

# Public Matters

JANUARY-DECEMBER, 2018

PUBLIC ADMINISTRATION MAGAZINE

TEXAS  
STATE  
UNIVERSITY

*The rising STAR of Texas*



## MANAGER IN RESIDENCE PROGRAM

James Earp, Assistant City Manager of Kyle, TX teams up with Texas State University to help guide students through their degree.

## KEEPING GEORGETOWN GREEN

Dr. Longoria joined the City of Georgetown in the search for how to keep Georgetown green and energy independent.

## PROFILES IN EXCELLENCE

Dr. Patricia Shields was featured by the American Society for Public Administration for her work as a scholar and in the field.

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# DIRECTOR'S CORNER

## DR. NANDHINI RANGARAJAN

*Dr. Nandhini Rangarajan, Director of the Texas State University MPA program, introduces the magazine's new name and shares with you the success our program has seen this past year.*

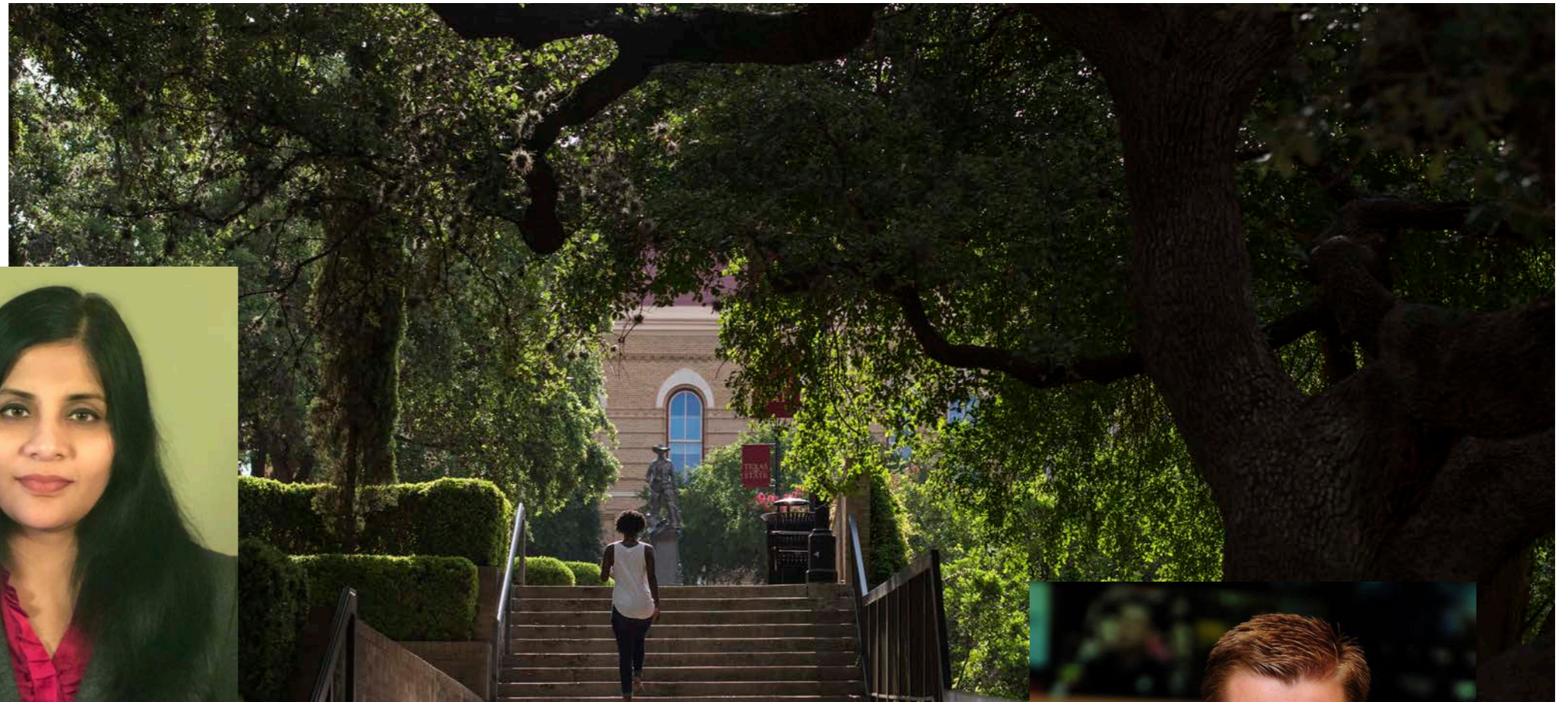
*Hello Everyone!* I hope you enjoy this latest edition of our public administration magazine which covers our accomplishments for the year 2018. Up until this edition, our annual magazine did not have a specific name and I was keen on giving it one. I wanted to involve our students in the process and hence invited suggestions from them in November/December of 2018. Graduate students Immanuel Tan, Yvonne Spell, Julia Reyna, Brian Matthews, Desiree Adair and Margie Fernandez-Prew sent in some very creative names for the magazine. Desiree and Margie in fact sent in a combined total of eleven suggestions for me to consider. It was a very tough decision to make with many interesting options to choose from.

After a lot of careful deliberation, we are excited to name our magazine "*Public Matters*" as suggested by MPA student Melissa Bell. Her rationale was that "it highlights the fact that the magazine covers matters/issues of interest to students, faculty, and alumni involved in public service. The title also alludes to the core value of public servants that the needs of people (the public) matter". In addition to these reasons, our annual magazine is one of our primary ways of making *matters* related to the program *publicly* available.

In this edition of *Public Matters*, you will get to know about our multi-pronged efforts to better acquaint our students (especially our pre-service students) with the practice side of public administration. Our first initiative in this regard was to hire Dr. Marc Wallace as associate professor of practice. Dr. Wallace joined us in the Fall of 2018 and comes to us with a wealth of experience working for state and federal government. Our second initiative in this regard was to revive the student chapter of ICMA at Texas State University to enable students to network with local government practitioners. Our final initiative was to introduce the *Manager in Residence* program at Texas State University. I hope you will enjoy detailed write-ups about Dr. Wallace and the other two initiatives in subsequent pages of this magazine.

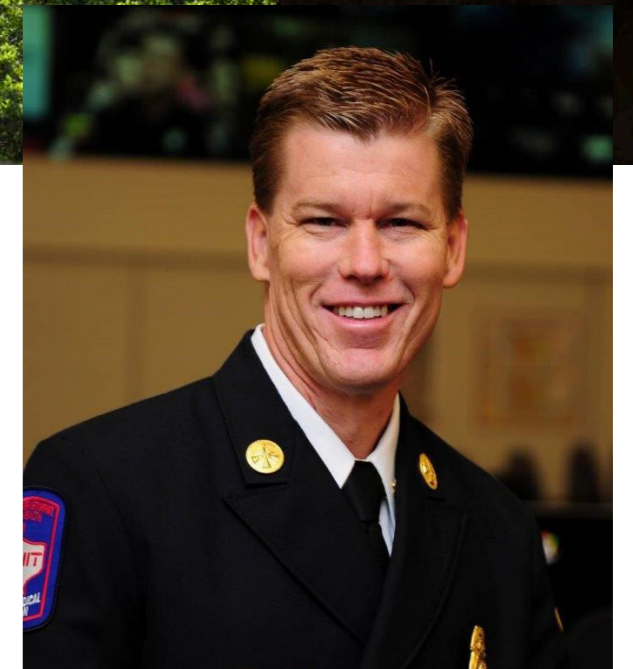


*Public Matters...* alludes to the core value of public servants that the needs of people (the public) matter.



This edition also features pieces about three of our most prominent alumni: 1) Chief Nim Kidd who leads the Texas Division of Emergency Management, 2) Mr. Brion Oaks who is the Chief Equity Officer for the city of Austin and 3) Ms. Evy Gonzales who is the Director for Strategic Initiatives at Texas State University. We have also featured the many accomplishments of current students and faculty for the year 2018.

