of Public Administration and Criminal Justice at Texas State University passed away at the age of 91 on August 21, 2014. Dr. Murphy taught leadership and management courses in Texas State University's Master's in Public Administration Program and the Department of Criminal Justice. He began his teaching career in 1972 while he worked for the Texas Rehabilitation Commission as its Budget and Planning Director. Dr. Murphy retired from teaching in 2000.

A veteran of World War II, Cole Murphy was a graduate of The West Point Academy and served 30 years as an officer in the United States Army. He retired from the Army at the rank of full Colonel. His favorite sport was baseball and he spent 30 years as a volunteer umpire in the Little Leagues in Austin, Texas and was selected to umpire in several little league College World Series games.

A Memorial Service was held at Austin Baptist Church at 7016 Ribelin Ranch Drive in Austin, Texas on Sunday, August 24, 2014. Donations in his memory may be made to the Austin Humane Society at 124 West Anderson Lane, Austin, TX 78752.

Alumni Updates

1985

Brent Stroman, M.P.A., is currently Chief of Police for the Waco Texas Police Department. Chief Stroman's is a member of multiple Texas police associations: Region 9 Director for the Texas Police Chief's Association, State Representative for Local and County Law Enforcement Agencies on the FBI's Advisory Policy Board, Past President of the Central Texas Police Chiefs, and Sheriff Association, and Founding Member of the McLennan 100 Club.

2000

Sue Lee Flores, M.P.A., is a Program Analyst at the Workforce Technical Assistance and Child Care division of the Texas Workforce Commission. She also serves on the Library Board for the City of Pflugerville, and on the Parent Teacher Organization Board of the Pflugerville Middle School. Sue is honored to have received a Star Award from her agency this summer.

2005

Jennifer Sallee, Ph.D., is a school principal, overseeing pre-kindergarten through eighth Grade. Dr. Sallee completed her dissertation and earned her Doctorate in Education Leadership this year. She is also the mother of two beautiful girls.

2007

Rebecca Kennedy, M.P.A., is currently the Municipal Civil Service Administrator for the City of Austin. In November 2012, the residents of Austin passed a Charter Amendment restructuring the City's personnel system to Municipal Civil Service. Rebecca became administrator over this new division in July, 2013. She has spent the past year writing and revising the Municipal Civil Service Rules. The Austin City Council passed the Rules in June, 2014, and she is now part of the implementation team for the roll out of the rules to 8,500 covered employees. Rebecca is the mother of two children, Jaxon (2 years) and Karen (8 months.)

James Quintero, M.P.A., was highlighted in last year's newsletter for his work as Director of the Center for Local Governance at the Texas Public Policy Foundation. This year he reports the biggest change for him is welcoming a new member to the Quintero family, a baby girl, due in October, 2014.

2009

Floyd William Holder, IV, M.P.A., is currently a Government Instructor at Western Texas College in Snyder, TX.

2011

Amber Conrad, M.P.A., is currently an editor in the Executive Division of the Teacher Retirement System of Texas. This summer she received a TRS agency-wide award for excellence. Her current projects include working on the organization's new social media strategy. She currently lives in Austin.

Amanda Couch, M.P.A., is currently employed as a Senior Planner in the Planning and Development Review Department, City of Austin.

Lori Donley, M.P.A., is the Executive Director of Literacy Texas, a statewide literacy coalition. Before joining Literacy Texas, she worked in Family Initiatives for the Texas Attorney General and, prior to that, was Leadership Development Coordinator for the Texas Classroom Teachers Association. Lori is a passionate community leader and currently serves on the Greenlights 501Council. She is a Past President of the Young Women's Alliance and Club Red of Central Texas for the American Red Cross.

Chad L. Nolte, M.P.A., works as a Contract Specialist for the Texas School Safety Center, at Texas State University. Chad was also elected this year to serve on the Planning Commission Board for the City of New Braunfels.

Alaric H. Robertson, M.P.A., is a Process Improvement and Analytics Specialist in the Texas Department of Licensing and Regulation (TDLR).

Alaric moved to this position after receiving his Master of Public Administration degree from Texas State University. Alaric has enjoyed some martial arts success as well, having recently received his Black Belt Six Sigma certification.

Mitch Sellars, M.P.A., is currently a Ph.D. candidate at the University of Florida, and has reached all-but-dissertation (A.B.D.) status. Mitch reports three forthcoming publications; one in *Political Research Quarterly* on voter id laws, and two in an edited volume entitled *Transgender Rights and Politics*. This past April, Mitch won the H. Douglas Price Award and Best Graduate Student Paper Award from the University of Florida.

John Sone, Col., USA (ret.), M.P.A., is now City Manager of Woodcreek, TX. He discontinued his work as a Government Relations consultant to concentrate on his new duties.

Andrew Thompson, 1st Lt., M.P.A., works in the Management Development Program of GEICO and is commissioned as a First Lieutenant in the Texas Army National Guard. He lives in Houston, TX.

Travis Whetsell, M.P.A., is currently pursuing a PhD at The Ohio State University, The John Glenn School of Public Affairs. Travis worked with Dr. Patricia Shields to publish an article in a military sociology book. Travis also published an article on positivism. He is currently working for Dr. Caroline Wagner at the Battelle Center for Science and Technology Policy, and has one article under review with her, and another with Jos. C.N. Raadschelders.

