

# TEXAS STATE UNIVERSITY MPA MAGAZINE





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2017 Editor: Morgan Moore

# DIRECTOR'S CORNER

## A MESSAGE FROM DR. RANGARAJAN

Hello Everyone! I hope you enjoy this latest edition of the MPA magazine which covers several exciting events that have occurred in 2017 and celebrates the wonderful accomplishments of my colleagues, current students and alumni of the MPA program.



As most of you are probably aware, as of August 2017, I took over the directorship of the MPA program from Interim Director Dr. Patricia Shields. As I step into this role, I draw inspiration from the stability, rigor, attention to detail and unflinching commitment she showed in her almost two-decade stint as director. I have also had the opportunity to observe Dr. Thomas Longoria's energy, enthusiasm, commitment to student success and innovative approaches to revamping the MPA program during his tenure as director. I hope to give my all as well in this role which comes with immense responsibility and opportunity. In the few months that I have been director, I have specifically derived a lot of fulfillment interacting closely with potential, current and former students. I look forward to more such opportunities as I continue on this year.

The Texas State MPA program went through a rigorous reaccreditation review in the spring of 2017. The

site-visit team in charge of reaccreditation met with our students, alumni, staff and faculty in Austin and San Marcos. Thanks to the efforts of our alumnus James Quintero, we were able to host the team for interviews with alumni at the stunning Texas Public Policy Foundation in Downtown Austin.



The accreditation team was particularly impressed with the remarkably large turnout of alumni and the wonderful things our former students had to say about our faculty and program in general. The strong bond we have with our alumni and the goodwill we enjoy from them did not go unnoticed. The team also took a tour of our gorgeous campus and met with university administrators and other important entities before making a decision.

Overall they were very impressed with the strengths and rigor of our program. They made special mention of the real world implications of student research that

emerged from our program. They took note of Liz Ascot's Applied Research Project, a cost benefit analysis of Wonder World Drive as they were driven on Wonder World Drive to campus. They were appreciative of the fact that our program operated with relative ease across three locations, with limited staff support and had a cohesive set of course offerings through face-to-face, fully online and hybrid teaching modalities. Our program has been a NASPAA accredited program in central Texas for almost four decades and that tradition continues as we have been reaccredited for another seven years.

In 2018 we hope to fill two faculty lines, continue to develop our strengths in online teaching, increase our research productivity, and continue offering experiences to our students that balance research and practice. We are hopeful that this year will be very exciting in terms of teaching, research and service to the profession and community.



# PROGRAM NEWS

## Public Service Recognition Week Ceremony Honors Texas State Public Administration Students and Faculty

The 2017 Public Service Recognition Awards Banquet took place on May 17th just steps away from the state capitol at the Austin Club. Sponsored by the CenTex Chapter of the American Society of Public Administration (ASPA) the annual event recognizes and celebrates the people and programs of government, education, nonprofit, and advocacy sectors meeting the needs of Central Texas.

Texas State faculty, staff, and alumni gathered together with CenTex members from The LBJ School of Public Affairs and Texas A&M University. Jenifer Sarver, founder of Sarver Strategies, provided the evening's keynote address. Ms.

Sarver's distinguished career spans the corporate, nonprofit, and political worlds and she has nearly two decades of experience in media relations, crisis communications, and media and presentation skills training. She spoke on Civility in Public Discourse. Sarver concluded the talk with a challenge to members: "We each have to be responsible for our words and actions -- and what we allow around us. Silence in the face of incivility emboldens, empowers and perpetuates it."

The banquet also celebrated outstanding achievements in the public sector. Among those recognized were MPA faculty member Dr. Billy

Fields, who received the award for Distinguished Public Administration Educator. Recent graduates Luke Scott and David Anderson were honored with the prestigious James W. McGrew Research Award for work done as part of their Applied Research Projects while at Texas State. Marilyn Balanoff presented seven current PA students with the Balanoff Family Scholarship. The evening concluded by inducting new student members into the Public Administration Honor Society, Pi Alpha Alpha.



## AWARDS 2017

### DISTINGUISHED PUBLIC ADMINISTRATION EDUCATOR

Dr. Billy Fields

*Professor, Department of Political Science*

*Texas State University*

### JAMES W. MCGREW RESEARCH

#### AWARD RECIPIENTS

Luke Scott

"Campus Carry Policy: A Study of Perceptions of Students, Faculty, and Staff at Texas State University"

Dr. Nandhimi Rangarajan (Faculty Advisor)

David Anderson

"A Descriptive Analysis of Frequent Users of an Urban Emergency and Medical Services System"

Dr. Hassan Tajalli (Faculty Advisor)

### WILLIAM P. HOBBY INTERNSHIP FELLOWSHIP

Tyler Blakey

Dilini Wimalasuriya

PHI ALPHA ALPHA  
INDUCTEES

- JacQuitta Beeks
- Tyler Blakely
- Carlos Encarnacion
- Lindsay Escalante
- Leonides Gomez Jr.
- Moaz Khan
- Jordan Macha
- Jose Olvera
- Lisa Paiz
- Sarah Pressler
- Zohaib Qadri
- Sergio Vasquez
- Julia Webber

BALANOFF FAMILY  
SCHOLARSHIP RECIPIENTS

- Tajudeen Basiru
- Ashley Burkett
- Todd Podbielski
- Natasha Thomas
- Abigail Trahan
- Catherine Wicker
- Ricardo Zavala

Public Service Recognition Week

Each year the President and Congress designate the first full week of May as Public Service Recognition Week in honor of the men and women who serve America as federal, state, county and local government employees. Public Service Recognition Week highlights the accomplishments of the dedicated public servants who work tirelessly on behalf of all Americans and who rarely get the credit they deserve. For more information about the Public Service Recognition Week visit <http://publicservicerecognitionweek.org>



# STUDENT LIFE

## IN THE MPA PROGRAM

*Tajudeen Basiru is currently a graduate student in the MPA program at Texas State University. He was recently awarded the Honor Society Phi Kappa Phi's Love of Learning Award 2017. Nicole Foy is also a current MPA student who attended The BICIUS Conference in November, 2017.*

## Tajudeen Basiru

My name is Tajudeen Basiru, an international student from Nigeria. I started my Master of Public Administration (MPA) at Texas State in Fall, 2016. I have an MD from Obafemi Awolowo University, Nigeria and a few years of working experience mainly with non-profit organizations that care for people living with HIV/AIDS. Some of my recent awards include Graduate Scholarship Award (2017/2018), Balanoff Family Scholarship Award (2017), Barney and Linda Knight Scholarship Award (2017) and now the Phi Kappa Phi 2017- Love of Learning Award.

