

# Public Matters

JANUARY-DECEMBER, 2019

PUBLIC ADMINISTRATION MAGAZINE

TEXAS  
STATE  
UNIVERSITY

*The rising STAR of Texas*



## PROFILES OF ALUMNI

The accomplishments of Brenda Eivens, Jared Werner and Jordan Macha are highlighted

## NAPA FELLOW

Dr. Patricia Shields inducted into the National Academy of Public Administration

## ICMA ACADEMIC AWARD

Dr. Howard Balanoff receives the ICMA academic award for excellence



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# A WINDOW INTO OUR WORLD



## DIRECTOR'S CORNER

It gives me great pleasure to present the second edition of Public Matters magazine. Although the Texas State MPA program has published an annual magazine/newsletter every year for decades, this is the second edition of the magazine after it was named Public Matters by MPA student Melissa Bell. This magazine is a window into our world and features the accomplishments of our faculty, students and alumni for the year 2019. I am particularly proud of my colleagues Dr. Patricia Shields and Dr.



Dr. Nandhini Rangarajan  
Director, MPA Program

Howard Balanoff who received two of the most coveted honors in the field of Public Administration. We are incredibly happy to have two NAPA fellows on our MPA faculty. Dr. Shields is a 2019 inductee of the National Academy of Public Administration. Dr. Balanoff is a 2014 inductee. Dr. Balanoff also received the International City/County Management association academic award in memory of Stephen B Sweeney in 2019.

For close to five decades, the NASPAA accredited Texas State MPA program has rigorously trained a diverse set of students for careers in public administration, management and policy. This edition features write-ups about three stellar graduates of our program who are in public service and non-profit management. The alumni spotlight is on Brenda Eivens, City Manager of Cedar Park, Texas; Jared Werner, Chief Financial Officer of New Braunfels, Texas and Jordan Macha, Executive Director of a non-profit organization. The student spotlight is on Immanuel Tan who joined our program as an international student from Malaysia and on Samantha Martinez who has been actively involved in every experiential opportunity offered by our program.

A number of initiatives aimed at bridging the realms of practitioners and academics are highlighted in this



edition. The manager in residence program, in its second year now, helps students understand the intricacies of working for local government. Students learn from our resident city management expert Mr. James Earp. In addition to the MIR program a variety of workshops, panels and other initiatives that teach students about the practice side of government are highlighted. A set of stories discuss issues of environmental quality and climate action.

Our commitment to rigorous, high-quality, yet affordable graduate education has resulted in a solid pool of both pre-service applicants and those with professional experience every year. Our NASPAA accredited program attracts students from across the nation and from across the globe. Our students receive excellent education that leads to jobs with good starting salaries. This year our MPA program was ranked as one of the top 25 best graduate programs based on annual tuition, median debt and median salary data obtained from the US Department of Education. At a time when student debt and affordability of education are nationally debated issues, this is a timely recognition for the value our program places on high caliber education that is also cost-effective. Our goal for the coming decade is to continue to be a solid program that ensures high quality academic and professional experiences for our students. We will continue to invest our time, energy and resources to make great strides in research, teaching and service.



# DR. PATRICA SHIELDS

FELLOW OF THE NATIONAL ACADEMY OF PUBLIC ADMINISTRATION



Dr. Patrica Shields, Texas State MPA Program faculty, was recently elected to the National Academy of Public Administration (NAPA). NAPA was founded by James E. Webb, then-administrator of NASA, and other leading public administration practitioners in 1967 and was chartered by Congress. Webb's impetus in forming the Academy was to create an organization that would provide independent, nonpartisan and neutral advice to government leaders and agencies on all levels of government about emerging trends in governance and public administration. It is one of the two organizations (the other being the National Academy of Sciences) chartered by Congress in this manner.

The academy's studies are directed by a group of over 850 peer-elected fellows. Fellows includes former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, business executives, and public administrators. The fellows are responsible for establishing the organization's policies and priorities and serving as advisers on panels convened for each study.

Election to the National Academy is one of the highest honors for those engaged in the study or practice of public administration. Dr. Shields is one of 29 fellows from Texas.