2012

Christy Carter, M.P.A., holds two positions in Washington, D.C.: the Director of Membership at the Women's Information Network and Program Assistant to the Director of Campaigns, and the Director of Public Outreach at Greenpeace USA.

Alumni Updates

Jeff Davis, M.P.A., was recently promoted to Assistant Chief of the Georgetown Fire Department. Jeff lives in Georgetown with Valerie, his wife of sixteen years.

Claire Moyers, M.P.A., is the Development Associate for the Texas Cultural Trust, a 501(c)3 non-profit organization whose mission is to promote and highlight the importance of the arts in educating children and sustaining the vibrant Texas economy. She is currently planning for the 2015 legislative advocacy campaign during the legislative session, which will focus on statewide funding for the arts. She is also facilitating the major donor and corporate sponsorships for the 2015 Texas Medal of Arts Awards, which will be held in February during the legislative session.

2013

Romy Adame-Wilson, M.P.A., is a Campaign Finance Analyst for the

Federal Elections Commission located in Washington, D.C. She recently moved to this position from a staff assistant role at Duke University.

Genedine Aquino, M.P.A., is currently a Crime Statistician for the Texas Department of Public Safety. She was recently promoted to this position from Research Analyst. Genedine also played a role in creating the 2011, 2012 and 2013 Crime in Texas reports. Genedine's ARP titled, *Texas National Guard and Reserve Members and Veterans: Post-Deployment and Reintegration Problems and the Services to Meet those Needs* was cited by the Center for Deployment Psychology in November, 2013.

Trent Kennedy, M.P.A., has served as the Executive Director of the McCarty Student Center since 2007. The center is a local nonprofit that supports, encourages, and assists college-aged students. Located across from under-

graduate admissions at Texas State, the center's focus is primarily ministering to the Texas State campus.

Keith O'Herrin, M.P.A., graduated last December and is now pursuing a Ph.D. in Urban Forestry at Virginia Tech University.

Jordan Peterson, M.P.A., is an independent petroleum landman in the Permian basin of West Texas. He has enjoyed wild-cattling success in his recent contract with Pioneer Natural Resources USA, Inc. Trent credits the Texas State M.P.A. program as perfect preparation for this type of work.

Lindsay Rose, M.P.A., is the Marketing Coordinator at Charity Dynamics, a career advancement from her previous position, Administrative Services Assistance. She also edits the official Charity Dynamics blog found at blog.charitydynamics.com.

Our Newest Alumni

The Texas State University MPA Program is proud of its thirty-seven graduates for the 2013-2014 Academic Year.

December 2013

Genedine M. Aquino
James A. Beck
Karen D. Ferrell
Adrienne H. Fischer
Sarah M. Gomez
Michael B. Grisham
Kyle R. Harward
Bridget R. Hinze
Kai (Joshua) Kang
Bridgett C. Lee
Dana L. Mays
Keith L. O'Herrin
Kendrick M. Payne
Jamyen J. Robinson
William W. Teeter
Jose A. Vargas

May 2014

Sarah J. Bernier
Flannery A. Bope
Karen L. Carlson
Bryce D. Cox
Brittany D. Decker
Jeremy L. Garrett
Larry D. Gonzales
James C. Hardin
Sheri B. Hicks
Collette D. Jamison
James P. Jardine
Curtis W. Leeth
Ginger M. Lowe
Dale S. Mantey
Angelique M. Myers
Charlie S. Nilmag

Rachel E. Saucier
David A. Serrins
Colin S. Smith



Dr. Longoria with
Angelique Myers

MPA Celebrates 40 Years

The Celebration

On May 1, 2014 the CENTEX Chapter of the American Society for Public Administration (ASPA) held its annual Public Service Recognition Week Banquet at the historic Green Pastures Restaurant in Austin, Texas. Over one-hundred-and-forty individuals attended this year's event, which celebrated the 40th anniversary of Texas State University's Masters' of Public Administration (MPA) Program. Featured at the event was the recognition of twenty-one outstanding Texas State University MPA distinguished alumni including **John Sharp**, Chancellor of Texas A&M University, **Larry Gilley**, City Manager of Abilene Texas, Past President of the Texas City Management Association (TCMA) and **Dr. Dee Ellis**, Executive Director/State Veterinarian of the Texas Animal Health Commission.

Featured Speaker

The featured speaker for the event was the **Honorable Larry Gonzales**, member of the Texas House of Representatives. Representative Gonzales received his Master of Public Administration from Texas State University in May, 2014 and spoke about importance of public administrators and public servants to the citizens of Texas.



Representative Larry Gonzales

Awards Ceremony

One of the awards presented was the Public Administrator of the Year Award, presented by MPA Director, **Dr. Tom Longoria** to **Magdalena Blanco**. Ms. Blanco is a graduate of the

Texas State University MPA Program. Among her many contributions to public service, Ms. Blanco served as Chair of the City of Austin's Independent Citizen's Districting Commission



Magdalena Blanco with Centex ASPA President Gabe Sepulveda

and currently serves as a Director of the Travis County Strategic Finance Corporation.