Our plan for 2019 is to engage in continuous improvement of every aspect of our program. Some of our faculty members regularly publish papers with our graduate students. True to our program mission we propose to continue to mentor research-oriented students. We also intend to work very closely with Mr. James Earp, our *Manager in Residence*, to provide meaningful experiences for both our undergraduate and graduate students regarding practical aspects of public administration. To nurture students with interest in local governance, we are in the process of finalizing an Engaging Local Government Leaders (ELGL Inspire) workshop for our students in the Spring of 2019. We are also working on enhancing our social media presence this year to stay in touch with our vast network of alumni and engage with current and future students. We are excited about leveraging these and other interesting research, teaching and service opportunities in the coming year.



# KEEPING GEORGETOWN GREEN

*Dr. Longoria joined the City of Georgetown in the search for how to keep Georgetown green and energy independent.*

Texas state professor Dr. Thomas Longoria was asked by the city of Georgetown to participate in their Bloomberg Challenge Project Team. The Bloomberg Challenge is a competition for mayors of U.S. cities to advance innovations. The City of Georgetown already generates 100% of its power from renewable resources (wind and solar). However, by 2025, the city will not be able to sustain their energy consumption in peak summer hours with just green energy being used currently. In response, Georgetown has the idea of creating a “virtual powerplant” by placing solar panels on the roofs of private homes along with installing batteries next to one in four homes to store power and provide backup power to the neighborhoods. The city would take this power and sell it back to residents.

The key research question was if people would be willing to install solar panels and batteries. To discover public preferences, four focus groups were conducted. Dr. Longoria and the team from the city of Georgetown found that the citizens of Georgetown were comfortable with the utility selecting the best solar potential homes for renting roof space first. The residents were also willing to allow the utility company to select the home closest to the transformer for the battery site. A majority of focus group participants were willing to install solar panels and place batteries on their properties in exchange for free backup power. Project participants indicated strong support for the initiative because it enhanced resilience as well as reinforced community values of self-reliance and working together.



GEORGETOWN, ONE OF NINE CITIES TO WIN THE 2018 MAYORS CHALLENGE, WILL RECEIVE \$1 MILLION TO IMPLEMENT THEIR PLAN TO BECOME THE FIRST ENERGY INDEPENDENT COMMUNITY IN THE COUNTRY.

# MANAGER IN RESIDENCE PROGRAM

The Texas City Management Association initiated a Manager in Residence program (MIR, henceforth). The primary objective of this program is to enthuse students at the undergraduate and graduate level about public administration in general and city management in particular. Assistant City Manager of Kyle, TX, James Earp is the MIR for the MPA program at Texas State University.

A preliminary meeting of all directors of MPA programs across the state and the MIRs assigned to them was held at the Bush School, Texas A&M University in July 2018. A thorough discussion of the different models of engagement that universities/MPA programs could adopt for the MIR program was conducted.

The public administration faculty at Texas State University have a collective goal of providing both BPA and MPA students several opportunities to understand practitioner perspectives of governance and administration. The introduction of the MIR program at our university is an important step in that direction. Through the MIR program at Texas State University we propose to introduce skill-based workshops, mentorship sessions, and guest lectures featuring Mr. Earp.



## ICMA TEXAS STATE UNIVERSITY'S STUDENT CHAPTER



The International City/County Management Association (ICMA) is the world's leading association of professional city and county managers and other employees who serve local governments, dedicated to creating and supporting thriving communities throughout the world.

On November 7, 2018 the Texas State's ICMA Student Chapter held its first meeting of the 2018-2019 Academic Year. A number of MPA students and MPA faculty were in attendance. The meeting was conducted at the City of San Marcos, TX Activity Center.

A social hour and dinner for the participants was followed by a presentation by James Earp, Assistant City Manager of the City of Kyle, TX and the ICMA Student Chapter's Mentor from the Profession (Manager in Residence), on the city management profession. His talk was followed by a presentation by Carlos Lamkin, President of the ICMA MPA Student Chapter, which provided MPA students with information about ICMA and the services that the Association provides to local government managers and professionals. He also provided the students with detailed instructions on how to register as members of the Association so that they can receive ICMA educational and training materials.

# CENTEX ASPA AWARDS

*The 2018 CENTEX Chapter of the American Society for Public Administration (ASPA) held its annual banquet recognizing outstanding achievements and service by public administration students, faculty and alumni.*

The 2018 CENTEX Chapter of the American Society for Public Administration (ASPA) held its annual banquet recognizing outstanding achievements and service by public administration students, faculty and alumni from Texas State University, the University of Texas, and Texas A&M University.

Dr. Tom Longoria received the award for 2018 Distinguished Public Administration Educator. A number of Texas State students also received awards and scholarships including Reginald Brooks (“An Exploratory

Framework to Assess Urban Wildfire Mitigation Policy in Austin Parks”) and Deron Reinders (“An Ideal Model for Transitional Programs for Autistic Students”) who received the James M. McGew Research Award; Tajudeen Basiru and Miah Wagner were awarded Balanoff Family Scholarships; Joseph Resendez, Yvette Mendoza, and Megan Moore were awarded Frank Rich Family Scholarships; Meghan Wallace and Ayodamola Olanipekun were awarded William P. Hobby Family Scholarships; Jabbari Falls, Troy Gilbeaux, and Jenna Rubert were awarded William P.

Hobby Intern Fellows; and Tajudeen Basiru and Brekia Jackson were awarded Balanoff Intern Fellowships.

The following students were also inducted into Pi Alpha Alpha, the global honor society for public affairs and administration: Krystal Muller, Shifa Lateef, Ashley Wayman, Carol Lynn Campa, Tajudeen Basiru, Christina Lee Barbour, and Dylan Russell. Travis County Commissioner Precinct 1, Jeff Travillion was inducted into Pi Alpha Alpha as an Honorary Member.



Dr. Tom Longoria received the award for 2018 Distinguished Public Administration Educator

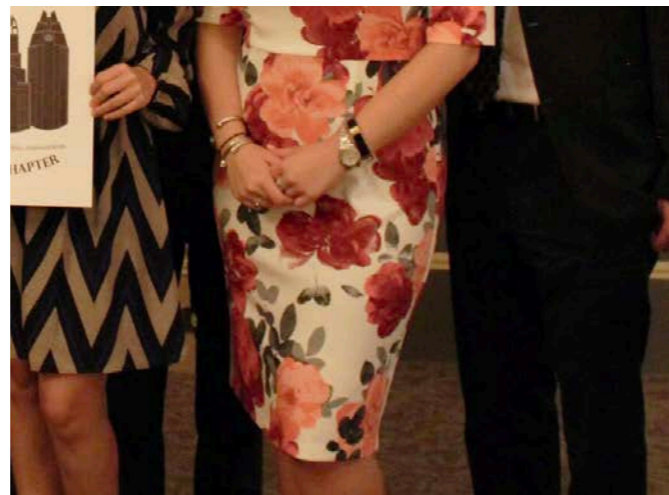
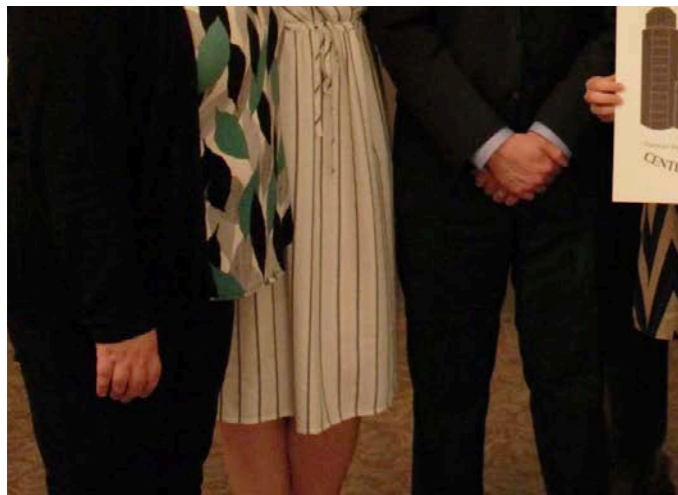
Tajudeen Basiru and Brekia Jackson were awarded Balanoff Intern Fellowships