“ I was surprised and humbled to be included in the 2019 fellow class for the National Academy of Public Administration. The Academy, authorized by Congress, is dedicated to making government work for all and advancing the field of public administration. ”





# DR. HOWARD BALANOFF

WINNER OF THE ICMA ACADEMIC AWARD IN MEMORY OF STEPHEN B. SWEENEY



Dr. Howard Balanoff is the 2019 recipient of the International City/County Management Association's (ICMA) Academic Award for Excellence in Memory of Stephen B. Sweeney. ICMA's award recognizes academic leaders or institutions that have made significant contributions to the formal education of students pursuing careers in local government. Dr. Balanoff's efforts as a professor and in positions of leadership in multiple programs have and continue to help prepare the next generation of public managers.

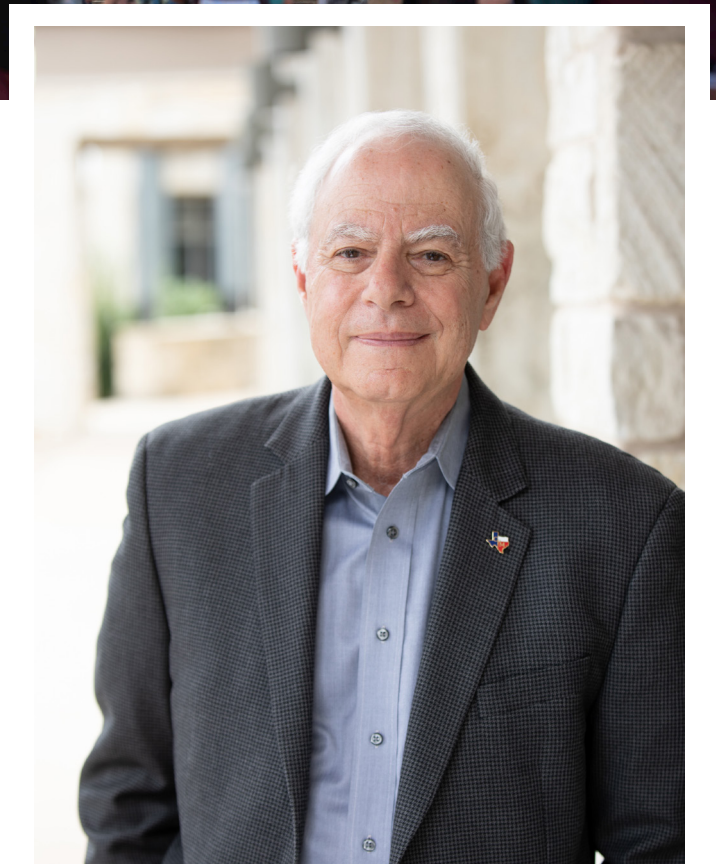
Dr. Balanoff has been a welcome and familiar face

at Texas State University for over thirty years. Aside from teaching courses on public policy, personnel administration, organizational theory and behavior, and on other topics, he has established himself as a greatly valued and needed bridge between the classroom and the professional workplace. As Chair of Texas State's William P. Hobby Center for Public Service, which trains public and nonprofit managers in ethical values and technical competencies, Dr. Balanoff helps students understand the value of their jobs and the responsibilities they might be entrusted with, while improving the public and nonprofit sectors by better preparing their future managers. Along



with his role as Chair of the Hobby Center, Dr. Balanoff is also the Director of the Texas Certified Public Manager (CPM) Program. The program, which is offered following a university's designation by the National Consortium of Certified Public Managers, aims to enhance the quality and efficiency of management in government and to improve professionalism and effectiveness of government managers.

Of the five professional awards given annually by ICMA to recognize excellence in local government, the Academic Award for Excellence is the only one that focuses specifically on the work and contributions of professors. The award is a testament to Dr. Balanoff's impact as an instructor in the MPA program at Texas State University and his work in preparing future managers for the public sector.





# BRENDA EIVENS

CITY MANAGER  
CEDAR PARK, TX



Brenda Eivens, a Texas State MPA alumna and current City Manager for the City of Cedar Park, Texas, is coordinating multiple city projects between the public and private sector as Cedar Park continues to grow rapidly.

She graduated from Sam Houston State University with a Bachelor's in English but after working in human resources she chose to pursue a Master of Public Administration degree at Texas State University. The MPA program allowed her to further her education while she worked as well as focus on her areas of interest, which included human resources and the public sector. Brenda says she learned "that 'serving' was different from 'working,'" and that the program's focus on administration set Texas State apart from other universities. She credits the MPA for helping her

"I cannot stress how important building a qualified, strong, values-based team is to the foundation of an organization."



advance her career in HR and helping her network with and learn from local government professionals.

