



# TEXAS STATE

PUBLIC ADMINISTRATION MAGAZINE

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2016 Editor: Jordan Macha



# DIVERSITY

## AT TEXAS STATE

Our Public Administration program aims to be a model of higher learning that places value in its diversity and inclusion practices. In 2011, the University was designated by the Department of Education as a Hispanic Serving Institution, which indicates more than 25% full-time Hispanic undergraduate enrollment. Like the University population, our MPA student body is diverse with 31% Hispanic students, 13% Black students, 50% White, and 6% other ethnicities.

Engaging in activities related to diversity at the university, departmental, professional, and programmatic levels enhances our understanding of diversity and inclusivity as a faculty, and we aim to develop students' appreciation of the same. In the coming year, we plan to harness the resources provided by the University's Center for Diversity and Gender Studies, the Multicultural Curriculum Transformation, and Research Institute. Additionally, we aim to enhance faculty participation in the Professional Development Services training program offered by our University that will help better support persons of color and LGBTQIA persons.

### University Enrollment by Ethnicity, 2015-2016

White	48%
Hispanic/Latino	35%
Black/African American	11%
Other Race	5%

### Texas State MPA Enrollment by Ethnicity, 2015-2016

White	50%
Hispanic/Latino	31%
Black/African American	13%
Other Race	6%



# DIRECTOR'S CORNER

## A MESSAGE FROM DR. PAT SHIELDS



We are currently offering public administration classes in San Marcos, Round Rock, and online. Aware of the challenges and opportunities in developing quality coursework, serving our students, and recognizing our faculty needs, we are committed to offering an enriching degree closer to our students' home base. We have worked hard to develop a long-term course rotation and curriculum that will better enable students to plan and complete their degree in a timely manner. Furthermore, we are aggressively pursuing a location in Austin to hold at least a few classes there.

For current and prospective students, many will notice a significant change: the department has updated all course titles and descriptions, offering a system that will distinguish core and elective courses within the Public Administration program. This helps set apart MPA courses from courses offered by the Political Science program, as well as providing students course options that meet the needs of modern public administrators. Additionally, we are examining the connection between our BPA and MPA programs, and how our students often travel through both programs at Texas State. To address these reflections, both sets of curricula have been updated to create a more thorough and sustainable

program. We anticipate the changes will be effective in Fall 2017. As one of eleven accredited Public Administration programs in Texas, we are excited about these changes as they will not only make us more competitive, but, more importantly, better provide the necessary educational foundation for our students. Stay tuned!







# PROGRAM NEWS

## Phi Alpha Alpha Public Administration Honor Society 2016 Inductees

- Jesse Ancira
- Jessica Ancira
- David Beckerley
- Bradley Barrett
- Holly Doyle
- Katherine Miller
- Lana Sveda
- Abigail Trahan

## Phi Kappa Phi National Honor Society Public Administration 2016 Inductee

Jordan Macha

## Faculty Awards and Honors 2016 Inductees

Dr. Dianne Rahm  
*CenTex Distinguished Public Administration Educator*

Dr. Emily Kay Hanks  
*Texas State Liberal Arts Achievement Award for Teaching Excellence*

Dr. Howard Balanoff & Marilyn Balanoff  
*National Proclamation of Appreciation  
National Certified Public Manager Consortium*

## Public Service Recognition Week

In May 2016, Texas State faculty, staff, and alumni gathered together with members of the Central Texas Chapter of the American Society of Public Administration (ASPA) at the Plum Creek Golf Course to commemorate Public Service Recognition Week. The banquet celebrated outstanding achievements in the public sector. Among those recognized were MPA faculty member Dr. Dianne Rahm, who received the award for Distinguished Public Administration Educator from CenTex ASPA.

Distinguished speakers included City Manager of Kyle, Scott Sellers, and Leonard Bright, Associate Dean of Graduate Education at Texas A&M University. The evening concluded by inducting new student members into the Public Administration Honor Society, Pi Alpha Alpha.

Page 6, Clockwise from left: Texas State San Marcos Campus; Lana Sveda, Phi Alpha Alpha Inductee, & Dr. Howard Balanoff; Round Rock Campus; Phi Alpha Alpha Inductees at Public Service Recognition Week.



### NASPAA Welcomes Dr. Thomas Longoria as their New COPRA Member

In 2016, Dr. Thomas Longoria was appointed as a member of NASPAA's Commission on Peer Review and Accreditation (COPRA). NASPAA's Commission on Peer Review and Accreditation (COPRA) is the Council for Higher Education Accreditation recognized accreditation body for graduate degree programs in public policy, administration, and affairs, globally. As part of this 14-member commission, Dr. Longoria will be part of the decision-making process that eventually leads to accreditation/re-accreditation of public administration programs in the U.S. and other parts of the world.



### Congratulations Dr. Emily Kay Hanks!

In Spring 2016, Dr. Emily Kay Hanks became the department's newest tenured professor. Her teaching has earned her university-wide acclaim having twice received prestigious Excellence in Teaching Awards (2012, 2016), and being named favorite professor by the Alpha Chi Honors Society. Additionally, she is the recipient of numerous awards and honors, including national recognition as a top paper contributor at the annual conferences of the Association for Research on Nonprofit Organizations Voluntary Action and the National Communication Association. Dr. Hanks currently teaches and conducts research on the nonprofit and voluntary sector, public values, applied communication, and public administration, including published works on the implications stemming from seismic shifts in the nonprofit and voluntary sector such as the intrusion of competition, professionalization, and the continued devolution of government.

### ICMA Student Chapter Meetings

The International City/County Management Association (ICMA) is an organization that aims to advance professional local government worldwide. It's mission is to create excellence in local governance through the development and fostering of professional management to build better communities. Texas State MPA students are provided with membership to the ICMA Central Regional chapter.

Bi-annual meetings are held in the Spring and the Fall, and provide an important community building opportunity for students, faculty, and Central Texas Region ICMA members. In April 2016, the Texas State MPA Student ICMA Chapter's featured speakers included Jarred Miller, City Manager of the City of San Marcos, Texas. Other city management professionals joined Jared to share their thoughts on the value this organization and how ICMA can assist in the career development of current MPA students. Local government guests included: Mr. Burt Lumbreras, Assistant City Manager of the City of Austin, Texas and Vice President of the High Plains States Region of ICMA, Mr. Micah Grau, Assistant City Manager of the City of Hutto, Texas, Ms. Collette Jamison, Deputy City Manager, City of San Marcos and Ms. Stephanie Garcia, Assistant Director of Human Resources for the City of San Marcos.

In November 2016, the ICMA Student Chapter featured speaker was Jim McInnis, National Security Consultant and retired Administrator and Senior Analyst of the Central Intelligence Agency (CIA).