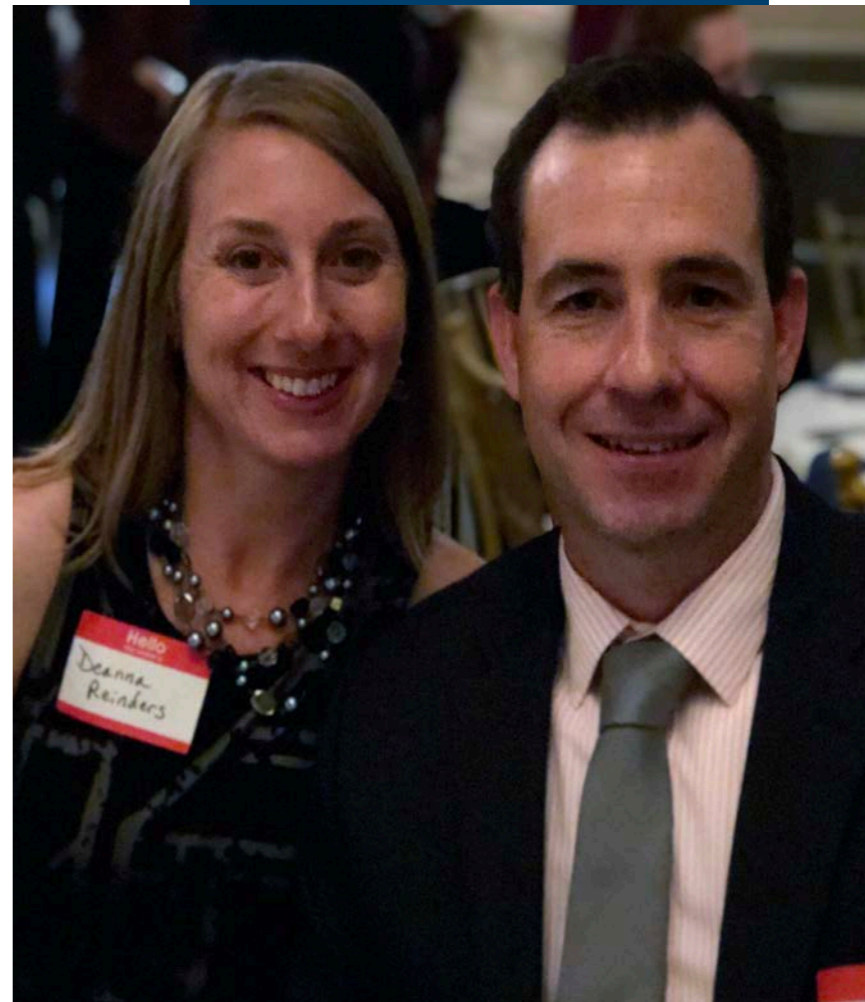
Travis County Commissioner Precinct 1, Jeff Travillion was inducted into Pi Alpha Alpha as an Honorary Member



Dr. Howard Balanoff, Professor of Political Science, Texas State University, Presenting Awards at the Banquet



Texas State University Students and Alumni at the PSRW Awards Banquet



Reginald Brooks and Deron Reinders won the James M. McGrew Research Award

# DR. MARC WALLACE

*The Department of Political Science's newest faculty member joins the Public Administration Program as an associate professor of practice.*

Dr. Wallace is an associate professor of practice within the department of political science and joined our faculty in the Fall of 2018. Previously he worked as the special assistant to the director of the Medicaid fraud division (New Jersey Office of the State Comptroller). His responsibilities included overseeing the implementation of Section 6032 of the Deficit Reduction Act of 2005 and advising the Director on Medicaid fraud schemes throughout the country that could impact New Jersey. One of his accomplishments included coordinating the information requests during the Center for Medicare and Medicaid Services' audit of New Jersey's Medicaid program.

Prior to the July 2010 merger with the Office of the Inspector General and Office of the Medicaid Inspector General, Dr. Wallace served as the Deputy Director for the Planning and Analysis unit within the Office of the State Comptroller's (OSC) Audit Division. In this capacity, Dr. Wallace led a team of program analysts (social scientists) that conducted policy research for performance audits, best practices, and other work products. Before working for the OSC, Dr. Wallace worked as a policy analyst with the U.S. Government Accountability Office (GAO) in Washington, DC and has held academic appointments with The College of New Jersey, Rider University, and the University of North Carolina at Charlotte. As a professor, he has taught courses in political science, public policy, and public administration for undergraduate and graduate students. His research interests include urban development, health care, and education.

Dr. Wallace earned both a Master of Arts and a Ph.D. in political science from The American University in Washington, DC.





# INTEGRITY IN THE WORK PLACE

***Dr. Marc Wallace speaks out about the importance of ethics and integrity in a professional environment.***

My public service career included positions with the Government Accountability Office (GAO) and the NJ Office of the State Comptroller. A common misconception is that one must have a financial background to work as an auditor. This is true for financial audits, but not the case for performance audits, which includes collaboration between accountants, attorneys, information technology auditors, investigators, and social scientists. More importantly, an audit is designed to help the audited agency improve its performance or financial practices to reduce fraud, waste, abuse, or mismanagement of public funds. MPA students considering this career path must embrace the value that auditors provide, while avoiding the trappings of a “gotcha” mentality.

Beyond the professional qualifications to perform an audit, an auditor must exercise several ethical principles to include integrity and objectivity, when making the public interest the priority. As written in section 3.04 of GAO’s 2018 Yellow Book auditing standards, “Performing audit work in accordance with ethical principles is a matter of personal and organizational responsibility.” However, ethical behavior is not unique to an auditor, for the program administrator must act ethically in the course of his/her duties.

Whether an MPA graduate chooses a career as a program administrator or as a performance auditor, s/he should lead by example to reduce fraud, waste, abuse, or mismanagement. Early in my career, I set my moral compass in the direction that solidifies my decision to do the right thing even in the absence of direct supervision. Although I am not infallible, my integrity allows my supervisor to dedicate time to more pressing matters within the organization. When my integrity wanes, the ray of micro-management begins to shine.

Irrespective of one’s level of integrity, public servants are required to recalibrate their ethical compass biannually during mandatory ethics training. From my recent experience as a state employee, ethics and integrity must run deeper than a PowerPoint presentation and list of regulations. It is easy to remember that “A bagel with cream cheese is acceptable. If there is ham and cheese, it is now considered a forbidden sandwich that must be purchased.” However, what do you do when you discover your mistake on a spreadsheet that is sent



to the agency director and appears in a public report?  
Have you committed fraud by burying the mistake?

To this end, MPA graduates should act ethically by owning their mistakes, analyzing why mistakes occurred, offering solutions, and learning from the experience. These actions communicate to your supervisor that you maintain high levels of integrity. Additionally, your behavior helps an agency complete its mission and goals for its clientele. A simple but effective behavioral reinforcement for me was the poster, “The Ideal Employee” by Michael Josephson. As cheesy as it may sound, I placed this poster on the outside of my office door as a reminder of how I am supposed to behave daily for the public. Over time, several of my coworkers asked me for a copy of the poster for their own use. In my experience, MPA graduates should become a responsible public servant that answers the phone at work when it rings and not the indolent civil servant that allows the citizen’s question to go to voicemail.