I applied for the Phi Kappa Phi 2017- Love of Learning Award. It was not difficult as I made my application almost at the last minute when I realized it was the only award I was eligible for. In my opinion, my resume was probably the most important factor in the selection process. I would advise any student applying to watch the time

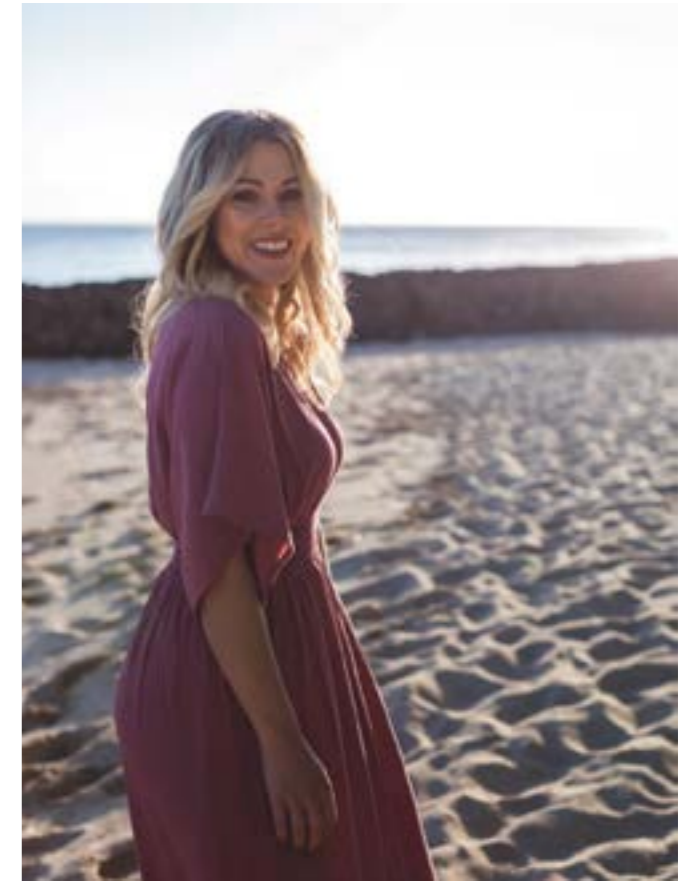
line, the eligibility criteria and most importantly format their resume in a very professional manner. I plan to use the funds from this award to supplement payment of my tuition at Texas State.



## Nicole Foy

In March of 2017 I made the decision to separate from the Navy after serving eight fulfilling years on active duty. I decided to relocate to Texas and attend grad school. I was accepted to Texas State's MPA program from my duty station in Italy. As fate would have it, with this acceptance letter came a call from Dr. Patricia Shields offering me a wonderful opportunity. She was and is currently the editor of *Armed Forces & Society*, a quarterly, peer-reviewed academic publication. Dr. Shields offered me a job as her research/editorial assistant and under favorable circumstances I gladly accepted her offer.

This position has opened my eyes allowing me to see a whole new world pertaining to the military. The journal publishes scholarly articles, book reviews, and research notes encompassing many aspects of the military that also tie together with public policy and public administration. This interdisciplinary, international journal has provided me the opportunity to work with military scholars and leaders throughout the world.



In November 2017, The Biennial International Conference of the Inter-University Seminar (IUS) on Armed Forces and Society was held. I attended the DC conference to assist at the editorial board meeting and to connect with *Armed Forces & Society* authors. There were many panels held at the conference that covered current and theoretical issues, utilized qualitative/quantitative methods, historical and comparative perspectives, and policy relevant themes by applying cutting edge research. The conference presented opportunity for remarks and dynamic commentary issues such as veterans, special operations

forces, military families, military contractors, women in the military, and the relationship between the president and his military advisors. The conference helped me recognize that success does not solely depend on obtaining academic credentials, but also on the quality of knowledge contributions.

Dr. Patricia Shields has served as editor-in-chief of *Armed Forces & Society*, which is rated seven among military studies journals, since 2001. Dr. Shields has proven to be a prolific scholar, publishing four books and over sixty book chapters and peer-reviewed journal articles on topics such as military recruitment, civil-military relations, gender integration, military privatization, veterans, peace studies, peacekeeping, conscription, military bureaucracy, and military organization theory. Dr. Shields is an influential scholar and teacher.

Dr. Shields was recognized for her contribution to knowledge about civil-military relations at the conference through the Morris Janowitz Career Achievement Award. This award is reserved for a select few scholars.

As an MPA student it is an honor to have had the opportunity to attend this conference and work for Dr. Shields. It was good to see a Texas State MPA faculty receive this kind of international recognition. Other

MPA students who have served as editorial assistants for *Armed Forces & Society* include: Zohaib Qadri, Colin Smith, Travis Whetsell, Christie Pogue, Nick Johnson, and Jacob Rodriguez.



# LEADING A FAITH-BASED NON-PROFIT ORGANIZATION

APPLYING PUBLIC ADMINISTRATION AND POLICY BASED APPROACHES BY PATRICIA SHIELDS

When I agreed to take on the challenges of congregation president at Abiding Love Lutheran Church in 2016-17, I had no idea how useful my public administration background would be. As president, I led the council in familiar public administration functions such as setting agendas, passing budgets, formulating policy, planning and staff hiring. My knowledge of basic PA helped me feel comfortable and at home with these responsibilities.