Brenda exemplifies the public servant she says cities and states deserve - a passionate, smart and dedicated leader. She encourages young professionals looking to make a difference to explore working in local government,

an environment where they "can influence change and progress in [their] own backyard." Throughout her career she has sought to strengthen professional relationships and develop teams comprised of individuals with "different and complementing strengths," decisions which have helped her connect with the community and continue to develop Cedar Park.



As Cedar Park continues to grow rapidly, Brenda has worked with community leaders and companies to preserve the City's beauty while meeting the needs of its residents. Recently, she has been overseeing the City's first redevelopment project that will create space for retail, restaurants, offices, residential areas, a community park and library - in all, a "gathering place that reflects Cedar Park's identity."





# JARED WERNER

CHIEF FINANCIAL OFFICER  
NEW BRAUNFELS, TX

Jared Werner is the Chief Financial Officer for the City of New Braunfels. Jared was drawn to public service as he learned about family members and relatives serving in the armed forces and as he learned about his aunt's career at the City of Schertz. He would go on to pursue a Master of Public Administration degree at Texas State University after beginning his career with the city of New Braunfels. He realized that he needed to enhance his knowledge and skills to stand out in public service and that the MPA program provided opportunities to hone his technical writing skills and program and policy evaluation skills among others. Balancing working full time while attending Texas State, he chose courses that benefited his career, ranging from budget administration and program evaluation to ethics and public law. For

“Do something **today** that your **future** self will thank you for.”

Jared, the MPA program provided “the opportunity to build skills such as critical thinking, team building, [and] public speaking” among others, all of which can help alumni entering the public administration workforce.

Mr. Werner has been hard at work with local government financial leaders on a few projects this year. Along with other members of the City of New Braunfels, Mr. Werner is expanding the financial forecast documents for the City with the hope of creating more opportunities to implement multi-year initiatives. The City's annual budget development process continues to be improved, with the incorporation of a process of evaluating workload indicators, budget performance, and previously funded initiatives prior to deciding on funding requests for the 2019-2020 fiscal year. Lastly, the finance leadership team introduced an innovative annual work plan focused on providing opportunities for staff to develop professionally. Each member of department will have the opportunity to lead or serve on various

project teams throughout the year, giving them a break from day-to-day routines and promoting contributions towards projects to make the department more efficient.

Reflecting on his time in the MPA program, Jared offered advice to both current and future Texas State MPA students. Developing a “detailed and operationalized career road map” will help individuals reach their professional goals and, while it may be tempting to focus on the “end career goal,” most “careers don't follow a straight path” and versatility is vital. One of Jared's most rewarding experiences at Texas State was the Applied Research Project (ARP), which gave him a “a unique opportunity to comprehensively educate [himself] on a subject or issue that could support [him] professionally.” He encourages current and prospective MPA students to choose ARP topics that will benefit them professionally and to be prepared to contribute in meaningful ways to both projects and within an organization, even if they feel taken out of their comfort zone.







# JORDAN MACHA

EXECUTIVE DIRECTOR  
BAYOU CITY WATERKEEPER  
HOUSTON, TX



Jordan Macha is the current Executive Director and Waterkeeper at Bayou City Waterkeeper. Her directorship at this environmental conservation organization allows her to better protect, preserve, and restore wetlands, which in turn improves regions' resilience to flood waters and storm surge. She has been featured in local and national newspapers, with an article in the Houston Chronicle detailing her organization's investigative work and the National Public Radio recognizing the Bayou City Waterkeeper's concerns over concrete infrastructure in Houston designed to stop storm surges. Jordan works to improve policy and

right regulatory failures, particularly as water becomes a greater issue in Texas. Natural disasters like Hurricane Harvey, which hit Houston in 2017, devastate local communities. Hurricane Harvey tied Hurricane Katrina as the costliest tropical cyclone in U.S. history and, beyond the material destruction, took nearly 100 lives in Texas.

Flooding along Texas's coasts displace thousands of citizens and damages communities both directly and indirectly, with businesses stalled or shut down as they recover from water-related issues. Jordan is not only focused on preventing these disasters, but also wants to stimulate ecological restoration in affected areas. Her organization seeks to "utilize nature-based solutions to mitigate against flooding and storm surge"

and, while other city planners may favor concrete based infrastructure, Jordan wants citizens and representatives to think about how "to better work with, rather than against, nature." Pursuing an MPA degree at Texas State provided her with career-specific research opportunities. The program's Applied Research Project (ARP), a major research paper that requires a committee's review and approval, was valuable to Jordan Macha.