### Frank Rich Scholarship Recipients

Four Frank Rich Scholarships were awarded in the Spring and Fall semester of 2016. At \$1000 each, the scholarships are given in honor of Dr. Frank Rich, former Chair of the Political Science Department. The 2016 Master of Public Administration recipients of the Rich Scholarships are JacQuitta Beeks, Lisa Paiz, Sergio Vasquez, and Ricardo Zavala.



### DID YOU KNOW?

The Public Administration program offers both bachelor and master's courses at our Round Rock location! At our state of the art facility, students can take at least one course a semester for both the BPA and MPA program. Find out more at [www.rrc.txstate.edu](http://www.rrc.txstate.edu).



# POSITIVE PEACE

## IN PUBLIC ADMINISTRATION

In January 2016, Dr. Patricia Shields gave a keynote address to the Association of Civil Military Studies of Israel at the Second KINNERET Conference on the concept of Positive Peace. Currently, the field of peace research is dominated by a negative definition of peace: the absence of war. This has had the perverse consequence of conflating war and peace in scholarship and in practice. Negative peace, or the end of conflict, is a short run idea. On the other hand, positive peace contains the long run goal of a society with strong, working relationships both within and across borders – one where justice and concern for all, including the most vulnerable, prevails.



Right: Jane Addams (1926); Dr. Pat Shields in KINNERET Conference (2016)

Left (Top to Bottom): Dr. Shields in Israel (2016); Sea of Galilee (2016); Women's Peace Party, with Jane Addams (1915); Dr. Shields with Reuven Gal, President of the Association of Civil Military Studies in Israel (2016).

Using the ideas of positive peace found in the Hebrew word *Shalom*, the works of Nobel Peace Prize winner, Jane Addams, and the notion of organizational ambidexterity, Shields urged the audience to imagine a world where notions of positive and negative peace could work in tandem – a society capable of deterring aggression and with the moral imagination necessary to explore positive peace.

In 2014, Dr. Shields began exploring positive peace, examining whether Jane Addams' (1860 – 1935) ideas of peace could be applied to peacekeeping theory and practice. Jane Addams is known as a pioneer of feminist pragmatist philosophy and a public administration. Addams ran a large non-profit organization in the slums of Chicago that combined community outreach, education, and reform efforts to serve the local immigrant community. She wrote *Newer Ideals of Peace* in 1907 and developed a theory of positive peace, applying it to local government.

Her first substantive chapter "Survival of Militarism in City Government," seems applicable today, particularly in cities like Ferguson, Missouri. She proposed a new model for city government called "municipal housekeeping," which emphasized the health and welfare – an ethic of care – of all its citizens. At a time when women were denied the right to vote, Addams developed and practiced a kind of inclusive participatory democracy. Her conceptions about democracy helped resolve conflicts between the often divisive immigrant groups, management/labor and across generations. These experiences led her to develop a concept of positive peace.

In 2015, Dr. Shields and Dr. Joseph Soeters reimagined Addams concept of positive peace as peaceweaving and applied it to public administration. In their article, "Peaceweaving: Jane Addams, Positive Peace, and Public Administration,"<sup>1</sup> Shields and Soeters

argue that positive peace is a missing and needed concept in public administration. Within their practice, public administrators should prioritize building the fabric of peace in their community, country, and the world.

To further the study of positive peace, Dr. Shields, along with Dr. Grant Rissler, edited a special issue on peace for the journal *Global Virtue Ethics Review* (2016). In addition, Shields is close to finishing a book on Jane Addams, which explores Addams' pioneering feminist informed work in peace, philosophy, public administration, social work, and sociology.

<sup>1</sup> Shields, P. M., & Soeters, J. (2015). Peaceweaving Jane Addams, Positive Peace, and Public Administration. *The American Review of Public Administration*.

To hear Dr. Shields keynote in full, please visit: [bit.ly/PositivePeace](http://bit.ly/PositivePeace)

For additional reading, see Dr. Shield's book: *Jane Addams: Progressive Pioneer of Peace, Philosophy, Sociology, Social Work and Public Administration*. Vol. 10. Springer, 2017.

Dr. Pat Shields is a Professor at Texas State University and Director of the Public Administration Department. Since 2001, she has served as the Editor-in-Chief of the *Armed Forces and Society* journal, the leading peer-reviewed journal on civil military relations.





# CHARLES GAROFALO

## AN EXEMPLARY CAREER

Professor Charles Garofalo will be retiring at the end of the 2016-2017 academic year. When approached to write this profile honoring his contributions to the MPA program, I was a bit daunted by the scope of the task. Teaching, research, and service are the standard criteria used to evaluate the performance of university faculty members. One needs only to look at any academic curriculum vitae (CV) to recognize that these activities shape what "counts" as work in academia. Yet, even the most distinguished CV won't reveal the impact of a professor's career. That story is to be found between the lines; created by the interaction between notable

professional achievements and the "countless" smaller moments accumulated during the performance of what might appear as the routine minutia of everyday life: answering students' questions, informally chatting in the hallway, or recommending a recent research article to a colleague just because they might find it interesting. Any statement reflecting upon what the thirty-five year career of Charles Garofalo has meant to Texas State University, then, cannot merely recap his resume.

Charles' influence as a teacher is undeniable. Since arriving at then Southwest Texas University, he has taught both graduate and undergraduate students in courses on subjects ranging from senior seminars to organizational theory. However, it is public management and ethics that students most readily associate with Charles - teaching current and future public administrators to identify, explore, and apply values in diverse organizational cultures. Such lessons resonated with graduate student, Caitlin MacIntyre, who kept a record of the class by affixing a multitude of tiny, yellow post-it notes to her textbook during each meeting. She wanted to capture her impressions of Charles as a teacher to share later with her husband (also a Texas State graduate student). Looking back over her notes, Caitlin uncovered the following: "Charles once said in class, 'everything is subject to circumstance and interpretation' and he always taught in accordance with that -- never dismissing anyone's views or merely paying lip-service to the 'other side' of an issue. Rather, he engaged in full discussions of reasoning from multiple perspectives with the most difficult students and topics."

Caitlin's experience of Charles as a teacher mirrors that of his long-time friend, colleague, and frequent research collaborator, Texas State Philosophy Professor Dean Geuras. For approximately twenty years, Geuras and Garofalo worked together on books, papers, articles, and other research projects in the field of ethics in the public service including co-authoring the highly-regarded and widely-adopted text *Practical Ethics in Public Administration* (now in its third edition). Dean told me, "The most impressive aspect of my interaction with Charles was his objectivity in analyzing all of the possible views on a subject, including those with which he disagreed...As a result, he was always prepared to



change his own opinions and reasonable enough to change mine. In many instances, we were able to arrive at compromises that enhanced our work."