Church congregations make up almost 20 percent of all nonprofit organizations in the US. Like all

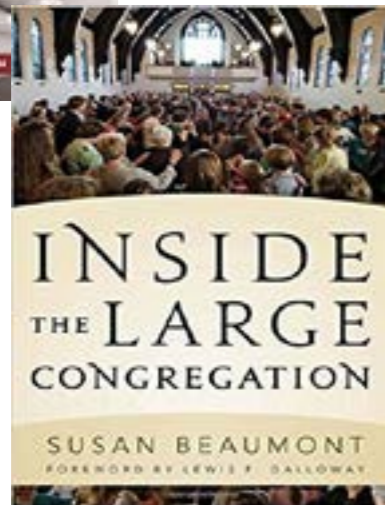
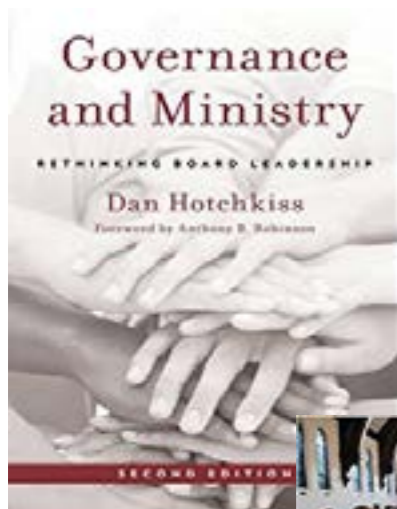


nonprofits, they engage in activities such as fundraising, volunteer management, staffing, organizational communication and policy development. I was happy to draw upon my knowledge of PA and the experience as MPA Director to meet these challenges at Abiding Love.

I took over as president when the church had begun to move away from traditional governance to policy based governance. A policy based framework allows for a council that focuses on strategic goals and program evaluation. Under the traditional structure the council was responsible for program details and was often bogged down in minor details of a program event (what time to start the church yard sale). This crowded out time that should be devoted to long run concerns like mission and evaluation. It

also meant that church leadership were spending an extraordinary amount of time in meetings (36 – 55 a year for the president). This was ineffective, inefficient and made recruitment of new council difficult.

I read useful books like *Governance and Ministry* by Daniel Hotchkiss and *Inside the Large Congregation* by Susan Beaumont as the church considered a radical revision of the constitution. Although churches face unique challenges, these books seemed very comfortable because they applied many familiar ideas from public administration (particularly strategic planning) to church governance change.



The church used many research techniques familiar to public administrators such as survey research, document analysis and small group discussion. Since, like all public administration programs, decisions should reflect and be informed by the people we serve, this research was critical to our efforts. Myself and those responsible for the governance change spent many hours in small and large group meetings with members of the congregation learning and explaining the new system. Our time was rewarded by a unanimous vote to change the constitution.

As 2018 approached, I was happy to turn over the reins to a new president and a reconfigured smaller council. I also was pleased to see how much of the experience was informed by my life as a public administration professor. I am eager to apply this experience, all of the reading and future reading to educate students about non profit management.

*Bibliography:*

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Hotchkiss, Daniel. (2016). *Governance and Ministry: Rethinking Board Leadership*. Lanham MD: Rowman and Littlefield.

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# DIVERSITY

## AT TEXAS STATE

The current cohort of MPA students is diverse with 31% of Hispanic/Latino students, 16% African American Students, 46% white students and 4% from other ethnicities. Apart from a strong commitment to maintain a diverse student body, the Texas State MPA program uses a multi-pronged approach to promote a climate of inclusivity. Our university offers the “Allies Training” program which helps “participants with information and resources that will help eliminate myths, misconceptions, and stereotypes often associated with LGBTQIA persons”. Dr. Emily Hanks, Dr. Thomas Longoria and Dr. Nandhini Rangarajan have completed this training and are now formally recognized as “Allies” of Texas State University. Dr. Patricia Shields represented us at the Executive Women in Texas Government Conference to understanding the working climate for female administrators in the state and to inform potential female MPA students about our program. Our faculty also participate in the Conference of Minority Public Administrators and in ASPA’s Section for Women in Public Administration.

Our students work on Applied Research Projects that relate to diversity and inclusivity issues. Dr. Mitchell Sellers, MPA alum featured in this edition completed a project entitled “Discrimination and the Transgender Population:

A Description of Local Government Policies that Protect Gender Identity or Expression”. MPA Alum Samantha Park, worked on a project entitled “Female City Managers in Texas: A Content Analysis of Resumes to Identify Successful Career Path Trends”. We, as a faculty are committed to giving our students a culminating experience that is personally meaningful and one which deepens faculty and students’ understanding of diversity and multicultural issues in public administration through the research process.

### University Enrollment by Ethnicity 2017-2018

White	47%
Hispanic/Latino	36%
Black/African American	11%
Other Race	5%

### Texas State MPA Enrollment by Ethnicity 2017-2018

White	46%
Hispanic/Latino	31%
Black/African American	16%
Other Race	4%



# 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.

### NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

On September 29th, 2017 Dr. Howard Balanoff cohosted the National Academy of Public Administration Conference: Governing Across the Divide: Innovations in Local Government at the LBJ School of Public Affairs at The University of Texas in Austin, Texas. Dr. Balanoff represented Texas State University's William P. Hobby Center for Public Service.

The conference consisted of guest speakers including Julian Castro, former secretary of Housing & Urban Development, Harvey Kronberg of the Quorum Report, Dustin Haisler who is Chief Innovation Officer and Publisher of Governing magazine and Government technology magazine.

Two Texas State Alumni attended this event. Larry Gonzales is a member of the Texas House of Representatives for House District 52. Larry graduated with his Master's

Degree in Public Administration in 2014. Another Notable alumnus that attended was Brenda Eivens. Brenda has served as the City Manager for Cedar Park since 2006. Both Larry and Brenda served on the plenary panel hosting discussions about Innovative Policy Solutions Instituted by Local Government: Focus on State-Local Relations, Economic Development and, Immigration.