Having joined the MPA program with nearly 10 years of professional experience, Jordan was able to tailor how the "ARP... would most benefit [her] career goals." Today, she is putting her degrees into practice by working tirelessly to promote clean water, healthy wetlands, and prepared and safe communities throughout Texas's coastline.

“We need to better work **with,**  
rather than **against,** nature.”





# 2019 CENTEX ASPA AWARDS

Texas State public administration students, along with students from the University of Texas' LBJ School of Public Affairs and Texas A&M's Bush School of Government and Public Service, were among the honorees at the annual Public Service Recognition Week Banquet sponsored by the Centex Chapter of the American Society for Public Administration (ASPA) on June 3rd.

Dr. Nandhini Rangarajan received the Distinguished Public Educator Award for 2019 and Mr. James Earp received the Distinguished Practitioner Award for 2019.

Two Texas State MPA students were recipients of the James W. McGrew Research Award for outstanding graduate student research: Jill Montoro, whose research was supervised by Dr. Hassan Tajalli, was recognized for her Applied Research Project (ARP) entitled "Closing the Gap: Impact of Minority Teachers on Minority Students' Academic Performance." Ashley Wayman, whose research was supervised by Dr. Patricia Shields, was recognized for her Applied Research Project (ARP) on "Female Assistant City Managers and Department Directors in Texas Cities."

Additionally, eight Texas State MPA students were recognized for receiving scholarships awarded by the families of William P. Hobby, former Texas Lt. Governor, Dr. Frank Rich, former Chair of Texas State's Department of Political Science, and Dr. Howard Balanoff, a long-time member of Texas State's public administration faculty. The students recognized were: Melissa Bell, Ayodamola Olanipekun, Cameron Scott, Immanuel Tan, Justin Villa, Jennifer Whitcomb, Janice Perez, and Corey Young.

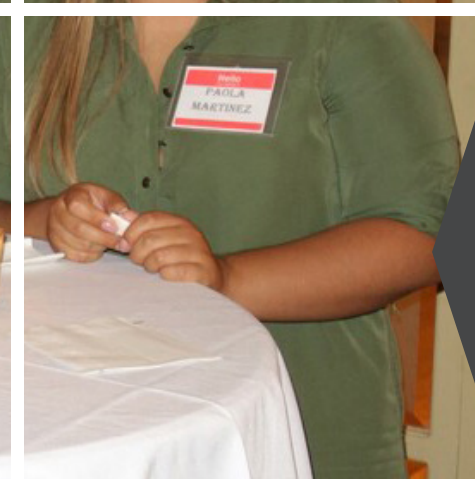
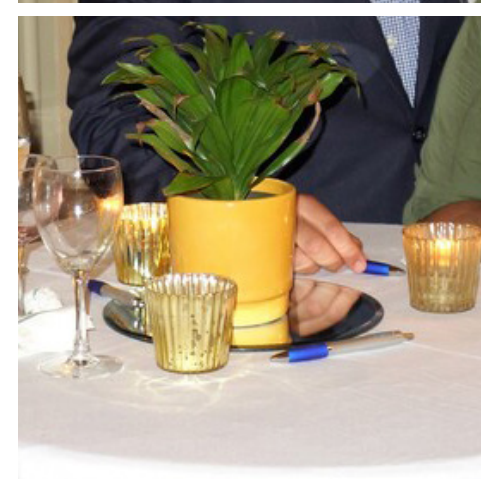
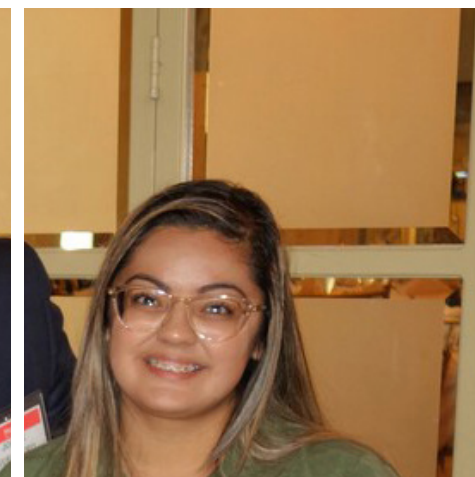
Finally, the banquet included the induction of nine Texas State students into Pi Alpha Alpha, the Global Honor Society for Public Affairs and Administration: Immanuel Tan, Marcus D. Peoples, Jr., Yvette Patricia Mendoza, Jordan Karimi, Carlos Lamkin, Ayodamola Olanipekun, Erica Mooney, Corey Banks, and Kristin Fritscher.