Dr. Patricia Shields, Professor and former Texas State University MPA Director was honored by CENTEX ASPA as a Public Administration Educator of the Year. The CENTEX Chapter of ASPA also highlighted the accomplishments of faculty, students, and alumni of the Texas State University MPA Program, The University of Texas



Dr. Patricia Shields with MPA Director, Dr. Tom Longoria

LBJ School of Public Affairs, and the Bush School of Government and Public Service at Texas A&M University.

All three universities recognized outstanding public administration educators and student research projects and named distinguished alumni. Each year, outstanding graduate student research is recognized by the James W. McGrew Research Award. Texas State University MPA McGrew

Award recipients were **Denise Dusek**, whose research paper was entitled "An Ideal Model for Responding to Active Shooter Incidents in Schools" and **Pam Tise**, whose research paper was entitled, "A Fragile Legacy: The Contributions of Women in the United States Sanitary Commission to the United States Administrative State."

Phi Alpha Alpha

In recognition of student scholarly achievements, Phi Alpha Alpha, the National Public Administration Honor Society, inducted six new student members into the Texas State University Chapter of the Honor Society.

The new inductees from Texas State University are:

Bryce Cox
Trinh Bartlett
Devin Bailey
Curtis Leeth
Janiece Crenwelge
Samantha Alexander

Scholarships

The Public Service Recognition Week Banquet offered an opportunity for CENTEX ASPA to reward the efforts of students pursuing graduate degrees in public administration with financial support. A number of named scholarships in public administration were presented including:

The Dr. George Weinberger Scholarship. Dr. Weinberger recently retired as a professor in the Texas State University MPA Program and sponsored two CENTEX ASPA scholarships. The scholarships were presented to **Jennifer Jendrzey** and **Jeremy Martin**. Both Jennifer and Jeremy are graduate students at the LBJ School of Public Affairs.

The William P. Hobby Family Scholarship. This scholarship was offered by Texas State University and presented to MPA student **Devan Gartman**.

MPA Celebrates 40 Years

The Balanoff Family Scholarship.

This scholarship was awarded to Texas State MPA student, **Marta Ortiz**.

The Frank Rich Scholarship. Two Frank Rich Scholarships, named in honor of the former Chair of the Political Science Department at Texas State University, were given to Texas State University students **Samantha Alexander** and **Geronima Brady**.

All five students receive scholarship awards at \$1000 per semester for the 2014-15 academic year.

Distinguished Alumni

The evening concluded with the naming of Distinguished Alumni from the LBJ School, the Bush School, and the MPA Program at Texas State. Distinguished Texas State alumni recognized include:

Barry Bales, Assistant Dean for Professional Development, The LBJ School of Public Affairs, UT Austin

Brenda Branch, Director, City of Austin Public Library

Gary Coe, Texas State University's CPM Program Faculty

Ron Davis, County Commissioner, Precinct #1 Travis County, TX

Mike Eastland, Executive Director, North Central Texas Council of Governments

Brenda Eivens, City Manager, Cedar Park, TX

Dee Ellis, Executive Director, Texas Animal Health Commission

Doug Faesler, City Manager, Sequin, TX

Larry Gilley, City Manager, Abilene, TX

Barney Knight, Principal, Barney Knight Law Firm, Former City Manager of Austin & Temple, TX

Charles Matthews, Former Chancellor of the Texas State University System and former Chair of Texas Railroad Commission

Eddie Molina, former Director of Administration, TCEQ

David MacCabe, former Director of Internal Auditing, Teachers' Retirement System of TX

Chuck Pinto, former City Manager of New Braunfels, Live Oak, Seabrook and Orange, TX

Richard Ridings, Executive Vice President, HNTB Engineering, former Chief Executive Officer Oklahoma Turnpike Authority

Rudy Ruiz, Founder & President, Community Development Management Co., Lockhart, Texas

Phil Ruiz, Founder & Vice President, Community Development Management Co., Lockhart, Texas

Matthew Smith, City Manager, Live Oak, Texas

John Sharp, Chancellor, Texas A&M University System & former Comptroller of the State of Texas

Mike Tanner, former City Manager, Portland, Texas

Debbie Tucker, Executive Director, National Center on Domestic & Violence, Austin, TX



Distinguished Alumni

Certified Public Manager Program



William P. Hobby

Designed for present and future leaders in public service, the Texas Certified Public Manager (CPM) program is the flagship program offered by Texas State University's William P. Hobby Center for Public Service. Texas State has been designated to deliver the nationally accredited CPM program throughout Texas. The program is open to professionals, faculty and students from other countries. Texas is one of 40 U.S. states that offer the CPM program.

The William P. Hobby Center for Public Service works with public organizations, non-governmental organizations (NGOs) and charities throughout Texas and beyond. The center operates in cooperation with other universities, including Stephen F. Austin State University, Sam Houston State University, The University of Texas–Pan American, Texas Tech University and the University of Houston.

2014 CPM Graduation

Graduation

Texas State University's William P. Hobby Center for Public Service graduated thirty new Texas Certified Public Managers at the Texas State Capitol on Monday June 9, 2014.