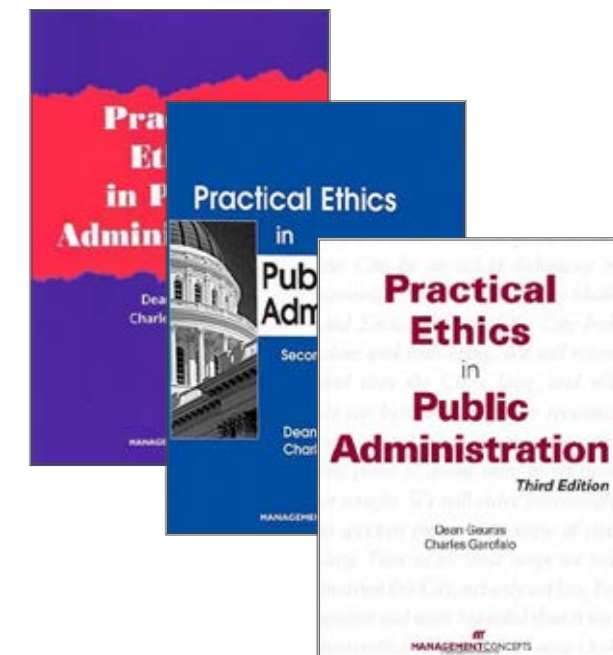
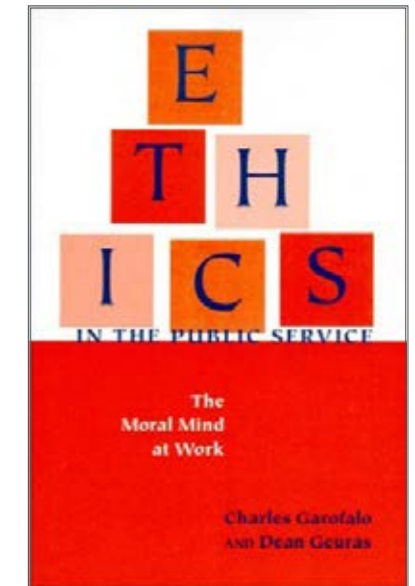
Charles' enduring influence on the literature of ethics in public administration is likely two-fold, according to Geuras. Dr. Garofalo's body of work resists relativistic and postmodernist trends that falsely identify moral autonomy with moral arbitrariness, and clarifies the problems inherent in privatization of public services. "The first of those contributions," says Geuras, "had the more influence on public administration theory, while the second has greater influence of public policy."

In academia, the notion of service is, more often than not, understood to indicate membership on various boards and committees. From this perspective, Charles was a model of service: he began his career at Texas State as Assistant Vice President for Academic Affairs, served as the MPA Director from 1991-1996, chaired the Institutional Review Board, and was an active member of numerous professional associations including the American Society for Public Administration, the Public Administration Theory Network, the European Group of Public Administration, the International Institute of Administrative Sciences, the International Association of Schools and Institutes of Administration, and the International Academy of Law and Mental Health. Charles also embodied service to students and colleagues by treating people as ends in themselves. I was fortunate to experience this generosity. In my first year at Texas State, I shared with Charles how much I missed the experience of being a student now that I was a newly-minted Assistant Professor. Because we shared similar research and teaching interests, he offered me the chance to sit in on his graduate ethics seminar and, a few semesters later, we team taught the course together. I consider his willingness to mentor a junior colleague as a critical and often-overlooked form of service as well.

Charles summed up his career as follows: "My academic career has been a gift: helping students grow, working with colleagues, pursuing professional interests, and making what I hope is at least a modest contribution to the advancement of public service."

In conclusion, to say that Charles will be missed is an understatement. But, I will say it nonetheless: Charles Garofalo will be missed by all of those at Texas State who knew him as a teacher, as a colleague, or as a friend. His absence will be felt most acutely by those of us, myself included, who were lucky enough to know him as all three.

Written by Dr. Emily Hanks, the newly tenured professor of the Political Science Department and recipient of Foundations of Excellence Teaching Award (2011), and Achievement Award for Teaching Excellence (2016).





# HOBBY CENTER FOR PUBLIC SERVICE

## AT TEXAS STATE

The William P. Hobby Center for Public Service at Texas State aims to train public and non-profit managers in ethical values and technical competencies associated with outstanding public service. Part of the Hobby Center's role is to host the Certified Managers Program (CPM), a nationally accredited comprehensive statewide management development program. Additionally, the Hobby Center provides opportunities for current public administration students to interact with practitioners, as well as offering internship and fellowship placement for students throughout the year.



Clockwise from left: Howard & Marilyn Balanoff receive National CPM Proclamation of Appreciation; Ricardo Zavala, H. Balanoff & Moaz Kahn at TCMA Conference; June 2016 CPM Graduation; M. Balanoff with Dr. Nikol Hopman in The Hague; CPM Program Classroom.

### 2016 Annual Texas Certified Program Manager Conference

Nearly 120 Texas CPM alumni, faculty, and students gathered in Round Rock, Texas on Friday April 8, 2016, 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 Center, featured the William P. Hobby Distinguished Lecture and a plenary session on Texas Politics & Policy Issues. The featured speakers were Dustin Haisler, Vice President of e-Republic who gave a presentation entitled, Exponential Government: The Future of Public Service in an Exponential Era, and Harvey Kronberg, Editor of the Quorum Report who gave a Commentary on Texas Politics and Government to include the Texas Executive, Legislative and Judicial Sectors.



### 2016 Graduates

Texas State University's William P. Hobby Center for Public Service graduated fifty-nine new Texas Certified Public Managers at the Texas State Capitol on Monday June 6, 2016. The CPM graduates and their families came from CPM Programs at the following locations: Amarillo, Arlington, Houston, Edinburg and Nacogdoches, Round Rock, San Antonio, and San Marcos, Texas. The graduates participated in CPM Programs offered by the following universities, Texas State, Stephen F. Austin, Sam Houston State, Texas Tech University, the University of Houston, and the University of Texas: Rio Grande Valley.



### Student-Faculty Opportunities: Texas City Management Association Conference

Over the summer, Dr. Howard Balanoff and current Texas State MPA students, Moaz Kahn and Richard Zavala, attended the Texas City Management Association (TCMA) Conference held in South Padre Island from June 8-12, 2016. While there, they met with city managers to promote both the Texas State University MPA and CPM Programs. Both students received Texas City Management Association Scholarships from Region 7 to attend the conference, providing registration fees, hotel, and per-diem expenses.

### CPM Abroad: A Trip to the Netherlands

In July, Dr. Howard Balanoff and Marilyn Balanoff, program faculty for the Department of Continuing Education, traveled to the Netherlands to meet with faculty and administrators at Leiden University in The Hague to provide assistance in developing a CPM Program in Europe. While there, the Balanoffs met with Dr. Billy Fields and his study abroad students in Amsterdam for a urban planning and public transit workshop with the University of Amsterdam.