# HOG WILD CONFERENCE

CENTER FOR RESEARCH, PUBLIC POLICY, AND TRAINING

On May 22nd the Department of Political Science partnered with the law firm DNRBHZ (Denton, Navarro, Rocha, Bernal, Hyde & Zech, P.C.) to host the 14th Annual Hog Wild conference. The Hog Wild conference is a “free continuing education seminar energizing local government officials & employees”. The Department invited graduate students to attend as well, to utilize the opportunity for learning about local government and networking. Deputy Secretary of State Coby Shorter

III was the keynote speaker, and breakout sessions included topics such as legislative updates, issues facing police departments, development concerns and issues, drone use, and home rule initiatives. Four graduates from the Master in Public Administration program, panelists Samantha Alexander, Kyle Carvell, Ricardo Zavala, and Jennifer Strahl, presented in a session “Texas State University Graduate Student Research Panel Presentation”. Additionally, Dr. Grasso, Chair of the Political

Science Department, Dr. Shields, Director of the Master of Public Administration Program, Dr. Crossett, Director of the Master of Legal Studies Program, Dr. Longoria, Director of the Center for Research, Public Policy & Training, and Dr. Balanoff, Director of the William P. Hobby Center for Public Service, all gave remarks and some also led sessions.

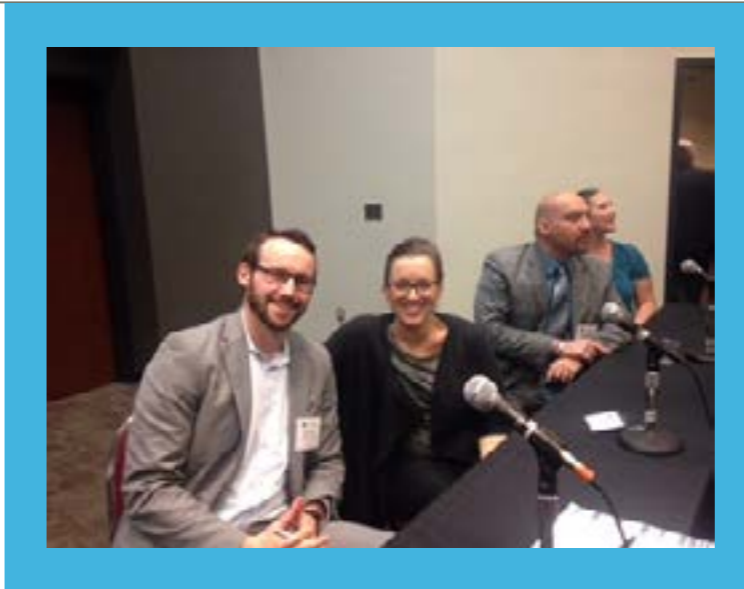
By: Amy Perry

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



## 14<sup>th</sup> Annual HOG WILD 2017

A Free Continuing Education Seminar *energizing* Local Government Officials & Employees



# PROFESSOR RESEARCHES SAN MARCOS' POVERTY

By Josie Soehnge, The University Star, October 2017

Texas State faculty member Thomas Longoria in the department of Political Science is currently conducting research on San Marcos' poverty levels. According to the 2010-2015 poverty rate estimate, 37 percent of San Marcos residents were living in poverty. That estimate falls to 23 percent when students are taken out of the census data.

Longoria wrote a book titled, "Understanding Poverty in San Marcos, Texas: A Comparative Perspective." In the book, Longoria said, "In 2015, San Marcos marked a third consecutive year with the notable distinction of being the fastest growing city in the U.S. Despite this population growth, San Marcos also has the unfortunate distinction of having nearly 40 percent of the population living below the federal poverty level."

In his research, Longoria has seen that as student poverty is declining, non-student poverty continues to rise.

"I've found that the student poverty rate is actually

going down, and the non-student poverty rate is going up," Longoria said. "We don't know why. More research has to be done by really talking to students and non-students themselves, but there's no speculation that the employment for non-students, part time employment, might be more favorable. And as a result, students are employing themselves out of poverty, where as non-students are still facing some structural unemployment or underemployment problems."

While Longoria writes that, "In general, the poverty rate in a college town is often "discounted" because students are included in the U.S. Census calculation of the poverty rate.

Student poverty is indeed different from non-student poverty because college student poverty is viewed as a voluntary and temporary condition and is therefore not a public policy problem but rather a condition of the individual's student status," he still believes that student poverty is an issue that he would like to research further.

According to Longoria, "national evidence that hunger and homelessness among college students is a growing problem."

"The issues of student poverty are really important," Longoria said. "Student poverty is still poverty. A number of cities have begun to wrestle with the challenge of college student poverty. There are issues with students that are going to food banks or seeking public assistance because, while they're students, they're still dealing with housing instability and food insecurity."

This distinction of this high poverty rate has a chain effect on the economic climate of San Marcos.

"These stories in part shape perceptions of San Marcos and these perceptions influence decisions on business relocation and retention, real estate development, and the decisions of individuals and families seeking a new community in a fast-growing region," Longoria stated in his research.

As more people migrate to San Marcos, the poverty estimates statistics continue to change.

"One of the things that I've found which I thought is quite interesting is that the poverty in San Marcos seems to be shifting a little bit from certain neighborhoods to



other neighborhoods," Longoria said. "As people come to live in the community, they bring with them certain packages of employment and family structure and things like that that make it less likely for them to be in poverty, so we do have this general sense that there are people moving into San Marcos, and where they move and their income is going to affect the poverty rates on the sub-city level. So there is definitely some change going on in the city on that basis."

Longoria believes that this flow of people into San Marcos could be due to unaffordable housing in Austin.