The CPM graduates and their families came from CPM Programs at the following locations: San Marcos, Round Rock, Arlington, Houston and Nacogdoches Texas. The graduates participated in CPM Programs offered by the following universities, Texas State, Stephen F. Austin, Sam Houston State University and The University of Houston.

The CPM graduation speaker Brenda Eivens, City Manager of the City of Cedar Park, spoke about the need for public service and congratulated the graduates for their dedication to public service and for achieving their CPM certification. Ms. Eivens received her MPA degree from Texas State University. She was also presented with an honorary CPM Certification Certificate at the Graduation.

2014 CPM Graduates by Location

Texas State University San Marcos, Round Rock and Arlington

Alice Rocha
Indira Rodriguez
Tammer Elshahed
Delores Hobbs
Nanette Ann McCartan
Joseph Florentino
Matthew Garrett
Greg Petrey
Steven Santos

Sam Houston State University Houston and Galveston

Raymond Cooper
Ursula Norman
Kathryn Liberto
Andre Mitchell
JoAnne Perry
Aricia Robinson
Suzanne St. Michael
Justin Taylor
Raymond Tuttoilmondo
Kimberly Vaughn
Modeane Walker
Allan Warren

University of Houston

Tim Buck
Michael Kinlaw
Sarah Korpita
Jill Matzig
David Oyler

Stephen F. Austin State University

Lonny Cluck
Olivia King
James Perry
Ana Sanchez

For additional information about the 2014 Texas CPM Conference and/or the Texas CPM Program contact:

Dr. Howard Balanoff
Political Science Professor
Chair of Texas State University's
William P. Hobby Center
for Public Service
hb02@txstate.edu
512.245.3453.
www.txstate.edu/cpm

Certified Public Manager Program

2014 Annual Texas CPM Conference

Nearly 150 Texas CPM alumni, faculty, and students gathered in Round Rock, Texas on Friday April 11, 2014, to learn, share and network at the Annual Texas Certified Public Manager (CPM) Conference. The Conference, which was held at the Texas State University Avery Building, featured outstanding plenary speakers and breakout sessions on a variety of public administration and public policy topics, including the William P. Hobby Distinguished Lecture and the business meeting of the Texas Society of Certified Public Managers.

The Hobby Distinguished Lecture is always a highlight of the annual conference. This year's plenary session was no exception, with the 2014 honoree Retired **US Army General Montgomery Meigs**, who gave a presentation on leadership in the public and not for profit sectors."

General Meigs' presentation engaged the audience in an interactive discussion about the importance of leadership skills to the establishment and maintenance of efficient and effective organizations.

During a 35-year career in the U.S. Army, General Meigs served as Commander, U.S. Army Europe (1998-2002). For the first year of that

assignment, he also served as Commander of SFOR, NATO's peacekeeping force in Bosnia. In addition, he commanded the U.S. Army Combined Arms Center and was Commandant of the Army's Staff College (1997-1998).

During his tour he revised the Staff College's leadership curriculum and oversaw the writing of the Army's leadership manual. He also led the 1st Infantry Division in its deployment enforcing the Dayton Treaty in Bosnia (1996-1997). He commanded the Iron Brigade of the 1st Armored Division in Operation Desert Storm and at Medina Ridge.



Howard Balanoff and Gen. Monty Meigs

The opening plenary session was delivered by **Harvey Kronberg**, noted Texas political analyst and editor of the Quorum Report (www.quorumreport.com) informed and entertained

attendees with insights to current politics (including the recent primary elections in Texas).



Mr. Harvey Kronberg

As a self-proclaimed "equal opportunity offender of both Democrats and Republicans," Harvey's observations are always candid, insightful and give us the opportunity to take a humorous look at ourselves, each other and Texas politics. During the Texas Society of Certified Public Managers conducted its business meeting and discussed the impact of the merger of the American Society of Public Administration (ASPA) and the American Academy of Certified Public Managers (AACPM) on members of the Texas CPM Society. In addition to the Texas CPM Society business meeting, morning and afternoon conference breakout sessions were informative, engaging and insightful.

Conference Break Out Sessions, Topics and Speakers

From Chaos to Collaboration: New Approaches to engaging the Public in Productive and Proactive Ways

Larry Schooler, John-Michael Cortez, Alex Sanchez, Bryce Bencivengo, Diane Miller

Local Government Forecasting: Lessons from the City of Georgetown

Chris Foster, Micki Rundell

Structure, Function, Operation and Decision Making at the Texas Sunset Commission

The Hon. Larry Gonzalez, Ken Levine

Current Topics in Public Finance

Dustin Traylor, Bob Henderson

Local Government Major Incident after Action Process: Lessons from the Halloween Floor, City of Austin

Otis J. Latin, Billy Atkins, Sean Shepard

Social Media in Public Sector Organizations: Legal Impacts of Social Media on Public Sector Organizations

Alan Bojorquez, Sherri Greenberg

Structure, Function, Operation and Decision Making at the Texas Legislative Budget Board

The Hon. John C. Otto, Ms. Ursula Parks

International Engagement

Texas State in Romania

This summer, Texas State Master of Public Administration faculty went international, attending a conference in the Eastern European nation of Romania. This exciting trip emphasizes the growing international reputation of the Texas State University MPA program.