**Ethics and integrity must run deeper than a PowerPoint presentation and list of regulations...**



# LAURA MURRAY, RECIPIENT OF THE 2018 DISTINGUISHED ACHIEVEMENT AWARD

Laura Murray, Texas State University's director of development in the Division of University Advancement and current MPA student, was honored with the 2018 Distinguished Achievement Award by the Council for the Advancement and Support of Education (CASE) District IV. This award recognizes individuals who make significant contributions to the advancement profession, both by service to their institution and volunteer service to CASE and CASE District IV.

Murray graduated from Texas A&M University with a B.A. in Political Science and a B.S. in Economics. She spent her early career in Silicon Valley but returned to Texas where she used her work experience to fulfill several leadership roles in various non-profit organizations, such as the Austin Visual Arts Association and the Austin Artists Harvest. She was instrumental in the creation of several local organizations including Inkind, Inc., Charity Craft Volunteer Network, and the Roadrunner Foundation. In 2002 she began working with universities, both in the University of Texas System and

now with Texas State University, where she was responsible for building and cultivating relationships between individuals, corporations and the university through the university's Office of Development. She has been an active volunteer and leader with CASE District IV, chairing various conferences and serving on the CASE Board as the Volunteer Coordinator.

She's here to help, is a mantra Murray has followed throughout her career. Regardless of what's needed, she is the person to count on, stepping in to complete a project or finding someone who can. Looking back on her career in the public non-profit field, she encourages others to learn their strengths early, as those strengths can, in turn, connect the dots in both one's work and personal life. A lifelong student herself, as Murray enters retirement she plans to continue learning and sharing her knowledge with others, spending her free time in San Marcos, TX with her husband and best friend, Dean Murray.

## DIVERSITY AT TEXAS STATE UNIVERSITY

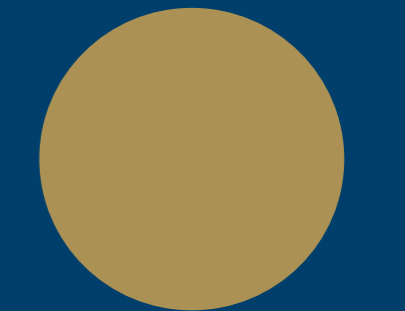
The current cohort of MPA students is a diverse group with 37% Hispanic/Latino students, 7% Black, non-Hispanic students, 51% White, non-Hispanic students and 7% from other ethnicities. Apart from a strong commitment to maintain a diverse student body, the Texas State MPA program uses a multi-pronged approach to promote a climate of inclusivity. Our university offers an "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 our program at the Executive Women in Texas Government Conference to understand 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, as well. For example, Jill Montoro, fall 2018 MPA graduate, completed a project entitled "Closing the Gap: The Impact of Minority Teachers on Minority Students' Academic Performance". 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.

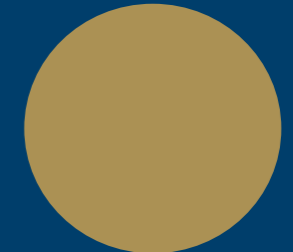


### STUDENT ENROLLMENT: TEXAS STATE UNIVERSITY, BY ETHNICITY

INFORMATION REFLECTED: FALL 2018



45.3%  
WHITE, NON-HISPANIC



37.1%  
HISPANIC



11.2%  
BLACK, NON-HISPANIC



6.4%  
OTHER



# BRION OAKS: MPA ALUMNUS AND AUSTIN'S CHIEF EQUITY OFFICER

*Alumnus Brion Oaks graduated from Texas State University with his MPA in 2005. He's had a celebrated career with the American Heart Association, winning several awards for his work representing vulnerable populations and reducing the disparities in cardiovascular health-care in regards to prevention and treatment of disease.*

*His applied research project (ARP), "An Evaluation of the Snack Tax on the Obesity Rate of Maine", was cited by the World Health Organization in their report "The Effect of Fiscal Policy on Diet, Obesity and Chronic Disease: A Systematic Review". Oaks is currently the Chief Equity Officer for the city of Austin, TX, the first to hold that position. We asked him how the Texas State MPA program helped prepare him for his career and what advice he has for current and future students:*

## Did the MPA program and the Applied Research Project (ARP) prepare you for career in public service?

The MPA program at Texas State University definitely prepared me not only for a career in public service, but also non-profit management. The course work I took in the MPA program helped me understand the core principles of organizational management along with strategies to evaluate the impact and effectiveness of the services and activities one provides. It also laid a foundation for me to be able to conduct analysis and research of situations in order to identify the best possible solutions to a problem.

## What were your most valuable experiences during your time in the MPA program?

The most valuable and rewarding experience for me in the MPA program was the completion of my ARP. I'll be honest, I was so nervous at the beginning of the process to develop the applied research project. I looked online at so many great projects students completed before me and really questioned if I would be capable of doing the same. The guidance and support from the faculty was invaluable. The ARP was an opportunity for me to apply the skills and knowledge I gained from the coursework in the MPA program, truly making it ap-

plicable. I was able to take an issue, conduct an analysis, and make recommendations to move forward. This is a process that plays out for me almost every day in my career, so I really enjoyed having the experience and opportunity to showcase what I was capable of in the ARP.

## In your role as Chief Equity Officer for Austin, what are some valuable pieces of advice you would give to MPA students?

In the role of public service many MPA graduates will end up in careers trying to solve some of government's most challenging issues ranging from homelessness and gentrification to environmental impact and health disparities, to name a few. Traditional approaches to tackling many of these issues in our community have historically centered on transactional approaches. Transactional changes are those that help individuals negotiate existing systems but tend to leave those structures in place. They may result in short-term gains for communities, but not long-lasting impact as they don't get to the root cause of issues.

I would challenge students to look at how they can bring transformative approaches to the workplace. Seek to tackle problems by cutting across multiple institutions, industries, and practices. The focus should be on changing policy and



organizational culture. Transformative work seeks to alter the way an institution operates as to provide sustainable and long-term change.

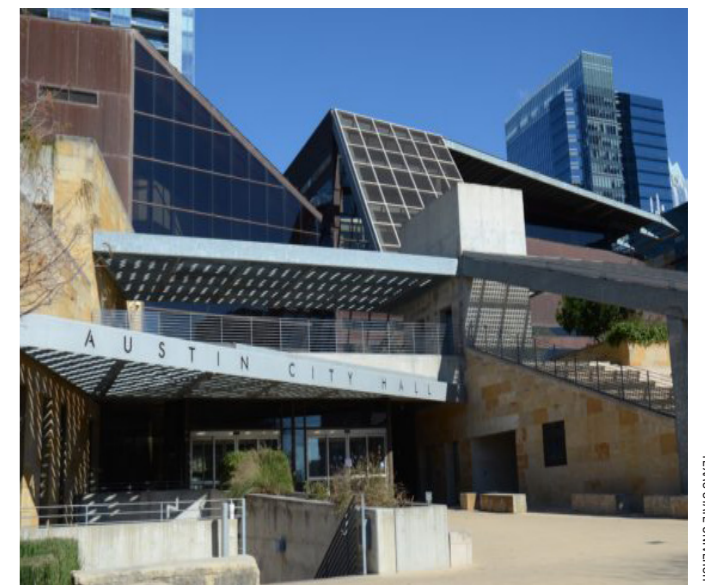
## What are some current projects you are working on that you'd like the world to know about?

I'm really proud to be the City of Austin's first Chief Equity Officer. In this capacity I'm responsible for working with city leadership and the community to create an equity framework to be adopted by all departments and offices of Austin city government. My team and I facilitate dialogue and promote organizational practices that support the development and adoption of equity as a shared value. I serve as the technical expert in addressing equity as it is applied to city wide policies, programs, practices and budget decisions with an overall vision to make Austin the most livable city for ALL.