Centex ASPA's Public Administrator of the Year Award was presented to James Earp, Assistant City Manager of Kyle and Texas State's City-Manager-in Residence.



Distinguished Public Administrator  
**James Earp**

Distinguished Public Educator  
**Nandhini Rangarajan**



Texas State students at the Awards Banquet





Texas State inductees into **Pi Alpha Alpha**, the Global Honor Society for Public Affairs and Administration



James W. McGrew  
Research Award recipient  
**Ashley Wayman**



Texas State  
MPA Program  
**Scholarship Awardees**



# MODEL ARAB LEAGUE

FURTHERING THE MULTICULTURAL PERSPECTIVE AT TEXAS STATE UNIVERSITY

Texas State University students, led by MPA faculty member Dr. Hassan Tajalli, participated in the Model Arab League conference in Washington, D.C. on April 4th to 7th. The Model Arab League is the National Council on U.S.-Arab Relations' (NCUSAR) flagship Youth Leadership Development Program. The Model Arab League is an all-University activity reflecting the values shared by the MPA Program and Texas State University too: a diversity

of people and ideas, a spirit of inclusiveness, a global perspective, and a sense of community as essential conditions for campus life. Dr. Hassan Tajalli's breadth of knowledge on the Middle East and acculturation to the U.S. brings a unique, multicultural perspective and makes him an invaluable resource to Model Arab League participants and to graduate students in the MPA program.



At the National Conference in Washington, D.C., students from across the country gathered to represent Arab League nations, with Texas State representing Comoros. The students did an excellent job and were recognized with the "Distinguished Delegation" Award. Prior to the National Conference, Texas State, along with six other Texas universities, participated in the 2019 Regional Conference in Houston. Texas State



University plans to continue to attend the Model Arab Leagues in both regional and national competitions to further develop the multicultural understanding between the United States and Arab nations.





# IMMANUEL TAN

Immanuel Tan, an outstanding international student from Malaysia, was drawn to the field of public administration after a conversation with a mentor. Immanuel initially wanted to pursue psychology but changed majors to public administration after discussing career aspirations with his psychology professor, Mr. Alexius Cheang. He is “grateful” for his conversation with Mr. Cheang and found that it had revealed his “hidden aspirations for public service”. During his time at Texas State University, Immanuel was a graduate intern for international security for the permanent mission of Malaysia to the United Nations. Immanuel received the prestigious Medal of Hope offered by the Leadership Institute at Texas State University. Recipients of the Medal of Hope are students



who have demonstrated a commitment to their personal development as a student leader at Texas State University by participating in a comprehensive set of activities designed by the Leadership Institute/Dean of Students Office. He was also the recipient of the outstanding political science graduate award in 2019. Reflecting on his experience at Texas State University, Immanuel is grateful for the “tremendous help” he received from everyone in the public administration program and credits them for contributing to both his experiences and success. Immanuel worked closely with the MPA faculty, Department of Political Science, the International Student and Scholar Services (ISSS), the Graduate College, and the Leadership Institute. During his free time, he volunteers to help underprivileged youth.



# SAMANTHA MARTINEZ



Samantha Martinez is an exceptional MPA student who will be graduating in May 2020. In the Fall of 2018, Samantha became a member of the International City/County Management Association (ICMA), for which she would later become the Texas State student chapter’s President. Her involvement in public administration was rewarded with her selection as a scholarship recipient at the Texas City Manager’s Association (TCMA) Conference. She has participated in multiple student-oriented events, including the Intercollegiate Bowl and the NASPAA-Batten Simulation Competition. Samantha interned for the City Manager in Kyle, TX, during which she conducted

research and a series of analyses for the City. She has since begun an internship with the non-profit Friends of Texas Public Schools, for which she’s assisted with grant research, promoted scholarship opportunities, and set up the annual gala.

Beyond developing her professional skills and broadening her network, Samantha has been an outstanding representative for Texas State’s MPA program. She has been selected as the Student Liaison for the Women Leading Government chapter in Central Texas, which promotes female representation and leadership in local government. She has also represented the University as a Social Media Ambassador at the Texas Tribune Festival, which explores a range of topics includes: public education, international relations, and public policy issues. She aspires to be a city manager, and is appreciative for “the many opportunities the MPA program has provided her,” adding that her professional network and knowledge of public administration have grown during her time at Texas State.