From June 15-26, 2014, faculty from Texas State University joined faculty from other United States institutions and from around the world, traveling to Romania as participants in an International Public Administration Forum, sponsored by the American Society for Public Administration (ASPA) Section for Public Management Practice (SPMP). Texas State faculty delivering presentations at the conference included Dr. Billy Fields, Dr. Howard Balanoff, Dr. Emily Hanks, and Mrs. Marilyn Balanoff. In addition to participating in the forum, the Romanian hosts took a group of about thirty public managers on a tour of five Romanian cities. The American Society for Public Administration SPMP works with local administrators in Romania to improve local government practices. The section partnered with the Romanian Review of Local Government Administration to host the forum, which was held in Brasov, Romania.

Over one hundred local, regional, and national public administrators attended the forum. Attendees included public administrators from Lithuania, Latvia, South Africa, Turkey and the Netherlands. The event was organized and sponsored by Lonut Luria, editor-in-chief of the Journal of Local Government Administration and Cristina Mita, managing editor.

Section for Public Management Practice members also visited the Ministry of Regional Development and Public Administration, where they attended a presentation by senior officials on Romanian public administration: past, present and future. The group also visited the Palace of the Parliament and engaged in a surprisingly candid and lengthy conversation with five national senators. These senators were responsible for shepherding a controversial regionalization and decentralization plan through the legislature. Additional visits and exchanges occurred with various

local government officials in the Romanian cities of Brasov, Bucharest, Pitești, Sinaia, and Tulcea.

The Romanian trip and forum followed two visits by a group of Romanian local government administrators to the United States. The first visit occurred in Orlando, Florida in October of 2013. During this trip, the University of Central Florida hosted a meeting that provided an opportunity for dialogue between the visiting administrators and SPMP. The second trip, to Washington, D.C., occurred in March 2014 during ASPA's Annual Conference. During this meeting, SPMP conducted a one day forum attended by the Romanian administrators and staff on the Romanian Review of Local Government Administration.



Research Spotlight

Research Spotlight on Michael Grisham

by Dr. Emily Hanks

What's next for your Applied Research Project (ARP)?

I pose this question each time that I have the opportunity to participate in an oral examination for graduating MPA students. As you might imagine, I receive a wide variety of responses. Last December, Michael Grisham replied that he wanted to publish his research and (spoiler-alert) his article "To partner or not to partner: That is a public manager question," co-authored with Drs. Longoria and Hanks, will appear this fall in the peer-reviewed journal *The Public Manager*.

Before he even had the chance to walk across the stage at graduation, Michael and his new co-authors begin adapting his ARP into a journal article.

As the Community Partner Program Lead for the Texas Health and Human Services Commission, Michael directs a team charged with establishing partnerships between his agency and nonprofit organizations.

The first step in implementing such programs, notes Michael, is to determine which nonprof-

its have the capacity to be an effective partner. Unfortunately for Michael and other public managers, there was not much guidance on the issue. He decided to fill this gap; writing an ARP with the goal of assisting public managers to evaluate a nonprofit organization's readiness to partner with government entities.

You are probably not surprised to learn that the rigorous requirements of the ARP process produced insights valuable to a broad audience. More striking, rather, was Michael's ambition and enthusiasm to engage in the additional work required to publish his findings. Before he even had the chance to walk across the stage at graduation, Michael and his new co-authors (Dr. Tom Longoria and Dr. Emily Kay Hanks) begin adapting his ARP into a journal article.

During the revision two key decisions were made:

Because helping practicing public administrators was Michael's original inspiration, we used the ARP to develop a tool, "The Nonprofit Readiness Checklist," that practitioners would find easy to read, understand, and more importantly, apply; and concentrated on matching the content and practice-oriented spirit of the article with a journal embracing such an approach.

As a result, the article will appear in the fall 2014 issue of *The Public Manager*—a peer-reviewed journal that reaches more than 40,000 subscribers worldwide and is dedicated to publishing innovative ideas and practical applications of learning technologies.

Michael shared the following about the process: "I encourage any MPA student to use their research to help solve public management problems...a large part of our responsibility as aspiring or practicing public managers is make sure others have the opportunity to gain insight from our research and experiences."

In conclusion, we hope to make the Spotlight a recurring feature of the Magazine. The M.P.A. faculty are dedicated to increasing the number of such collaborations and to empowering students by demystifying the publication process.



Michael Grisham

Faculty Publications 2013-1014

Books

Renne, J. & **W. Fields**. (2013). *Transport beyond oil: Policy choice for a multimodal future*. Island Press/Center for Resource Economics.

Shields, P., & Rangarajan, N. (2013). *A playbook for research methods: Integrating conceptual frameworks and project management*. Stillwater: New Forums Press.

Soeters, J., **Shields, P.**, & Riethoven, S. (2014). *Routledge handbook of research methods in military studies*. Routledge.

Articles

Balanoff, E. K. (2013). A special, set-apart place no longer? Deconstructing the discourse of meaning and mission in non-profit newsletters. *Administrative Theory & Praxis*, 35:11-27.

Balanoff, H.R. & Master, W. (2014). ASPA section participates in International public management forum. *PA Times*. Volume 37, Number 3. P. 15.