One initiative I am really proud of is the development of Austin's first equity assessment tool that is being used by city departments in order to evaluate how practices, procedures, and policies are impacting equity. We are one of a few cities nationally that have been doing this type of work to purposefully operationalize equity principles and priorities into our practice as city government. The Austin Equity Assessment Tool recently received the highest-level designation as a "STAR" commitment for its specificity, relevance, transformative potential impact, and on time completion rated by the International Open Government Partnership.

## As an MPA alumnus, what advice would you give current and future students in the program?

I would encourage students to be courageous in their careers. Be innovative and creative and don't be afraid to take a risk. I think you learn the most about yourself in those moments when things don't go the way you want them to. When I reflect back on my career, it's really the projects and initiatives that didn't get off the ground or work the way I envisioned them which has taught me the most. I believe that having the courage to be bold and take a risk in your career can lead you in a direction to accomplish things that you never thought imaginable for yourself.



# EVY GONZALES: MPA ALUMNUS AND TEXAS STATE'S DIRECTOR OF STRATEGIC RESEARCH INITIATIVES



Evy Gonzales, a 2012 graduate of the MPA program, is currently Director of Strategic Research Initiatives in the Office of Research and Sponsored Programs and has been with Texas State University for 16 years.

Gonzales works closely with the university faculty, helping them to apply for and secure research grants. Despite this close relationship, Gonzales did not fully understand the tenure process and why it sometimes held faculty back from

pursuing those grants. As someone who constantly strives to do better in everything she undertakes and is always ready to face new challenges, she wanted to take an empirical approach to address this issue. "My applied research project (ARP for the MPA program) was around external funding and tenure. I wanted to relate to faculty...to understand the extreme pressure and time constraints that they're under." Gonzales came to learn that their plate is full and many times a faculty member is encouraged by his or her own department and college, from a protective standpoint, not to pursue grants until they have their publications in order. Gonzales' ARP helped her target the types of support and resources the faculty need, how she can help them with that, and where she needs to find them help otherwise. This can be as simple as hosting events for faculty to meet, talk, and discuss the on-going research happening at the university and opportunities for potential research collaboration amongst them.

Previously, Gonzales' job consisted mainly of proposal coordination. By regularly reviewing grant proposals, and through her own curiosity and initiative, she would often become caught up in the science of their work. When she learned about new prospects related to the work of faculty members she would encourage them to seize those opportunities. "This was something that didn't really exist here... we really didn't do a lot of lead generation" she observes. Shortly after she was awarded her MPA, Gonzales received an email regarding a 3-day intensive workshop for research-



ers to learn how to do a better job at finding funding. Relating to her work, she approached her boss with the opportunity, who approved and in turn shared with her a possible new position for the department which would incorporate the skills she would acquire from the workshop as well as finding additional funding opportunities for faculty. Gonzales took on the added responsibilities and within a few months it quickly became clear generating leads was working. She notes, "because I got my MPA I was able to create a new position for myself... I say to myself that it's not necessarily what I can contribute to faculty, it's about what faculty contributed to me, I have learned from them what needs to happen here and that's helped me to really do my job better, and the MPA program helped with that."

"Every class that I took had some applicability" to the job, observes Gonzales. She was able to directly relate her course work to issues that developed within her daily work. Two courses, and professors, stand out to her today. Public Finance Administration with Dr. Kay Hofer (Professor Emeritus, now retired) and the applied research course work with her advisor Dr. Pat Shields, who in turn became a mentor to Gonzales. "I can't thank her enough for putting me on the right path and for giving me the tools I still use today." Her advice to current MPA students, whether they are already doing what they love and just want to do it better, or if they're still searching, is to research and write about something that interests them. Gonzales acknowledges the opportunities she was able to create for herself after the successful completion of the MPA program. She takes pride in her work and in particular the opportunities she is able to create for faculty members at Texas State University and contribute towards the advancement of knowledge and scholarship.

"I love Texas State. I love the MPA program... Every day I'm learning something, every day faculty contribute to my knowledge, and every day is new here, and the MPA program prepped me for it."



# NIM KIDD: MPA ALUMNUS AND CHIEF OF EMERGENCY MANAGEMENT FOR THE STATE OF TEXAS



*Nim Kidd graduated from Texas State University with a Masters in Public Administration in 2015. His applied research project (ARP) was entitled “Developing a Practical Ideal Type for Social Media Missing Persons Notifications: A Texas Perspective.” He currently serves as Chief of Emergency Management for the Texas Division of Emergency Management (TDEM) and is the newly appointed Vice Chancellor for Disaster and Emergency Services at Texas A&M University System (TAMUS).*

Nim Kidd began his career with the San Antonio, TX Fire Department (SAFD), serving in various positions such as Firefighter, Fire Apparatus Operator, Lieutenant in charge of the SAFD Technical Rescue Team, Captain in charge of the SAFD Hazardous Materials Response Team, and District Fire Chief as the City Emergency Manager. “I had the glorious opportunity,” Kidd notes, “to work with some of the bravest and most dedicated men and women I have ever met.” It was his work as the San Antonio Emergency Management Coordinator that led him down the path to his current position in emergency management for the state of Texas. He observes that “it is the spirit of the first responder that provides synergy with emergency management: a desire to help, a commitment to health and safety, the ability to remain flexible and adaptive, an eagerness to learn and, if needed, a willingness for self-sacrifice, and a bias to action.”

The Texas Division of Emergency Management (TDEM) was first created during World War II and quickly grew into the organization we know today. It is responsible for not only assisting cities, counties, and other state agencies in developing their emergency programs, but also with managing state-wide pre- and post-disaster mitigation, supplying training and preparedness activities, recovery programs, and en-

suring provisions for effective emergency response. The state of Texas has the unfortunate honor to be number one in disasters, making this organization all the more essential. “This certainty in Texas provides a wealth of opportunities and experiences through which to grow in this field,” Kidd admits. Kidd applied to the Texas State University MPA program as a way to add value to his past work experiences in San Antonio. “As I concurrently worked as the Chief of Emergency Management and finished my degree, I was able to apply my studies in public administration to my every day work experiences. The strength of this relationship provided the foundation for my experiences with Hurricane Harvey and its aftermath.”

TDEM and the Texas state government have been looking for ways to streamline the emergency management process for years. Hurricane Harvey became the catalyst. It began shortly after landfall when Governor Greg Abbott created the Governor’s Commission to Rebuild Texas, appointing John Sharp, Texas A&M University System Chancellor and another illustrious Texas State University Alumnus, as its leader. “What many Texans don’t know is how many Texas A&M University System (TAMUS) entities were already part of the Texas Emergency Management (EM) Council,” Kidd adds, “more than any other state agency or group.” While on the front lines in response



*“As I concurrently worked as the Chief of Emergency Management and finished my degree, I was able to apply my studies in public administration to my every day work experiences. **The strength of this relationship provided the foundation for my experiences with Hurricane Harvey and its aftermath.**”*

and recovery efforts, the Governor's Commission to Rebuild Texas released a report outlining 44 recommendations to strengthen emergency management in Texas (this report, *Eye of the Storm*, can be found on the governor's website <http://gov.texas.gov>). As noted in the report, "the first of these was to reorganize state emergency management functions to unify the most critical emergency response and recovery functions." As a result, TDEM will transition to operate under TAMUS with Kidd continuing at its head as Vice Chancellor of the A&M System, making it the only state emergency management agency in such a setting. This unification, Kidd remarks, will "simplify coordination and provide a more focused and consistent approach to emergency management."