If you'd like to learn more about the Hobby Center or the CPM Program at Texas State, please contact Dr. Howard Balanoff at [hb02@txstate.edu](mailto:hb02@txstate.edu).





# ACTION RESEARCH

CENTER FOR RESEARCH, PUBLIC POLICY, AND TRAINING

Established in 2010, the Center for Research, Public Policy and Training is housed within Texas State's Department of Political Science. With the goal of providing practical research opportunities for students, the Center seeks to engage and link students with experts from multiple academic disciplines and collaborate with legislators, public officials, agencies and communities across Texas, conducting research and finding solutions to problems in public policy.

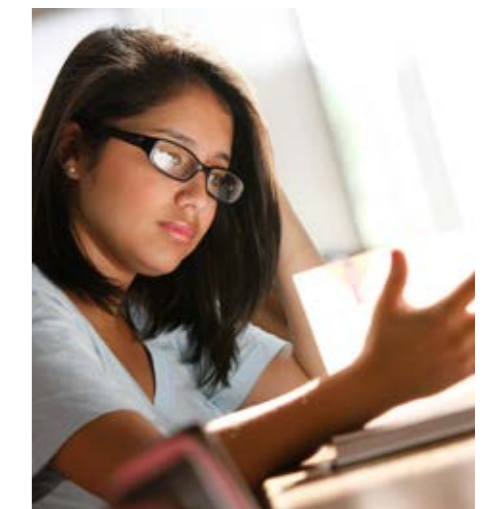
The Center specializes in helping local government officials better serve their communities. Providing both external and internal assistance, the Center provides resources and technical support on public policy issues, government sustainability, and performance management. This includes, providing technical assistance with data collection, grant writing, community needs and assessment surveys, citizen satisfaction surveys, program evaluation and assistance, strategic planning and development, systems development, budgeting and cost analyses, as well as many other areas in state and local government.

In 2016, the Center conducted a Central Texas regional community survey that provided valuable information on citizen satisfaction and priorities. Spearheaded by Dr. Tom Longoria and Dr. Jayce Farmer, public administration graduate students conducted community surveys in Georgetown, Hutto, and Kyle, Texas. While cities often conduct community surveys that have different questionnaires and sampling protocols, they often lack useful information that makes comparisons across regions. The Center aimed to provide meaningful information to better understand the needs of participating cities as well as gain an understanding of the issues affecting neighbors throughout the region.

Central Texas is one of the fastest growing regions in the U.S., and the problems, issues and concerns of citizens often transcend city boundaries. Therefore, the need for regional benchmarking is critical. The survey aimed to capture information that was not only important and specific to local cities, but to other cities throughout the area as well. In addition to the valuable information

provided to city officials, students in the graduate program gained hands on experience in analyzing real world aimed to make positive change in their own communities.

*To learn more about the Center for Research, Public Policy, and Training, contact Dr. Tom Longoria at [tl28@txstate.edu](mailto:tl28@txstate.edu).*





# PUBLIC ADMINISTRATION ABROAD

## I-STEP PROGRAM

How can we transfer sustainable transportation technologies from best practice leaders to the United States or other countries?



The International Sustainable Transportation Engagement Program (I-STEP), a joint project of the Texas State University Center for Research, Public Policy, and Training, CivilStreet.com, and the University of New Orleans Pedestrian Bicycle Resource Initiative, aims to help communities better utilize innovative, sustainable transportation technologies by building a knowledge network between best practice leaders in communities with the desire to innovate. We believe that building more livable communities is not rocket science. While complex, the basics of better, safe streets are within our grasp today. Proven sustainable transportation technologies are in use today in the form of safe, low-speed neighborhood streets, regional streets with separated facilities for walking and bicycling, and well-connected and frequent transit.

The I-STEP approach focuses on building partnerships between sustainable transportation leaders from multiple countries. I-STEP began in the summer of 2015 when I-STEP linked U.S.-based transportation professionals with colleagues in the Netherlands and Romania for a 2-week intensive collaboration. Results from our Year One Evaluation highlighted the potential and complexity of transferring sustainable transportation best practices between countries. In 2016, we expanded to include a student program in the Netherlands led by Dr. Billy Fields with Texas State University.

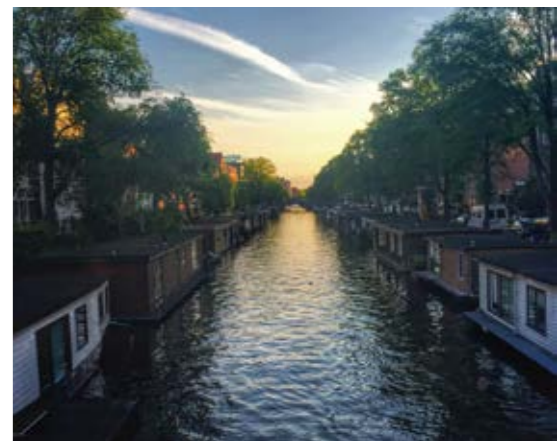
Proven sustainable transportation technologies are in use today in the form of safe, low-speed neighborhood streets, regional streets with separated facilities for walking and bicycling, and well-connected and frequent transit. In the Netherlands, for example, a broad sustainable transportation system has already been tested and deployed on a

national scale to increase safety, connect economic resources, and simultaneously lower greenhouse gas emissions.

I-STEP is driven by the desire to engage an underlying question: How can we transfer these sustainable transportation technologies from best practice leaders like the Netherlands to the United States or other countries?

In the 2016 program, student's aimed to accomplish two goals:

1. Enhance student knowledge of best practices in sustainable transportation practices through experiential learning in the Netherlands; and,
2. Establish a platform for knowledge sharing through a project-based class experience linked to final report of findings.







Moving forward, the I-STEP aspires to build a continuing dialogue on knowledge transfer related to sustainable transportation. In 2017, I-STEP will continue the student study abroad program, and will expand to include a professional engagement seminar. Both events are planned to coincide with the Velo-City Conference in the Netherlands in June 2017.

To learn more about the I-STEP Program, or about study abroad opportunities in the Netherlands, contact Dr. Billy Fields at [wf16@txstate.edu](mailto:wf16@txstate.edu).

Students spent two weeks in the Netherlands engaging city planners, non-profits, academics, advocates, and everyday citizens in conversations about how to build a strong sustainable transportation system. Students were based out of Amsterdam and Rotterdam, making side trips to Zwolle, Kinderdijk, and Delft to explore different dimensions of the Dutch system. Through the course of these dialogues, the students accomplished a series of exercises to help engage transportation stakeholders, build substantive knowledge of the Netherlands system, and collect data on how the system works.