Farmer, J. L. (2014). County-nonprofit service arrangements: The roles of federalism and state fiscal involvement. *Publius: The Journal of Federalism*.

Fields, B. (2013). Confronting the wicked problem: Disaster

planning in post-Katrina New Orleans. *Good Governance Worldwide: The Online Journal and Network of the American Society for Public Administration's Section for Public Management Practice*.

Fields, B., Wagner, J., & Frisch, M. (2014). Placemaking and disaster recovery: Targeting place for recovery in post-Katrina New Orleans. *Journal of Urbanism: International Research on Placemaking and Urban Sustainability*, 1-19.

Grisham, M., **Hanks, E.**, & **Longoria, T.** (2014). To partner or not to partner? That is the public manager question. *The Public Manager*, (43)2: 51-56.

Longoria, T. (2014). Are we all equal at death?: Death competence in municipal cemetery management. *Death Studies*, 38:355-364.

Longoria, T. (2014). Predicting use and solicitation of payments in lieu of taxes. *Nonprofit and Voluntary Sector Quarterly*, 43(2) 338-354.

Longoria, T., & Rangarajan, N. (Forthcoming). Measuring public manager cultural competence: the influence of public service. *Journal of Public Management and Social Policy*.

Rahm, D., & Reddick, C. G. (2013). Information and communication technology (ICT) for emergency services: A survey of Texas emergency services districts. *International Journal of E-Politics*, 30-43.

Tajalli, H., De Soto, W., & Dozier, A. (2013). Determinants of punitive attitudes of college students toward criminal offenders. *Journal of Criminal Justice Education*, 24(3): 339-356.

Tolford, T., Renne, J. L., & **Fields, W.** (2014). development of a low-cost methodology for evaluating pedestrian safety in support of complete streets policy implementation. *Transportation Research Record: Journal of the Transportation Research Board*.

Wang, T., **Shields, P.**, & Wang, Y. (2014). The effects of fiscal transparency on municipal bond issuance. *Municipal Finance Journal*, 25-44.

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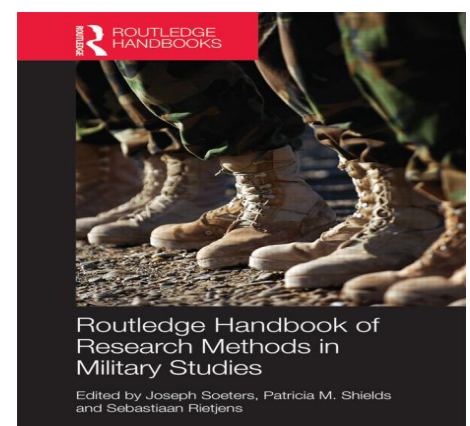
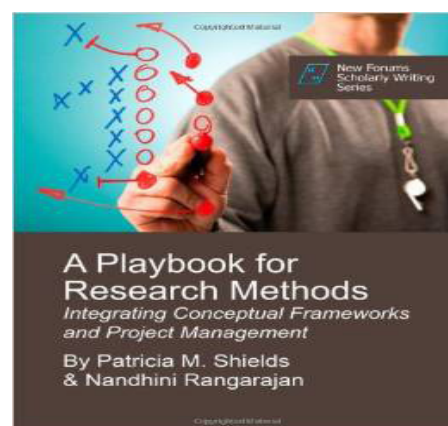
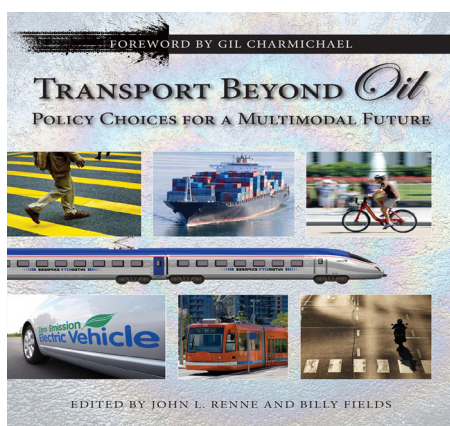
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Applied Research Projects Cited

As of January 2013, almost 400 Applied Research Projects (ARPs) have been downloaded 500,000 times, across more than 140 nations. This is only one measure of the growing academic reputation and national recognition of the Texas State University Master of Public Administration program.

Below is a brief list of recent ARP authors and where their work has been cited:

Author: Heather Crosby

ARP: *Explaining achievement: Factors affecting Native American college student success* (2011)
Cited: *Library services for multicultural patrons: Strategies to encourage library use* (2012), edited by Carol Smallwood and Kim Becnel.