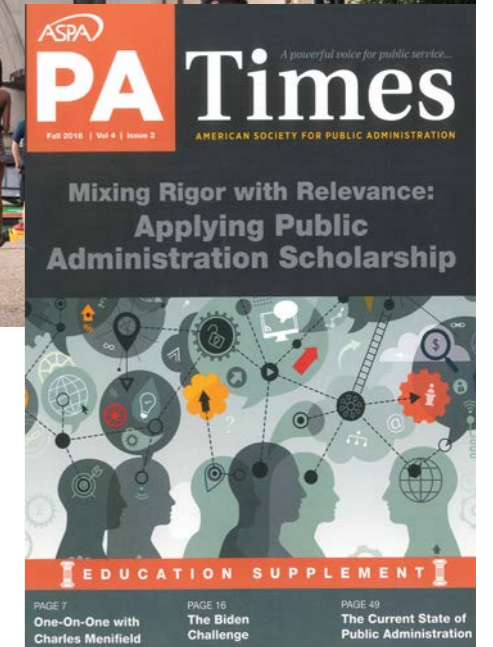
Along with the improved synergy of TDEM and TAMUS, a second action was issued by Governor Abbott in support of the Rebuild Texas report in the form of Executive Order GA-05. This action expands members of the Emergency Management Council to include all state university systems, such as the Texas State University System. This, too, will be a first in the country. "Together with other council members, these academic organizations will provide improvement in functions such as local government disaster assistance, emergency management training, mitigation and preparedness planning, and emergency first response." Kidd is excited to add, "with this new merger, we will be able to add philosophical and scientific aspects to our decision making. We will create a decision-making matrix that includes experts from the Philosophical, Operational, Political, and Scientific arenas during disaster preparedness, response, recovery, and mitigation efforts. POPS will be a new model for decision making and action."

Experts from the Philosophical, Operational, Political, and Scientific arenas...POPS will be a new model for decision making and action...

When asked how students can prepare themselves for a career in emergency management, Kidd says "it is all about training, experience and teamwork." He recommends looking for internships, whether with a city, county, or state emergency management organization. Other opportunities include working with a Voluntary Organization Active in Disaster (VOADs), a community program like Community Emergency Response Team (CERT), or volunteering for a community during or after a disaster takes place. "There is currently free online training from FEMA that provides introductory training to many emergency management concepts and programs," Kidd remarks, adding that the Rebuild Texas report has also recommended developing a licensing program for emergency managers in Texas.



## DR. PATRICIA SHIELDS PROFILE IN EXCELLENCE



Dr. Patricia Shields was one of the eminent faculty members across the nation featured in the "Profiles of Excellence" section of the *PA Times* (the magazine published by the American Society for Public Administration). ASPA was established in 1939 to promote the advancement, teaching and practice of public and nonprofit administration. It is the largest and premier association for professionals in the field.

Dr. Shields was interviewed about her career as a scholar and how she envisions the future of public administration/public policy scholarship, how online classes are impacting the teaching/learning model, and the challenges of gender bias in academia. Dr. Shields' answers to these questions are insightful and offer important thoughts for consideration to those who might be interested in programmatic and curricular changes. When asked about her most influential research, she discusses her research work on pragmatism that incorporates the work of classical pragmatist stalwarts

like John Dewey, Jane Addams, William James, Charles Sanders Peirce, Oliver Wendell Holmes, Jr., and others. Shields gracefully acknowledges the work of her colleagues/co-authors Nandhini Rangarajan, Hassan Tajalli, Emily Hanks, Travis Whetsell and Richard Brom as she developed this influential body of work. Her thoughts on gender bias and potential ways to overcome this challenge and her vision for the future of public administration make for an interesting read.



## ALUMNI INSPIRE COLLEGE OF LIBERAL ARTS INNOVATION LUNCHEON

The College of Liberal Arts hosted Innovation Day on September 24, 2018. Activities and guests were planned throughout the day, including a luncheon hosting innovative Texas State alumni. Honored alumni were Carina Boston Pinales, Chad Williams, Lana King, Jennifer Erickson, and Latrice Hertzler. After speaking about their work and the meaning of innovation, the alumni had a chance to sit among the students to encourage informal conversation and small group discussions.

Boston Pinales founded a local San Marcos company called Splash Co-Working. She pointed out how it doesn't matter what your degree is specifically, what you learn throughout your college career can be applied to anything you do. This encouraged MPA student Morgan Moore, "after that luncheon I felt that the knowledge she shared with me confirmed that no matter what you decide to pursue a degree in, you will be successful with the knowledge gained by attending college."

Chad Williams, Chair of the Central Library in Austin, TX, shared how he gained various experiences he still uses in the workplace today during his time at Texas State, not only through his studies, but also by participating in student organizations. MPA student Immanuel Tan learned never to underestimate himself, "Mr. Chad has inspired me to be the best I can be and have the courage to discover new things which can be beneficial in the future. I learned that hard work, commitment, and perseverance are keys to success."

Students also got the chance to speak with a former MPA student, Latrice Hertzler. Hertzler's work focuses on environmental compliance and providing municipalities with the analytical tools to reduce costs and strengthen local environmental standards. Overall, MPA student Carlos Lamkin felt the "Innovation Luncheon was an inspiring experience."



# STUDY ABROAD



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Dr. Billy Fields: [wf16@txstate.edu](mailto:wf16@txstate.edu)  
PA 3350 Public Policy Process  
PA 4398 Research in Public Administration  
PA 5351 Urban Transportation Policy  
PA 5387 Research Practicum  
GEO 4310 Regional Field Studies  
GEO 4336 Transportation Systems



Barcelona, Spain  
July 7 - August 9, 2019

Dr. Hassan Tajalli: [tajalli@txstate.edu](mailto:tajalli@txstate.edu)  
POSI 2310 Principles of American Government  
POSI 2320 Functions of American Government  
PA 5388 Directed Reading and Research  
PS 5398 Directed Reading and Research

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# INTERNSHIP OPPORTUNITIES

The public administration internship program is designed to give students a “hands-on” experience in the workplace. After completion, students will gain professional knowledge of the workplace, develop marketable skills, and establish valuable contacts with professionals in the field who can provide support during and after their academic career.

Students have been placed as interns in non-profit organizations such as the Central Texas Food Bank and Equal Justice Center, municipal entities such as the Hays County Law Library and City of Kyle, TX, and State agencies such as the Texas Veterans Commission and Texas General Land Office.

Our faculty internship coordinator is Dr. Howard Balanoff at hb02@txstate.edu (For Spring 2019: please contact Dr. Marc Wallace at maw301@txstate.edu).



**AYODAMOLA  
OLANIPEKUN**

I had the opportunity to intern at The Meadows Center for Water and Environment. The most beneficial part of the internship was the research I did on the future of surface water policy in Texas. I gained valuable work experience in environmental policy by way of being exposed to the daily routines and procedures of life in the nonprofit environmental sector. This opportunity has also helped me gain professional skills and make valuable connections in the field.



**NICHOLAS FUNARI**

I interned with Government Marketing & Procurement as an Account Manager. Within a few months I was promoted to a full-time position. My favorite part about this experience has been moving up within a company in such a short period of time. They are paying for my masters and part of my job includes traveling.