These varied activities helped provide students with a comprehensive overview of the strengths and challenges of the Netherlands system and prompt dialogue about how these system elements might be transferred back to the United States. To see the complete 2016 I-STEP analysis, visit us at <https://isteptransport.wordpress.com>.



Clockwise from left: Study Abroad Team (Erin Allen, Jessica Ancira, Brooke Bennett, Tyler Blakey, Brandon Elliot, Viktor Glynyanyy, Brekeia Jackson, Jordan Macha, Jennifer Myer, Eric Ramirez, Luke Scott, and Delaney Testerman) in Kinderdijk; Wind & Solar Field; Amsterdam; Study Abroad Team in Zwolle. Page 18, Clockwise from left: Kinderdijk bike path; Zwolle roadway; Amsterdam; Delft.



# JAMES QUINTERO

## ALUMNI SPOTLIGHT

James Quintero is the Director of the Center for Local Governance at the Texas Public Policy Foundation – one of America’s premier conservative think tanks based in Austin, Texas. James’s focus at the Foundation centers on the state budget, taxation and tax reform, financial transparency, and pensions. In 2017, James will lead the Foundation’s focus on Texas’s 85th legislative session – advancing the message of limited government, especially at the local level. He received his bachelor’s degree from the University of Texas in Sociology and a Master of Public Administration degree from Texas State, with a focus on public finance.



Joining the Foundation in 2008 as a policy analyst, James attributes his readiness for his position due to his time at Texas State. Coming away from the MPA program with a focus on taxes, budget, and pensions, he sought to make an impact in his community and found his place with the Foundation. During his first years, James’ work centered on statewide issues related to fiscal reform. However, James and his colleagues felt there was a gap in bringing the conservative message to local government. In 2013, the Foundation launched the Center for Local Governance with James at the helm, to bring attention to conservative issues - particularly around high property taxes and debt.

James attributes his early success to the skills and values he learned from Texas State’s MPA program. “One of the best takeaways was my ability to make a presentation. When I first started off in the classroom setting, it was awkward and difficult – it’s definitely a learning experience. The requirement to regularly speak and present ideas was extremely valuable, especially as students have the opportunity to hone their skills in a small classroom setting.”

The Applied Research Project (ARP) was another stepping stone in his career, as it not only provided James with skills in quantitative analysis, but most importantly honed his ability to read and write in a way that captured ideas to connect with his audience. “The ARP is not research for the sake of research,” notes James. “The ARP provides an opportunity for students to learn how to communicate ideas on a broad scale that helps translate the complex problems of today.”

James enjoys keeping in touch with graduates working around Texas, and encourages students to take full advantage of their internship, build relationships, and use the alumni network as they move forward in their career.

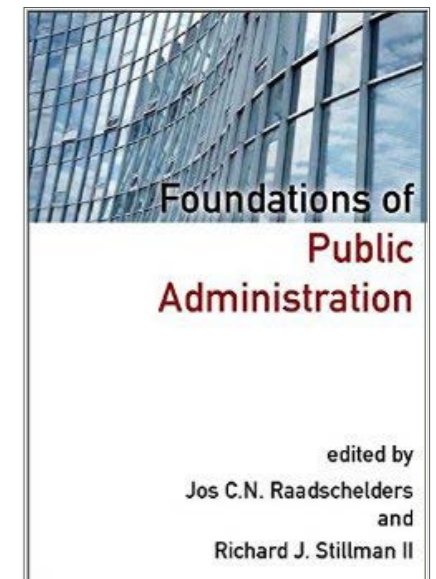
After attending Texas State for both his undergraduate (Political Science) and graduate (Master of Public Administration) degrees, Travis Whetsell is now finishing his dissertation at the John Glenn College of Public Affairs at Ohio State University. Focusing on policy implementation in the industry of high-tech semiconductors, Travis’ research reveals the effects of a large Department of Defense sponsored research consortium, Sematech, on the strategic alliance networks of the semiconductor industry, as well as its effects on industry and firm level performance outcomes during critical time periods in its development.

In addition to this research, Travis has collaborated with Dr. Pat Shields at Texas State on classical pragmatism. Recently, both Travis and Dr. Shields published a book chapter in the newly released *Foundations of Public Administration*, edited by Raadschelders and Stillman. Their contribution, titled “Public Administration Research Methodology: A Pragmatic Approach,” represents Professor Shields’ work over the decades to establish a coherent methodology for framing and producing research on topics in public administration. Travis notes, “I was thrilled when Professor Shields invited me to contribute my own thoughts on classical pragmatism, regarding research methodology in public administration. I could not be prouder of the end-result. I recommend this book for all students of public administration.”

Travis states that the Applied Research Project experience at Texas State University helped prepare him for working through the “long, and uncertain process, of writing a dissertation.” The program overall helped his ability to think through public problems, particularly in terms of applied theory. As he completes his program at Glenn College, Travis is putting these skills to use as in his published research studying the dynamics of collaboration in science and technology.

# TRAVIS WHETSELL

## ALUMNI SPOTLIGHT



edited by  
Jos C.N. Raadschelders  
and  
Richard J. Stillman II



# PUBLIC POLICY RESEARCH

## THE APPLIED RESEARCH PROJECT

When generally asked about Texas State's Master of Public Administration Program, students and alumni alike will almost undoubtedly point to the Applied Research Project. The Applied Research Project (ARP) is a culminating experience for MPA students at Texas State University. In the final semesters during a two course sequence, students conduct structured research by identifying a research question, collecting relevant data to address that question, analyzing data, drawing conclusions, and providing policy recommendations. Tasks associated with completion of the ARP are akin to research and policy projects many public administrators conduct at work. MPA students get the opportunity to delve into policy questions that interest them, while honing their critical thinking and project management

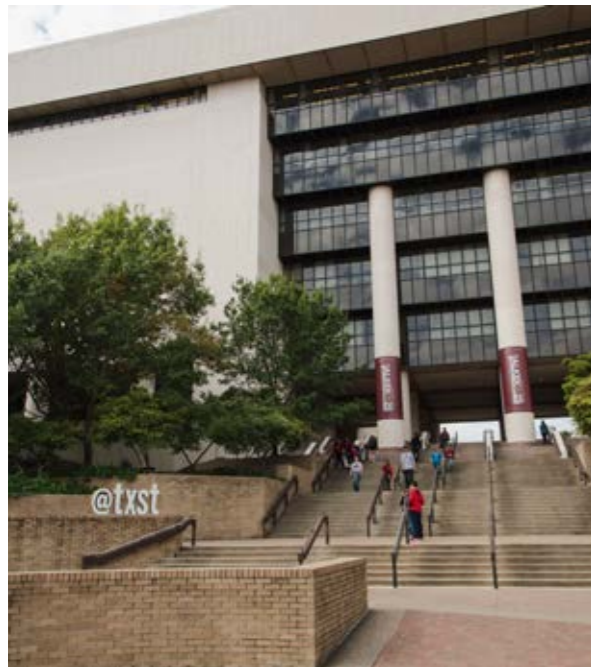
skills. Highlighted below are three applied research projects that relate to relevant, contemporary public policy issues.