Author: Peggy Helton

ARP: *A guidebook of resources for battering intervention and prevention programs in Texas to mitigate risk factors which increase the likelihood of participant drop out* (2011)
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Author: Kai Huang

ARP: *Population and building factors that impact residential fire rates in large U.S. Cities* (2009)
Cited: *Crucible of fire* (2011), by Bruce Hensler

Author: Mark Featherston

ARP: *High-stakes testing policy in Texas: Describing the attitudes of young college graduates* (2011)
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Author: James Wilson

ARP: *Policy actions of Texas Gulf Coast cities to mitigate hurricane damage: Perspectives of city officials* (2009)
Cited: *Pre hospital perspectives in emergency management*, Edith Cowan University
Cited: *Application of ICT in disaster management with emphasis on Indian subcontinent* (2012), by Sachin Kadam
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situation awareness: A dissertation presented in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Information Sciences at Massey University, Albany, New Zealand (2012), by Yasir Javed

Cited: *Considering emergency and disaster management systems from a software architecture perspective* (2012), by Moumita Mikherjee Shukla and Jai Asundi

Author: Melissa Whitmore

ARP: *Success through succession: Implementing succession planning at the Texas Department of Insurance* (2006)
Cited: *Relationship between project planning and performance* (2014), by Shahab Ud Din and Syed Nisar Ahmed

Author: Kevin Bailey

ARP: *An evaluation of the impact of hurricane Katrina on crime in New Orleans, Louisiana* (2009)
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Author: Shaina L. Trial

ARP: *Assessment of patient processing in emergency departments of hospitals* (2009)
Cited: *National perspective on in-hospital emergency units in Iraq* (2013), by Riyadh K. Lafta and Maha A. Al-Nuaimi

Author: Jennifer Lindsey

ARP: *Quality after school time: An evaluative study of the Eastside Storey after school program in Austin, TX* (2010)
Cited: *Toward more equitable*

outcomes: A research synthesis on out-of-school time work with boys and young men of color (2014), by Jon Gilgoff and Shawn Ginwright

Author: Terry Jennings

ARP: *A river runs through it: Assessing the attitudes of landowners along the Luling paddle trail* (2010)
Cited: *Funding sustainable paddle trail development: paddler perspectives, willingness to pay and management implications* (2011), by Carol Kline, David Cardenas, Lauren Duffy, & Jason R. Swanson

Program Faculty

Howard Balanoff, Ed.D.

Endowed Professor
Director of the Hobby Center
Areas of Interest: Personnel Administration, Comparative Policy and Administration, Organizational Theory and Behavior, and Leadership

Christopher Brown, J.D.

Associate Professor
Areas of Interest: Environmental and Natural Resources Law and Administrative Law

Jayce Farmer, Ph.D.

Assistant Professor
Areas of interest: State and Local Government Fiscal Policy, Urban Policy, and Local Government Administration

Billy Fields, Ph.D.

Assistant Professor
Director, Center for Research, Public Policy, and Training
Areas of Interest: Environmental Policy and Management, Place Management, Hazard Mitigation, and Trans. Policy

Charles Garofalo, Ph.D.

Professor
Areas of Interest: Ethics in Public Administration, Public Policy, Government-Business Relations, and Globalization

Emily Hanks, Ph.D.

Assistant Professor
Areas of Interest: The Nonprofit and Voluntary Sector, Public Values, and Applied Communication

Thomas Longoria, Ph.D.

Professor
Director of the MPA Program
Areas of Interest: Local Government Policy and Administration, Urban Politics, and Non-Profit Management

Stephanie Newbold, Ph.D.

Associate Professor
Areas of Interest: Intellectual History of Public Administration, Democratic-Constitutionalism, and the Administrative State

Dianne Rahm, Ph.D.

Professor
Areas of Interest: Environmental Policy, Science & Technology Policy, and Public Policy

Nandhini Rangarajan, Ph.D.

Associate Professor
Areas of Interest: Public Management and Organizational Creativity, and Research Methods

Patricia Shields, Ph.D.

Professor
Editor Armed Forces and Society
Areas of Interest: Civil Military Relations, Pragmatism of Public Administration, and Research Methods

Hassan Tajalli, Ph.D.

Associate Professor
Areas of Interest: Research Methods, Statistics, Program Evaluation, and Public Policy

Welcome Dr. Newbold

The M.P.A. Program is proud to welcome Dr. Stephanie Newbold to the faculty. Dr. Newbold specializes in the intellectual history of public administration, democratic-constitutionalism, judicial branch dynamics, and the intersection between the American Constitution and the administrative state.



Dr. Stephanie Newbold

Dr. Newbold's research broadly examines the importance of connecting the constitutional and institutional values of American government to administrative theory and practice as well as carefully examining how important, intellectually significant figures of history shape the study and practice of democratic theory and public administration in contemporary times. The National Association of Schools of Public Affairs and Administration (NASPAA) recognized her research on Thomas Jefferson's role in advancing U.S. public administration, as making significant contributions to the intellectual advancement of the field.

During the 2012 term, Dr. Newbold served as the U.S. Supreme Court Fellow in the Office of the Counselor to the Chief Justice. Largely regarded as one of the most prestigious fellowships in the United

States for mid-career professionals, this experience afforded Dr. Newbold the opportunity to contribute to the administrative functions and responsibilities of the Supreme Court, and other judicial branch agencies. In this position, the U.S. Department of State recognized her for sustained support of its Public Diplomacy Rule of Law program.

Dr. Newbold has also worked for the Office of the White House Chief of Staff, and the International Center for Jefferson Studies at Monticello. She holds a B.A. in political science and public administration from Elon University, and an M.P.A and Ph.D. in public administration from Virginia Tech. Dr. Newbold previously worked as an Assistant Professor of Public Administration at American University before joining the M.P.A. Faculty at Texas State.