"My speculation is that people in the city of Austin are getting priced out of affordable housing," Longoria said. "A lot of them might be moving to San Marcos due to a supply of affordable housing for sale or for rent. So, San Marcos is going to be an attractive place

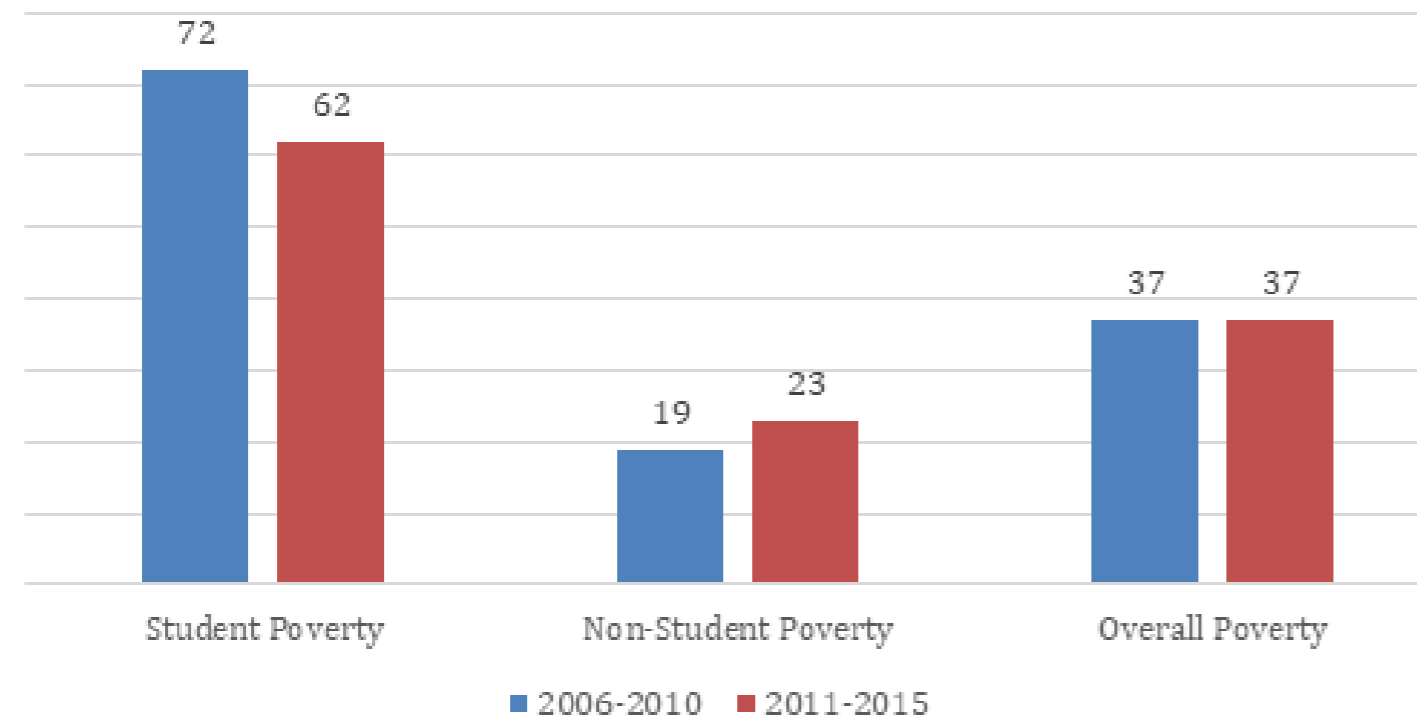
for people to move when they're escaping higher costs of housing in Austin."

"The picture is not all doom and gloom," Longoria said. "I think that the city of San Marcos did a pretty good job holding poverty rates stable over that period of time (during economic crisis of early 2000's), because there were definitely some economic attractions during that period. So that is positive."

Longoria presented his research to City Council on Oct. 3 to educate council members and begin to discuss a plan for combating poverty in San Marcos.



Figure 1: Student, Non-Student, and Overall Poverty Rates in San Marcos 2006-2010 and 2011-2015 Estimates



# PUBLIC ADMINISTRATION ABROAD

## BARCELONA 2017



For the last 13 years, the Department of Political Science has been offering graduate and undergraduate students the opportunity to take a few of their courses through our study abroad program in Barcelona, Spain. Study abroad courses expand global perspective and cultural awareness of aspiring students. As an undergraduate student you can sign up for POSI 2310, 2320, or take an Independent Study course to count toward your degree. Graduate students also can take a Direct Reading and Research course in this program as part of their degree. Study abroad courses are both educational and fun.

Our study abroad program is always offered during the Summer II session every year. In this program we travel to the historic cities of Tarragona, Gerona, Figueres and Barcelona as well as Montserrat, and Dali museum. In these travels we learn about the history and politics of Europe as well as the many forms of arts that has marked the civilization of the west. In short, our study abroad program is not limited to the learning of the assigned course textbooks but exploring the textbook of past and present life in Europe.

Students and their professors will stay in the beautiful apartments of Universitat Autònoma de Barcelona for the duration of our stay. The cost of the program for 6 hours of credit is about \$3,000 for the summer II, session. Dr. Hassan Tajalli is the director of this program. If you have any questions about this program, please do not hesitate to contact him at [tajalli@txstate.edu](mailto:tajalli@txstate.edu) or drop by his office in UAC 377.

Graduate student, Allison Morris, attended the program, using the opportunity to complete a directed reading class related to her Applied Research Project (ARP) for the Masters in Public Administration program. Morris' research focused Catalonia's mental health system. In addition to their classes, the students explored ancient ruins, modern cities, and eclectic architectures crafted over millennia, and learned about the challenges facing contemporary Europe. The landmarks they visited include the Roman city, Tarragona. "It had so much history starting in the Roman era and through the medieval time, and it was so beautiful," Morris said. Another favorite location was Montserrat, an ancient, yet active Benedictine monastery carved into the side of the Montserrat mountain range. "It was originally a Roman shrine to the gods. It was turned into a monastery, a hermitage. It was an amazing architectural feat," Morris recalled. Robert Rodriguez, a sophomore majoring in Exercise and Sports Science, described the excursions as his favorite part of the program. "We went to ruins of cities. It was like looking at a map before and after and seeing how the city was remodeled over centuries," he reported.



YOU WON'T KNOW  
UNTIL YOU *go*



# JAMES HARKINS

## ALUMNI SPOTLIGHT

James Harkins graduated with his Master of Public Administration in 2010 from Texas State University. When starting his Masters Degree James was already working for a state agency and wanted to advance in his career. Obtaining an MPA was the right move at that time for him. At the age of 27, he was promoted only a couple months after graduating from the program.



One of the requirements of the program is to complete an ARP. Harkins said that doing the ARP helped him with his career in the public service by teaching him how to do in-depth research and how to establish policies based on the findings of research. Harkins had a lot of time to work with Dr. Shields and other students while completing his Masters. Having the connections with professors and fellow students have helped him build professional relationships. These two aspects were the most valuable thing the MPA program has taught him.