**Luke Scott** - *Campus Carry Policy: A Descriptive Study of Perceptions of Students, Faculty, and Staff at Texas State University*

On June 13, 2015, Governor Greg Abbott signed into law Senate Bill 11 which gives those with concealed hand gun licenses, the right to carry their firearms on higher education campuses. This became effective at Texas State University on August 1, 2016. Luke's study examines the perceptions of students, staff, and faculty at Texas State University regarding the "campus carry" policies that became effective last year. He administered a web survey to a total of 4000 faculty, staff and students. Results demonstrate that party affiliation and firearm ownership played a significant role in their attitudes towards keeping the law versus repealing it. Freshmen were more likely to support the legislation than graduate students. Luke's ARP research offers a very nuanced discussion on how each of these groups differed in their perceptions about the bill.

**Geronima Brady** - *An Analysis of Educators Sanctioned for Misconduct*

Geronima's research explores the uncharted territory of educators' criminology. In particular, her research addresses the following questions: How prevalent are the various offenses committed by educators; what are the demographics of offending educators; are minority and male educators more severely punished than others, as the general literature on criminal justice suggests; and, do younger educators engage in offensive behaviors more frequently than older educators? With nearly half a million public school educators and detailed records on each of them, the state of Texas offers a unique research setting for examining educators' offenses. Geronima's study used the entire population of Texas public school educators and the 582 educators who were disciplined for misconduct in 2012-2013. Results showed that young, male, and black educators are more likely to offend. Implications for public policy are discussed.



**Marta Ortiz** - *A Longitudinal Examination of Hispanic College Enrollment and Graduation: Has the Texas Closing the Gap Plan Been Successful?*

Marta's research examines whether Texas' policy of encouraging college enrollment and graduation has been successful and what lessons can be learned from the Texas experience. More than half of the population growth in the U.S. belongs to the Hispanic population. However, Hispanics have traditionally lagged behind in higher education. In less than two decades, Hispanics will be a majority in Texas and a few other states. In reaction to the negative social, economic and political predictions that this undereducated ethnic group could cause, Texas, launched in 2000 its higher education plan of 'Closing the Gap by 2015.' A successful plan will help Texas earn \$1.9 trillion, one million new jobs, and \$122 billion in personal income by 2030. However, if the plan fails to achieve its benchmarks and the education gap persists, Texas will forfeit these benefits and instead will suffer major socio-economic loss. Ortiz' study assesses the effectiveness of Texas' 'Closing the Gap' plan to increase Hispanic enrollment into, and graduation from, institutions of higher education. Results show that Hispanic enrollment of 18-24 year olds significantly increased as a result of the plan, but graduation did not. She theorizes that outreach, financial aid, parental involvement, or dual-enrollment offerings may have been responsible for the recruitment of more Hispanics into the universities, but were overall insufficient to incentivize and support students in the completion of their degrees.

The ARP experience provides MPA students the opportunity to address public policy and administration questions of critical importance. The full texts of these projects are published and available via an open access digital repository at [bit.ly/txstate\\_arp](http://bit.ly/txstate_arp). The student, practitioner, and scholarly community can readily access these projects to learn more about these important policy and administrative issues, as well as further the research foundation provided by these projects.

To learn more about the ARP, visit [bit.ly/txstate\\_arp](http://bit.ly/txstate_arp). To learn more about the MPA program, visit [mpa.polisci.txstate.edu](http://mpa.polisci.txstate.edu).



# GRADUATES

## MASTER OF PUBLIC ADMINISTRATION

Fall 2015	Spring 2016	Summer 2016
Samantha Alexander	Jorge Alfaro	Princesstara Cato
Trinh Bartlett	Robert Carvell	Chasity Larios
Geronima Brady	Janiece Crenwelge	Fall 2016
Gregory Clayton	Nicole Hines	Juan P. Aleman
William Costello	Katherine Miller	Jesse Ancira
Matthew Duree	Deron Reinders	Evelyn T. Anderson
Austin Esquivel	Raiza Ruiz	David Beckerley
Javier Mere Prado	Chasity Tillis	Phillip Fountain
Marta Ortiz	San Juanita Velasquez	Katy Reagan
Laura Williamson		Amy Ruthrauff
		George Sanders
		Luke Scott



# STUDENT FEATURES

## PRESENTATIONS & PUBLICATIONS

### Texas State Wins Regional NASPAA Student Policy Competition

As public administration students, we are tasked with learning about the inner-functions of government. Part of this process is learning how policy is made and implemented, as well as the negotiations, compromises, and hard stances that stakeholders, decision-makers, and interest groups must engage in. To promote greater understanding of these processes, the annual NASPAA Student Simulation Competition provides students from around the world an opportunity to fully immerse in this experience.

In February 2016, MPA student Jordan Macha represented Texas State at Arizona State University, one of eight university sites for the competition. Over ten schools from the region participated at Arizona State. The topic: climate change. The goal: create a solution, involving multiple stakeholders, which limited global warming to no more than 2.0 degrees Celsius from above pre-industrial levels by the year 2100.

A daunting question for sure, but one that had been previously explored at COP21 in Paris in December 2015. Participating members split into two teams – competing with one another to produce the best plan. Each team used real world policy modeling, and negotiated as assigned stakeholders (e.g. fossil fuel interests, advocacy, agriculture) within their teams, reaching consensus on how they would meet – or come below – their target, and presented a policy paper outlining how their objective was met.

After eight intense hours, the two groups came together to present their policy proposals. Jordan's group presented recommendations that limited global warming temperatures below 2.0 degree Celsius, as well as produced compelling evidence to support their proposal. At the end of the day, Jordan's group won their regional competition based on their ranking by the judges, fellow students, and their ability to meet the objective. Jordan notes, "this experience





provided the opportunity to better understand the complexities and challenges of creating public policy, particularly when aiming to solve a multifaceted problem. Additionally, working with fellow public administration allowed me to learn about different programs and meet feature practitioners across the region.”

To learn more about the NASPAA Student Policy Simulation Competition, please visit <https://studentcompetition.naspaa.org>.



### Student-Faculty Collaborative Publications & Presentations

Alexander, Samantha and Shields, P. (2016). Texas Women City Managers: Their Stories of Success. Women and Gender Research Collaborative Symposium. San Marcos, March 25.