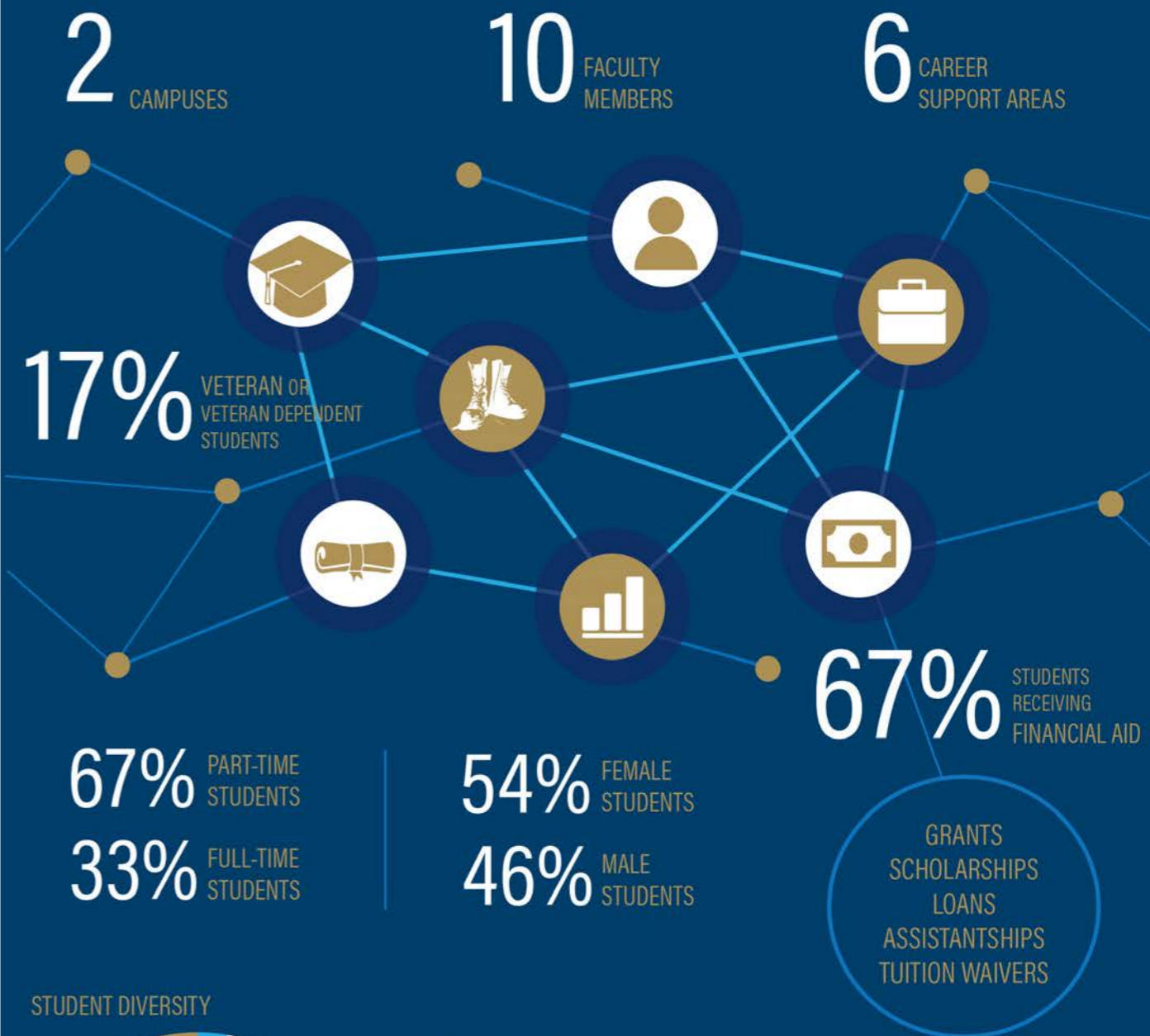
**CARLOS LAMKIN**

The best part of working with the Administration Department at the City of Kyle was having the ability to learn from accomplished and capable practitioners of Public Administration. The work I conducted ranged from survey design, grant research, municipal website analysis, requests for proposals, and more. The City of Kyle provided such an amazing opportunity to learn and develop. I look forward to continuing my internship with them next semester.

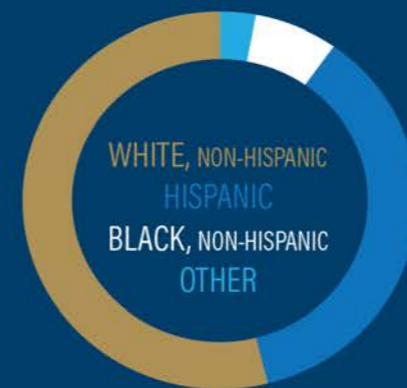


**1973**  
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STUDENT DIVERSITY



#BeABobcat

The Texas State University MPA program is a NASPAA accredited program established forty-six years ago. The program currently has 10 faculty members and serves 106 students via courses offered at the San Marcos and Round Rock campuses. Although our program does not officially have specific concentrations at the present moment, our students can choose electives in one of six career support areas in which our faculty members have expertise. Our student body is diverse and our program is designed to accommodate full time and part-time students who are employed in private, government and nonprofit organizations.

Information Reflected: Fall 2018





# NASPAA- BATTEN SIMULATION COMPETITION

*The Texas State MPA Program sent three students to the Network of Schools of Public Policy, Affairs, and Administration's annual Batten competition.*

The Texas State MPA Program sent three students -- Shifa Lateef, Nicole Foy and Krystal Muller -- to the Network of Schools of Public Policy, Affairs, and Administration's annual Batten competition which draws the best MPA/MPP students from across the nation. The preliminary round was held on the 24th of February at Arizona State University, Phoenix, AZ. The competition brought together 563 student participants who worked in teams of 3-5 taking on different roles to solve a public policy problem.



The topic for 2018 was Pandemic Crisis Management and Global Health Security. As indicated on NASPAA.



org, "NASPAA believes it is imperative that MPA/MPP students' knowledge on 'global health security' is furthered so they are prepared to act during a public health crisis." There were several iterations of the simulation and each time our students had to think on their feet to come up with actionable solutions to the scenarios assigned to them. Shifa, Nicole and Krystal agreed that the conference helped them understand the real world implications of simulation based learning.

Although they didn't advance to the final round, Shifa, Nicole, and Krystal enjoyed the competition and benefitted from networking with their peers from other NASPAA accredited institutions and gained a first-hand understanding of the merits of simulation-based learning in public affairs education. They were able to exercise their leadership skills, oral presentation competencies and policy memo writing abilities as they progressed through the day at the competition. The MPA program is grateful to the College of Liberal Arts, the Department of Political Science and the William P. Hobby Center for Public Service for providing the requisite funding for this trip. The program hopes to send a bigger contingent of students to this competition in the coming years.





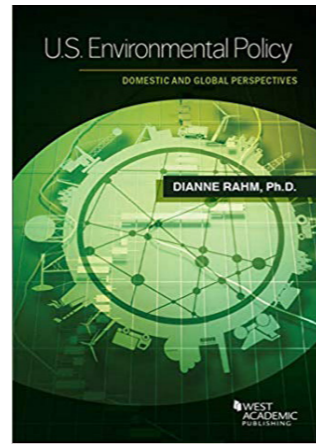
DR. DIANNE RAHM

# FACULTY 2018 PUBLICATIONS

Rahm, D. "Geoengineering Climate Change Solutions: Public Policy Issues for National and Global Governance." *Humanities and Social Science Review* 8, no. 2 (2018): 139-148.

Rahm, D. *U. S. Environmental Policy: Domestic and Global Perspectives*. St. Paul, MN: West Academic Publishing, October 31, 2018.

*U.S. Environmental Policy: Domestic and Global Perspectives* frames U.S. environmental policy in the context of international environmental concerns. Each chapter explains U.S. policy considerations followed by an exploration of the global context of the issue. The book opens with a discussion of U.S. policy institutions and actors, followed by a discussion of the international system for multilateral environmental agreements dominated by the United Nations System. The root causes of environmental degradation – population growth, consumption patterns, and the limited carrying capacity of the Earth – are explored in the context of adequate access to water, food, and energy. Subsequent chapters survey U.S. policy and global concerns regarding air quality; water quality and access; non-hazardous solid waste; chemicals and hazardous substances; land, natural resources, and wildlife; the oceans; fossil fuels; nuclear power; renewable energy; the ozone layer; and climate change. Climate change is a major worldwide crisis. With temperature increases likely to be above the 2 degree Celsius maximum desired to avoid the worst effects of climate change, the idea of using controversial geoengineering approaches has become an open discussion.