If he had any advice for current and future students of the program, it would be “Don’t let the ARP intimidate you. Think of it more as a challenge, if it was easy and everyone could do it, the degree wouldn’t be worth it.”

Harkins is currently the Director of Public Services for the Archives and Records of the Texas General Land Office. (GLO) Part of the job requires talking about all the things he loves, Texas History and maps.

He’s working on raising money and awareness for his organization so they can continue to conserve historic documents of our state and maps. He is also working on coordinating the Annual Symposium which consists of engaging in social media and getting the knowledge into classrooms. You can learn more about the program at [www.savetexashistory.org](http://www.savetexashistory.org) or follow the GLO’s Facebook page, [www.facebook.com/txglo](https://www.facebook.com/txglo)





**HISTORIC PRESERVATION**

## TEXAS GENERAL LAND OFFICE A REPOSITORY



**S.A. TRICENTENNIAL 1718-2018**

**State agency safeguards millions of key documents**

**By Scott Huddleston**  
STAFF WRITER

Whether it's records on mission secularization or tracts awarded to veterans of the Texas Revolution, key documents on historic land use in San Antonio are stored in the Austin archives of the Texas General Land Office — the oldest state agency in Texas.

The Land Office, created in 1832, maintains more than 35.5 million documents and 45,000 maps, dating to 1766. Because it had the first

© 2016 The San Antonio Express-News

Texas General Land Office's James Harkins overlooks a map created by Stephen F. Austin called the "Connected Map." It was part of a 2016 exhibit at the Witte Museum in collaboration with the GLO, "Mapping Texas: From Frontier to the Lone Star State."

# JASON AND SAMANTHA ALEXANDER

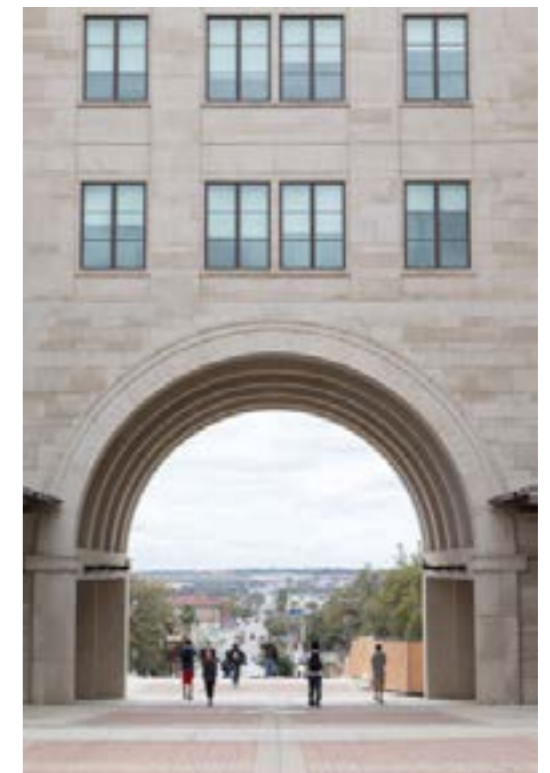
ALUMNI SPOTLIGHT



“We pursued our MPAs because we both have a passion for public service and truly wanted to do everything we could to be the best at our craft. We plan to continue our careers in the public sector for the foreseeable future, or at least a related field. The Texas State University MPA program served us both well. Most importantly, we were able to start our careers with the City of Austin while simultaneously pursuing our MPAs. The ability to go to school at night truly created the best atmosphere for us to thrive! This allowed us to immediately apply our knowledge, and also bring real life case studies to the classroom. The best advice we’d give to current or future students is to jump in. Find a public agency

that you’re passionate about and start your career—whether it’s a job, internship or volunteer opportunity, any experience will help guide your learning so you can really get what you need from the program.

Life is pretty busy for us both right now! Professionally, Jason works for the City of Austin and they are undertaking their Strategic Plan and CodeNEXT, a massive re-write of the City’s land use and development code. Samantha works for the Austin Independent School District which just passed a large bond referendum. When she returns to work she’ll continue working on that program as well as marketing and outreach efforts. Personally, we just welcomed our first son which has been our greatest life experience thus far.”



# MITCHELL SELLERS

## ALUMNI SPOTLIGHT



I decided to pursue my MPA shortly after graduating with my undergraduate degree in Political Science. By that time, I was very active with the Transgender Foundation of America, which provides support and services to transgender individuals, as well as their loved ones. I was able to see firsthand how state and local government shaped people's lives by seeing the hardships transgender individuals faced.

I started the program wanting to work in human resources, with particular interest in diversity in government. Much of my research focuses on inclusion in government and its effects on policymaking across the states.

My ARP is actually what led me to the doctoral program at the University of Florida. This is where I first started to collect my own data and ask my own research questions. Dr. Shields' high standards and insightful feedback helped me to realize how critical research design is in policy analysis. It was challenging and a lot of nights, but writing the ARP taught me how to conduct robust research. Better yet, it taught me how to frame my research in a way that gets everyone interested in social justice issues and policymaking, which is part of the battle in governance.

I advise current students to envision their short-term and long-term career goals immediately. This program has a lot of great resources and contacts, but it is also up to you to be proactive to make the

most of the program. When you sign up for classes or internships, don't do it just because it is convenient. Try to do things that help you work towards your career goals. That way you are positioning yourself well for after graduation. Also, speak to the professors about their research and ask for their advice. For your ARP, work with an advisor that you can relate to, but will also challenge you to make the final project better.

My most valuable experiences in the program were my internship and writing my ARP. I worked for the Capital Improvements Department in San Marcos, which gave me perspective of how small to moderate sized cities function. It also let me put some of my newly developed skills on budgeting and personnel management to practice. As mentioned already, the ARP really got me to see that research is important and can lead to government changing their practices.

I am an Assistant Professor at Temple University, where I teach courses on American politics and public policy. One project I am working on is about services available to homeless transgender youth and potential reforms state and local governments should make to address their needs. I am also currently working on a book about when and why governors use executive

orders. I look at the political motivators that encourage executive orders, such as partisan control of the state legislature and gubernatorial power, but I also consider how these orders shape policy within the state.