Costello, William and Shields, P. (2016). The New Walking Beat: A Model Assessment Tool for Using Social Media in Community Policing. American Society for Public Administration Annual Conference. Seattle, March 18 – 22.

Favreau, Jenifer M., & Hanks, E. K. (2016). Improving Election Poll Worker Training: Reflections on Implementing New Ideas for Measurable Success. *Administrative Theory & Praxis*, 38(1), 68-81.

O'Herrin, Keith, & Shields, P. (2016). Assessing Municipal Forestry Activity: A Survey of Home-Rule Municipalities in Texas, US. *Arboriculture & Urban Forestry*, 42(4).

Shields, P. and Whetsell, Travis. Public Administration Methodology: A Pragmatic Perspective. In Raadschelders, J. C., & Stillman, R. J., II (Eds.). (2016). *Foundations of Public Administration*. Irvine, CA: Melvin & Leigh.

Tajalli, H., & Peña, Alejandra I. (2017). Sports tourism does not have to be accompanied by crime: a case for the NFL Super Bowl. *Journal of Sport & Tourism*, 1-18.

# INTERNSHIP OPPORTUNITIES

The William P. Hobby Fellowship provides Texas State University graduate students with a paid opportunity to intern within city government. Resourced by the Hobby Center and the selected municipality, students are given the opportunity to work within a department to gain the skills and experience needed to work in local government. In 2016, six fellowships were granted to students to serve in San Marcos, Kyle, and Round Rock, Texas.



As one of the 2016 Hobby Fellowship Recipients, JacQuitta Beeks worked with the City of San Marcos' Human Resource Department. During her time with the Human Resource department, JacQuitta learned the various departmental duties – as well as produced and directed a [seat belt training video](#) for the City. Both her coursework at Texas State, in particular Public Personnel, and interest in local government prompted JacQuitta to apply within the Human Resource department.

During her ten-week internship, JacQuitta gained a better understanding of how Human Resources is a significant driver to the success of local government. JacQuitta notes, “from overseeing personnel to providing important departmental resources, the Hobby fellowship and the Texas State internship program provided me with the experience I need to apply for public administration jobs in the future.”

Other 2016 recipients included John Palapala, Lynn Anderson, Kari Fortenot, Zoahibi Oadri, and Maegan Ethridge. Each student receives a \$3000 stipend, with participating cities paying \$1500 towards each fellowship.

## Current Internship Partners

### State Partners

Office of the Governor  
Texas Alcoholic Beverage Commission  
Texas General Land Office  
Texas Veterans Commission

### Local Partners

City of San Marcos  
City of Kyle  
City of Buda  
City of Austin  
City of Round Rock  
Hayes County  
Travis County

### Non-Profit Partners

AFL-CIO, Austin  
Capital Area Food Bank of Texas  
Equal Justice Center  
Haven for Hope  
Hope Alliance  
LBJ Museum of San Marcos  
NARAL, Austin  
Susan G. Komen Foundation



## Institute for Government Innovation

*Think Government Services Should Be Different? Better?*

Texas State University's Institute for Government Innovation (IGI) was created to help advance bright ideas and bring a fresh perspective to government. Through innovative strategies, IGI is able to leverage Texas State's cutting-edge knowledge and resources for our client's success. We specialize in turning raw data into actionable information for better, data-driven decisions, but can handle a wide variety of assignments. Projects to date include primary and secondary research; policy analysis; quantitative and geographic analysis using GIS; predictive modeling to forecast resource needs; and online policy manual development.

Over the years we have provided services for the Texas Department of Public Safety, Texas Department of Transportation, the Department of Motor Vehicles, Texas Commission on Environmental Quality, Travis County, the City of Gonzalez, and several trade associations. IGI provides an incredible value and can handle short- or long-term projects using easy interagency or inter-local agreements.

Our clients are satisfied, and the students we hire to work at IGI are happy, too. We recruit the best and brightest Texas State students - pay them competitive wages, allow them to count this experience as an internship, and provide invaluable real-world experience that builds on theories taught in the classroom. The on-campus work environment allows students to better balance work with school, and the collaborative environment helps develop and hone many soft skills so important for professional success.

IGI is a stepping-stone for our student workers to begin their career, as well as an opportunity for our clients to get high-value, high-quality deliverables - a classic win-win.

For information about hiring, the Institute for Government Innovation, or about student worker positions, please contact Dr. Rebecca Davio at [rebeccadavio@txstate.edu](mailto:rebeccadavio@txstate.edu).



Amsterdam & Rotterdam,  
The Netherlands  
Summer 2017

**PROGRAM DATES**

On campus classes: 5, 8 & 12 June 2017  
Departure from the USA: 18 June 2017  
First day of classes abroad: 19 June 2017  
Last day of classes abroad: 30 June 2017  
Return from Program: 1 July 2017  
On campus classes: 28 July 2017

**COURSE OPTIONS**

PA 5351 Urban Transportation Policy  
PA 5387 Research Practicum  
POSI 4322 Public Policy Formulation  
POSI 4397 Research in Public Administration  
GEO 4310 Regional Field Studies  
GEO 4336 Transportation Systems

For more information contact:

Dr. Billy Fields  
wf16@txstate.edu



# STUDY ABROAD

2017



Barcelona, Spain  
Summer 2017

**PROGRAM DATES**

Departure from the USA: 9 July 2017  
First day of classes abroad: 11 July 2017  
Last day of classes abroad: 9 August 2017  
Return from Program: 10 August 2017

**COURSE OPTIONS**

POSI 2310 Principles of American Government  
POSI 2320 Functions of American Government  
POSI 4379 Independent Study  
POSI 5398 Directed Readings and Research

For more information contact:

Dr. Hassan Tajalli  
tajalli@txstate.edu





# FACULTY PUBLICATIONS

## 2015-2016

Budd, D. M., Myers, A., & Longoria, Thomas. (2016). An Exploratory Study of Female City Council Member Political Ambition in Texas Cities. *Journal of Research on Women and Gender*, 6, 81-93.

DeSoto, W. H., Tajalli, Hassan, Villarreal, A. (2016). Do International Studies Students Have a Broader Global Awareness than Other College Students? *Journal of Political Science Education*, 12(2), 216-229.

DeSoto, W. H., Tajalli, H. (2016). How Do College Students in Ukraine and the United States View Criminal Offenders? *International Journal of Comparative and Applied Criminal Justice*.

Favreau, J. M., & Hanks, Emily K. (2016). Improving Poll Worker Training: New Ideas for Measurable Success. *Administrative Theory & Praxis*, 38(1), 1-14.