*Geoengineering Climate Change Solutions: Public Policy Issues for National and Global Governance* discusses the many public policy issues in global and national governance that using such approaches to fight climate change raises.



DR. PATRICIA SHIELDS

Rissler, G. & Shields, P. "Positive Peace – A Necessary Touchstone for Public Administration." *Administrative Theory & Praxis* (August 2018). DOI: 10.1080/10841806.2018.1479549.

This article continues Dr. Shields's exploration of positive peace as a neglected touchstone concept for public administration. She and Dr. Grant Rissler show that the common definition of peace (negative peace – absence of violence) has overshadowed and dominated the conceptualization of peace in PA and across many fields. Positive peace offers a richer conceptualization – one rooted in a reciprocal relationship ethic. It is more useful to public administration along four dimensions: 1) as a broad goal; 2) as a reminder to look at root causes; 3) as a nudge toward a value pluralist perspective; and 4) as a goal with cross cultural capacity in an increasingly complex and diverse global context. The article also examines the many complexities of positive peace and discusses how the skills of peacebuilding could help prepare practitioners to be more effective.



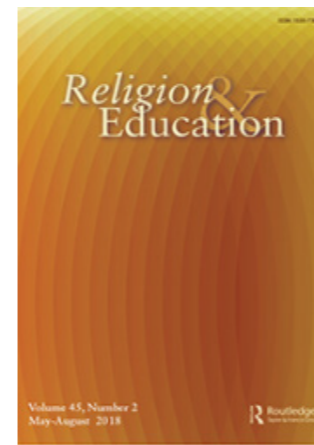
DR. HASSAN TAJALLI

Tajalli, H. "The Impact of Texas 'Wealth Equalization' Program on the Academic Performance of Poor and Wealthy Schools." *The Urban Review* (December 2018). DOI: 10.1007/s11256-018-0490-9.



Unequal distribution of funds among poor and rich school districts has been the subject of repeated litigations in Texas and many other states. Several states, including Texas, have sought to close the financial gap by transferring a portion of wealthy school districts' revenue to their poorer counterparts. Not only has this transfer pitted rich and poor schools against each other but has also divided the scholarly community on whether "money matters". Some scholars have sided with rich schools arguing that infusion of more money into poor schools will not solve academic problems poor schools are experiencing. Other scholars have sided with the poor schools blaming the low performance of these schools on unequal distribution of revenue among districts. The purpose of this study is to examine the propositions of "money matters/ doesn't matter" in a zero-sum public school system where rich schools finance portions of poor schools expenses.

De Soto, W. Tajalli, H., Pino, N., Smith, C. "The Effect of College Students' Religious Involvement on Their Academic Ethic." *Religion & Education* 45, no. 2 (2018): 190-207.



This paper examines the impact of college students' religious commitments on four important outcomes: (1) academic ethic; (2) academic performance; (3) academic honesty; and (4) personal stress. An original data set drawn from a survey of college students attending a large university in the Southwest U.S. offers suggestive insights that address these issues. The authors find that religious involvement is associated with a strong academic ethic but does not appear to predict students' academic performance, honesty, or personal stress.

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Congratulations to our 2018 MPA graduates! The culmination of their hard work and dedication to the program can be seen in their Applied Research Projects (ARPs), from using Minecraft to increase public participation to gauging how resettlement agencies facilitate access to healthcare.



# 2018 MPA GRADUATES

## SPRING

- Erin Allen:** Higher Education, On-Campus Residency, and Organizational Participation
- Emily Bennett:** Exploring the Growth of Dual Credit in Texas
- Kwon Bill:** The Scholarship of Gun Control: A Content Analysis of Articles in the Justice Quarterly Journal
- Brandon Brinson:** Mass Incarceration of Fathers: A Handbook to Address Issues that Arise Before and After Release
- Reginald Brooks:** An Exploratory Framework to Assess Urban Wildfire Mitigation Policy in Austin, TX
- Tyler McBride:** Academic Factors Impacting the Performance of School Districts that Meet Standards and School Districts that Don't Meet Standards in Texas
- Timothy McDaniel:** Block by Block: The Use of "Minecraft" as a Tool to Increase Public Participation
- Krystal Muller:** A Benefit-Cost Analysis of Jail-Based Services in Travis County, TX
- Jose Olvera:** Conductive Capacity of the State: An Assessment of Mexican Political Institutions since the Merida Initiative
- Eric Ramirez:** Exploring Public Improvement Districts as Mechanisms to Finance Public Infrastructure: A Case Study of San Marcos, TX
- Kevin Schultz:** Sustainable Development in Higher Education: A Description of Sustainability Efforts in Texas 4-year Colleges
- Stephanie Soares:** A Content Analysis of Municipal Employee Handbooks in the Commonwealth of Virginia
- Julia Webber:** Improving Collaborative Management of Natural Areas for Recreation and Conservation: A Description of Current Partnerships and Perceived Areas for Improvement

## SUMMER

- Christina Barbour:** A Web Content Analysis of Services Offered to Co-Victims of Homicide: Assessing the SO States Using an Ideal Model
- Billy Fletcher:** Gauging the Policies and Procedures of a Medium-Sized Police Department using Recommendations from the President's Task Force on 21st Century Policing as the Practical Ideal Type Model: A Case Study
- Michael Maguire:** A Study of the Spillover Deterrent Effects of Red-Light Cameras in Austin, TX
- Bailey Verschoyle:** Emotional Labor Strategies used by Faculty at Texas State University

## FALL

- Tajudeen Basiru:** A Descriptive Study of Municipal Regulatory Activities Related to Food Safety of Commercial Food Establishments in San Marcos, TX
- Carol Campa:** An Ideal Model for Vision Zero Action Plans: Gauging the City of Austin's Vision Zero Action Plan for the Reduction of Pedestrian-Vehicle Incidents in the City of Austin, TX
- Maykei Cepeda:** Gauging the Effectiveness of Curriculum at AFROTC Detachment 810 to Develop Personal Competencies
- Shifa Lateef:** Facilitating Refugee Access to Health Solutions: The Role of Post-Resettlement Agencies in Central Texas
- Georgia Marks:** Change Management in the Public Sector: A Case Study of the Implementation of a Municipal Civil Service Policy at the City of Austin, TX
- Jill Montoro:** Closing the Gap: The Impact of Minority Teachers on Minority Students' Academic Performance
- Miah Wagnon:** A Descriptive Study of Capacity Building in Non-Profits Associated with AmeriCorps VISTA

# PUBLIC ADMINISTRATION PROGRAM FACULTY



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Endowed Professor  
Director, Hobby Center for Public Service  
*Areas of Interest: Personnel Administration, Comparative Policy & Administration, Organization Theory & Behavior, and Leadership*



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



Christopher Brown, J.D.  
Associate Professor  
*Areas of Interest: Environmental & Natural Resources Law and Administrative Law*



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



Billy Fields, Ph.D.  
Assistant Professor  
*Areas of Interest: Environmental Policy & Management, Place Management, Hazard Mitigation, and Transportation Policy*



Patricia Shields, Ph.D.  
Professor  
*Areas of Interest: Civil Military Relations, Pragmatism of Public Administration, and Research Methods*



Emily Kay Hanks, Ph.D.  
Associate Professor  
*Areas of Interest: Non-Profit & Voluntary Sector, Public Values, and Applied Communication*



Hassan Tajalli, Ph.D.  
Professor  
*Areas of Interest: Research Methods, Statistics, Program Evaluation, and Public Policy*



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*



Marc Wallace, Ph.D.  
Associate Professor of Practice  
*Areas of Interest: Organizational Effectiveness, Urban Development, Health Care, and Education*

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Composed of alumni, faculty, practitioners 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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