# GRADUATES

MASTER OF PUBLIC ADMINISTRATION

## Fall 2016

Juan P. Aleman  
Jesse Ancira  
Evelyn T. Anderson  
David Beckerley  
Phillip Fountain  
katy Reagan  
Amy Ruthrauff  
George Sanders  
Luke Scott

## Spring 2017

David Anderson  
Bradley Barrett  
Christian Duran  
Travon Earl  
Kari Fontenot  
Leonides Gomez  
Vanessa Hawley  
Timothy Henry  
Christopher Hoerster  
Cameron Keel

Moaz Khan  
Nima Khazei  
Jordan Macha  
Nicholas Marks  
Jasmine McDaniel  
Sharon Mixon  
Zohaib Qadri  
Christopher Robertson  
Lana Sveta  
Sergio Vasquez

## Summer 2017

JacQuitta Beeks  
Tyler Blakey  
Princesstara Cato  
Odis Favors  
David Molina  
Lisa Paiz  
Andre Price  
Jacob Roper

## Fall 2017

Jessica Ancira  
Reginald Brooks  
Michelle Collins  
John Crawford  
Otinetta Eddie  
Rebecca Miears  
Jemmy Mondragon  
Ricardo Zavala



# INTERNSHIP OPPORTUNITIES

## Tajudeen Basiru

I had my internship with the City of San Marcos Neighborhood Services between November and December 2017. One of the most intriguing experiences I had was when I took a major role in designing the Residential Parking Permit (RPP) program for a neighborhood. So I learnt that I could contribute, even with my paltry experience.



## Ian Allison

My time at the Meadow's Center was absolutely wonderful! I learned a lot about the more complicated details that go into scheduling and organizing efforts for such a successful organization, both in terms of education/outreach and overall research and policy agenda. The most exciting part for me was finding the perfect topic for my ARP that comes directly from the research I did while I was at the Meadow's Center.



## Andrea Saiz

The most exciting part of my internship experience was getting hands on experience working for a City and learning how their finance department worked. I have never worked for any type of government agency and was excited to gain the experience and knowledge for a prospective job in the future. The City I interned with was great, and not only did I get to know their work processes but their employees were all very welcoming, friendly, and helpful. The absolute best part of my internship, was getting a permanent position with them this February.

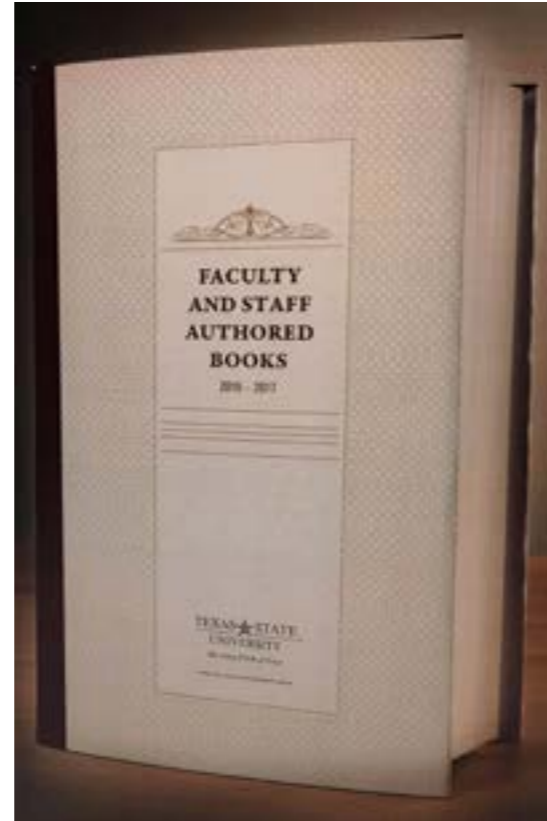


# DR. BRIAN WITHROW

## MPA GRADUATE, SCHOLAR, AUTHOR

BY DR. PATRCIA SHIELDS

Dr. Brian Withrow (MPA 1993) began his career in public service as a Texas State Trooper in 1981. Today he is a Texas State University Criminal Justice Professor. In the interim, he completed an MPA at Texas State and in the process developed an interest in research having published six books and over 20 journal articles and book chapters. Aside from his recognized expertise in racial profiling (3 books and multiple articles), Brian has written an innovative research methods book designed for the online classroom (Research Methods in Crime and Justice). In it he highlights the use of notebooks as an organizing tool for research projects. His book came out the same year as the Playbook for Research Methods co-authored by Dr. Rangrajan and myself. As Brian's ARP supervisor, I could not be prouder with the way he has used and extended all he learned in his Texas State research methods and ARP classes.



**Dr. Brian L. Withrow**  
 School of Criminal Justice  
 College of Applied Arts  
*Research Methods in Crime and Justice, 2nd Edition*  
 [author]

**Dr. Patricia M. Shields**  
 Department of Political Science  
 College of Liberal Arts  
*Jane Addams: Progressive Pioneer of Peace, Philosophy, Sociology, Social Work and Public Administration* [editor]

**PROGRAM DATES**  
 June 25-July 6, 2018

**COURSE OPTIONS**  
 POSI 4322 Public Policy Formulation  
 POSI 4370 Independent Study  
 POSI 4397 Research in Public Administration  
 POSI 5340 Problems in American Public Policy  
 POSI 5398 Directed Readings and Research  
 POSI 7320 Research Practicum  
 GEO 4310 Regional Field Studies  
 GEO 4336 Transportation Systems

For more information contact:  
 Dr. Billy Fields  
 wf16@txstate.edu

**Amsterdam & Rotterdam,  
 The Netherlands  
 Summer 2018**

TEXAS STATE UNIVERSITY

# STUDY ABROAD

2018

**PROGRAM DATES**  
 Departure from USA: July 8th, 2018  
 First day of class (abroad): July 10th, 2018  
 Last day of class (abroad): August 8th, 2018  
 Return from program: August 9th, 2018

**COURSE OPTIONS**  
 POSI 2310 Principles of American Government  
 POSI 2320 Functions of American Government  
 POSI 4379 Independent Study  
 PA 5388 Directed Reading and Research  
 PA 5398 Directed Reading and Research

For more information contact:  
 Dr. Hassan Tajalli  
 tajalli@txstate.edu

**Barcelona, Spain  
 Summer 2018**

TEXAS STATE UNIVERSITY

# FACULTY PUBLICATIONS

2017-2018

Shields, P. (2017). *Jane Addams: Progressive Pioneer of Peace, Philosophy Sociology, Social Work and Public Administration*. New York: Springer.