Fields, Billy. (2016) "Evaluating the Challenge of Conceptualizing the Smart City in Urban Planning: Greenway Planning in Texas." In *International Practices of Smart Development*. Jurgita Bruneckiene, Ed. Peter Lang GmbH – Internationaler Verlag der Wissenschaften. 183-196.

Fields, B., Thomas, J., & Wagner, J. A. (2016). Living with Water in the Era of Climate Change Lessons from the Lafitte Greenway in Post-Katrina New Orleans. *Journal of Planning Education and Research*. 1-13.

Hanks, Emily K., & Hanks, J. C. (2016). Organizational values. Carole L. Jurkiewicz, Ed. *Global Encyclopedia of Public Administration and Public Policy*. Dordrecht, Netherlands: Springer.

Rahm, Dianne, Farmer, J. L., & Fields, B. (2016). The Eagle Ford Shale Development and Local Government Fiscal Behavior. *Public Budgeting & Finance*, 36(3), 45-68.

Rahm, D. "Fracking and the Politics of Shale Gas and Oil Development." (2016). In Sapat, Alka, Ed. *Handbook of Environmental Governance*. New York, New York: Routledge.

O'Herrin, K., & Shields, Pat. (2016). Assessing Municipal Forestry Activity: A Survey of Home-Rule Municipalities in Texas, U.S. *Arboriculture & Urban Forestry*, 42(4), 267-280.

Shields, P., & Rissler, G. (2016). Positive Peace: Exploring its Roots and Potential for Public Administration. *Global Virtue Ethics Review*, 7(3), 1-13.

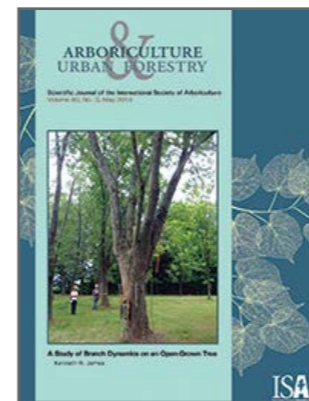
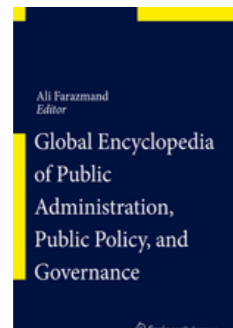
Shields, P. (2015). Building the Fabric of Peace: Jane Addams and Peaceweaving. *Global Virtue Ethics Review*. 7(3), 21-33.

Shields, P., & Soeters, J. (2015). Peaceweaving Jane Addams, Positive Peace, and Public Administration. *The American Review of Public Administration*.

Shields, P. (2016). Introduction to Symposium: Roundtable on the Ethics of Senior Officer Resignation in the United States. *Armed Forces & Society*, 43(1), 3-4.

Shields, P., & Whetsell, T. (2016). Public Administration Methodology: A Pragmatic Perspective. In Raadschelders, Jos and Stillman, R. Eds. *Foundations of Public Administration*. Irvine, CA: Melvin & Leigh Publishers.

Tajalli, H. & Peña, A. I. (2016) Sports Tourism Does Not Have to be Accompanied by Crimes: A Case for the NFL Super Bowl. *Journal of Sport & Tourism*.





# PROGRAM FACULTY & COUNCIL

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*Areas of Interest: Environmental & Natural Resources Law, and Administrative Law*

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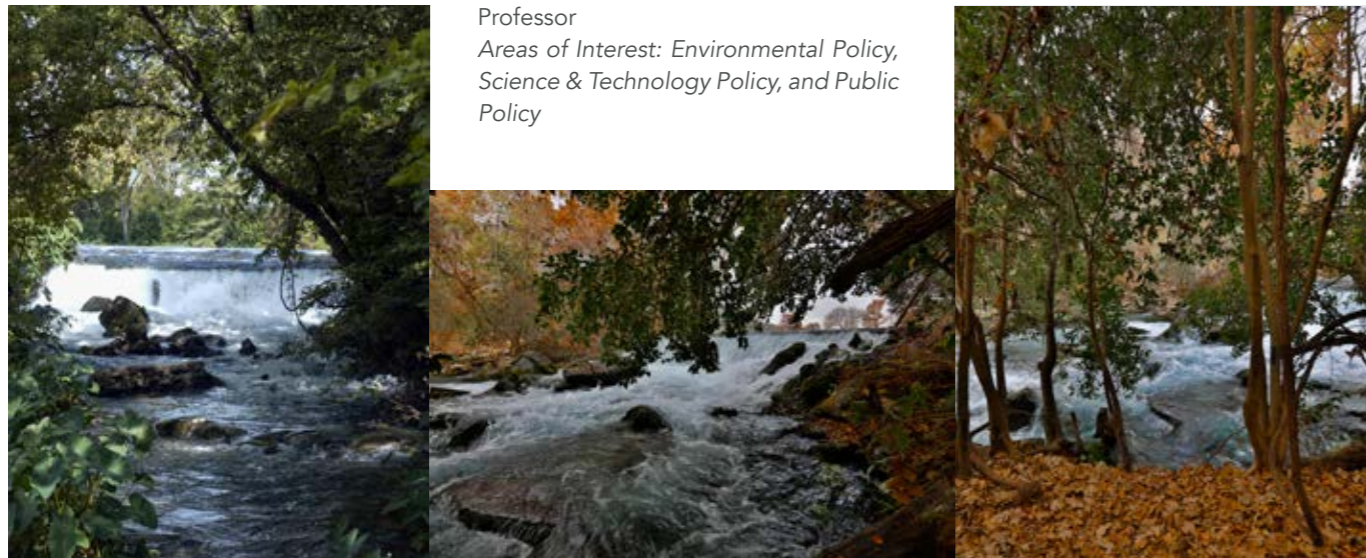
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*Areas of Interest: Environmental Policy, Science & Technology Policy, and Public Policy*

Nandhini Rangarajan, Ph.D.  
 Associate Professor  
*Areas of Interest: Public Management & Organizational Creativity, and Research Methods*

Patricia Shields, Ph.D.  
 Professor  
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*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*



## Public Administration Advisory Council 2016-2017

The Texas State Public Administration Program is currently undergoing re-accreditation by the American Society for Public Administration. Composed of alumni, faculty, and students, the Public Administration Advisory Council informs the Program Director of current and past experiences in the program, as well as needs in the public sector, to ensure the program is responsive to students and trends within the workplace.

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# TEXAS STATE

Public Administration Program  
601 University Drive  
San Marcos, TX 78666

## Academic Programs

Bachelor of Public Administration  
Minor in Public Administration  
Master of Public Administration

## Course offerings in

- ◆ Local and State Government
- ◆ Non Profit Sector
- ◆ Environment, Energy, & Sustainability
- ◆ Urban Policy & Planning
- ◆ Human Resource Management



TEXAS  STATE  
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