Community Partner - Centex ASPA



Gabriel Sepulveda
President, Centex Aspa

Welcome to Texas State University!

As the president of the Central Texas Chapter of the American Society for Public Administration (CenTex ASPA), it is my distinct pleasure to welcome you to Texas State as you begin your journey in the Masters of Public Administration program. CenTex ASPA is the local area chapter for the national American Society for Public Administration. The organization is the premier professional association for public administrators; public-sector and NGO professionals; and educators operating in this field. As the chapter representing the forty-two counties making up the central Texas region, including the cities of Waco, Austin and San Antonio, we represent the network of government professionals and educators in the heart of Texas.

Our chapter is one of the largest and strongest in the nation, and we want to provide you with this great resource. We welcome you to join our organization as you pursue your M.P.A. at Texas State. There are many benefits of participating in CenTex ASPA including: professional development workshops, speaker series, educational resources, and most importantly, networking and collaboration opportunities with area professionals. We are also proud to have many of your Texas State University faculty as chapter members, and many sit on the CenTex ASPA Council. Additionally, as a graduate from the Texas State M.P.A. program, and now President of CenTex ASPA, I can personally speak firsthand to how integral this organization has been to my professional development. I encourage you all to reach out for more information and become a part of our amazing network.

Your pursuit of an M.P.A. at Texas State has placed you in an incredible program full of exceptional faculty, students and resources. The knowledge and practical experience you will garner over the course of this program will be invaluable for your professional and academic development. I wish you all the best of luck on your academic endeavor. Go Bobcats!

Gabriel G. Sepulveda, President
CENTEX/ASPA

Community Partner - TCMA



Brian LaBorde
President, TCMA Region 7

Welcome, Texas State Students.

As you begin your path in public administration and determine which emphasis to take, I want to take this opportunity to talk a little about local government, particularly city management and the Texas City Management Association (TCMA). As our 2014 TCMA President Mike Land states, "As city management professionals, we make decisions daily that help transform our communities into more than they are today through purposeful thought and actions." We can be dream makers for our cities but also implement those dreams and visions through day to day operations to where we can see a difference being made.

"TCMA is an organization of local government professionals dedicated to promoting the highest standards of governance, service, leadership, ethics, and education while embracing individual and regional diversity for the benefit of our membership and the cities of Texas."

"TCMA is member driven, ethical, and inclusive; committed to the council-manager form of government; dedicated to effective partnerships with elected officials; devoted to the professionalism of our organization and members; determined to provide quality service to our membership and the cities we serve."

The TCMA state chapters are divided into regions that have their own regional chapters. Region 7 encompasses Hays County, including Texas State University. Our regional chapter has a lot to offer through its programs and membership and would like to extend an offer to assist in any way, whether networking, internships, mentoring, sponsorships to seminars and the annual conference, and our State and Region 7 chapters.

We are very excited and looking forward to working with Texas State University's Public Administration Department by offering programs and learning opportunities for interested students. If you would like more information into TCMA, please visit www.tcma.org; please don't hesitate to contact me.

Brian LaBorde, AICP, CPM
TCMA Region 7 President

Internship Information



The internship is primarily designed to provide practical experience to pre-service students. The academic component consists of part-time (paid or unpaid) employment in a public service entity, government-related office, or a non profit organization. A maximum of three hours credit can be earned through an internship.

Normally the student will work an average of 20 hours per week, for a total of 300 hours. The academic component of the public service internship includes a required research paper and completion of assigned readings.

Our students are always seeking quality internship opportunities. If you would like to request an intern, please consider using the following website: <http://www.polisci.txstate.edu/resources/Internship-Information.html> or contact Dr. Longoria directly at tl28@txstate.edu.

2013-2014 Internship Partners

Texas State University Public Administration Programs rely heavily on internship partners, to provide real world experience for our students. We gratefully acknowledge all our partners, some of which are listed below.

Johns Adams Campaign for Texas State Representative District 45	City of Windcrest, Texas	City of New Braunfels, Texas
City of San Marcos, City Manager's Office	National Credit Union Administration	Challenges to National Security in a Global Society
City of San Marcos, Auditor's Office	Texas State University, Career Services	Central Texas Medical Center, Administration
Office of Councilman Fred Terry	Texas Legislature, Representative Dr. J. D. Sheffield (District 59)	Texas General Land Office
City of Austin, Communications & Public Information Office	Texas Department of Public Safety, Auditor's Office	University of Texas System and Board of Regents, Office of Governmental Relations
Texas Legislature, Representative Ryan Guillen (District 35)	Texas Legislature, Senator Shapiro's Office	Anne Hodge Campaign for Texas State Representative (District 132)
Refugee Services of Texas	Texas Legislature, Senator Doggett's Office	State of Texas Attorney General's Office
Travis County Intergovernmental Relations Office		

Learn more about public administration at Texas State at <http://mpa.polisci.txstate.edu/>

Academic Programs

- Bachelor of Public Administration (BPA)
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- Master of Public Administration (MPA)

Concentration Areas

- Public Administration and Management
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- Public Finance



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