Brown, C. R. (Accepted / In Press). A Litigious Proposal: A Citizen's Duty to Challenge Climate Change in the Courts. In P. G. Harris (Ed.), *Ethics, Environmental Justice, and Climate Change* (First, pp. 385–457). 10 Heatherley Road, Camberley, Surrey, GU15 3LW UK: Edward Elgar Publishing.

Hanks, E. K., & Hanks, J. C. (2017). Ethics and communication: The essence of human behavior. In *Nano-safety: What we need to know to protect workers*. Berlin, Germany: DeGruyter.

Longoria, T., Budd, D. M., & Manganaro, L. L. (2017). Support for Gender Equality Duty Strategies among Local Government Officials in Texas. In *Beyond Reform: Leadership and Change in Public Sector Organizations*. Routledge (Taylor and Francis).

Rahm, D. (Accepted / In Press). Fracking and the Politics of Shale Gas and Oil Development. In A. Sapat (Ed.), *Handbook of Environmental Governance*. New York, New York: Routledge.

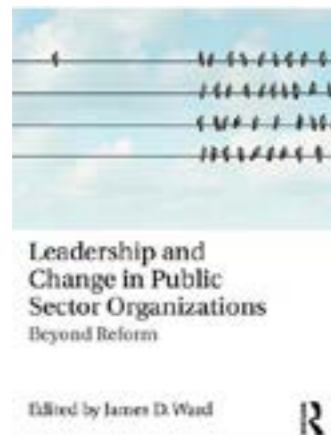
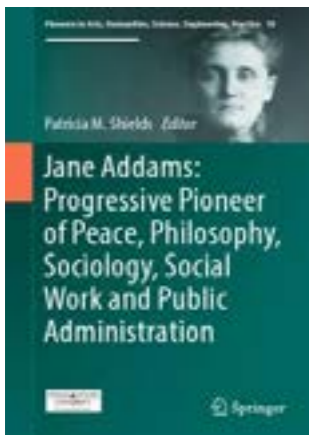
Shields, P. (Accepted / In Press). *Ambidexterity: Resolving Contradictions in Military Organizations*. In R. Beeres, I. van Kememede, J. van der Meulen, & R. Moelker (Eds.), *Ambidextrous Organizations: Interdisciplinary Perspectives*. New York: Springer.

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Shields, P. M. (2017). *Jane Addams: Public Philosopher and Practicing Feminist Pragmatist*. In *Jane Addams: Progressive Pioneer of Pioneer of Peace, Philosophy Sociology, Social Work and Public Administration* (pp. 17–30).

Fields, W. M., Fields, B., Wagner, J., & Thomas, J. (2017). Living with Water in the Era of Climate Change: Innovation and Limitation in the Planning and Rebuilding of New Orleans. *Journal of Planning, Education, and Research*. Accepted / In Press.

Rahm, D. (2017). The U.S. Political Climate and Shale Gas and Oil Development. *Humanities and Social Sciences Review*, 7(2), 478–488.

Rangarajan, N. & Joshi, S. (2017). Sustainability Education in Public Administration and Policy: A Multi-Method Study of NASPAA Accredited Programs. *Journal of Public Affairs Education*. Accepted/In Press.

Shields, P. (2017). The Limits of Negative Peace, The Faces of Positive Peace. *Parameters*, 47(3), 1–12.

Shields, P. M., & Travis, D. (2017). Achieving Organizational Flexibility through Ambidexterity. *Parameters: US Army War College Quarterly*, 47(2), 65–76.

Shields, P., & Soeters, J. (2017). Peaceweaving: Jane Addams, positive peace, and Public Administration. *American Review of Public Administration*, 47(3), 323–339.

DeSoto, W. H., Tajalli, H., Pino, N. W., & Smith, C. L. (Accepted / In Press). The Effect of College Students' Religious Involvement on Their Academic Ethic. *Religion and Education*.

Brady, G., & Tajalli, H. (Accepted / In Press). An Analysis of Educators Sanctioned for Misconduct. *Journal of Research in Education*.

Tajalli, H., & Marta, O. (2017). An examination of Hispanic college enrollment and graduation: Has the Texas Closing the Gaps plan been successful? *Journal of Latinos and Education*.

Tajalli, H., & Alejandra Pena. (Accepted / In Press). Sports Tourism Does not have to be Accompanied by Crimes: A case for the NFL Super Bowl. *Journal of Sport & Tourism*.

Pino, N. W., Tajalli, H., Smith, C. L., & DeSoto, W. H. (2017). Non-Medical Use of Prescription Drugs by College Students for Recreational and Instrumental Purposes: Assessing the Differences. *Journal of Drug Issues*, 47(4), 606–621.

Tajalli, H., & Alejandra, P. (2017). Sports Tourism Does not have to be Accompanied by Crime: A Case for the NFL Super Bowl. *Journal of Sports and Tourism*, 21(1), 15–32.

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Rahm, D. (2017, February 12). 2016 Was the Warmest on Record, p. 4A.

Rahm, D. (2017, January 1). How Green is the Incoming Team?, p. 5A.



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

Billy Fields, Ph.D.  
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Thomas Longoria, Ph.D.  
 Professor  
 Director, Center for Research, Public Policy, and Training  
*Areas of Interest: Local Government Policy & Administration, Urban Politics, and Non-Profit Management*

Dianne Rahm, Ph.D.  
 Professor  
*Areas of Interest: Environmental Policy, Science & Technology Policy, and Public Policy*

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

Patricia Shields, Ph.D.  
 Professor  
 Editor, Armed Forces & 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*



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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

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- ◆ Non Profit Sector
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- ◆ Urban Policy & Planning
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