# MANAGER IN RESIDENCE PROGRAM



## JAMES EARP ASSISTANT CITY MANAGER KYLE, TX

Assistant City Manager Mr. James Earp is the Manager in Residence for the Texas State University MPA program. According to him, “The Manager in Residence (MIR) program continues to be the premier advocacy program in the state of Texas whereby tenured local government managers from the Texas City Management Association

and leading universities, such as Texas State, partner to enrich the Public Administration program by providing real, timely and practical professional experience to compliment the outstanding academic coursework. Through mentorships, lectures of practice, workshops and leveraging the student city management association, students in these programs receive greater visibility in the market and understand application of what they are learning in the classroom.”

In 2019 Mr. Earp was a focal point in several events aimed at preparing MPA students for public service. In the spring of 2019, Mr. Earp was featured as a Grad College

Shop Talk speaker, providing resources to graduate students wanting to explore career options in local government. In October, students put theory into practice at the Local Ordinance Development Workshop, with Mr. Earp teaching the fundamentals of policy creation and the process by which policies are codified. He was also a guest speaker and panelist at the Engaging Local Government Leaders (ELGL) Inspire event, which provided attendees an opportunity to network with local professionals and learn more about the variety of jobs at the city, county, and state levels. Mr. Earp continues to serve as an invaluable resource to Texas State public administration students as he helps prepare the next generation of professional administrators.

DEPARTMENT OF POLITICAL SCIENCE AND  
THE MPA PROGRAM PRESENT

OCTOBER 15 2019  
TUE 2-4PM UAC 308

## ORDINANCE DEVELOPMENT WORKSHOP

PRESENTER: MR. JAMES EARP  
ASSISTANT CITY MANAGER OF KYLE, TX

LEARN ABOUT



- Policy inception
- Policy characteristics/contents
- Drafting legislation
- Adopting the final ordinance
- Codification

Attendees are encouraged to bring  
a laptop or device to work alongside Mr. Earp.

FOR MORE INFORMATION CONTACT:  
DR. NANDHINI RANGARAJAN  
NR11@TXSTATE.EDU





# ICMA

## INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION



Ms. Stephanie Reyes, interim assistant city manager of San Marcos, TX, spoke to ICMA members about the value of pursuing mentors and developing a professional network.

The International City County Management Association (ICMA) advances professional local government through leadership, management, innovation, and ethics. ICMA's members are the professional city, town, and county managers who are appointed by elected officials to oversee the day-to-day operation of our communities. At the subnational level, ICMA has state associates, including the Texas City Management Association (TCMA). TCMA cultivates a grassroots pipeline of professional

talent with chapters on college campuses, including the Region 7 chapter at Texas State University. All majors are encouraged to join the group, for ICMA promotes government leadership in finance, engineering, urban planning, and communication. The membership fee is waived for graduate and undergraduate students, which

facilitates participation in the organization.

During the 2019 calendar year, the Texas State University ICMA chapter (TXST-ICMA) transitioned from a small operation into an organization that will advance ICMA's goal of developing the next generation of local government administrators. The progress was made possible by the selfless dedication of two MPA students (Carlos Lamkin and Samantha Martinez), mentorship from the university's TCMA manager in residence (Mr. James Earp, assistant city manager for the City of Kyle), and guided input from Drs. Howard Balanoff, Nandhini Rangarajan, and Marc A. Wallace (faculty advisor). Through the efforts of these individuals, primarily lead by the students, the TXST-ICMA achieved several noteworthy accomplishments for the initial 10 members. As detailed below, these milestones improved the TXST-ICMA chapter's profile internally within the TXST community and externally within the region.

Mr. Rodney Gonzalez, Assistant City Manager for the City of Austin, spoke at the December chapter meeting.



First, in the spring 2019 semester, TXST-ICMA adopted a long-range plan through the fall 2020 semester. Carlos Lamkin collaborated with the current president, Samantha Martinez, to create additional structure for the organization, including one-hour monthly meetings, a planning calendar of events, networking activities, and fundraising ideas. With the meetings held in the early evening, guest speakers from local government have an opportunity to address the chapter.

Second, a marketing campaign aimed at prospective members increased the group's awareness on campus. This effort was initiated through word-of-mouth and through e-mail messages sent to graduate and undergraduate students. As Public Matters made it to print, the list of students on the e-mail list stands solidly at 110 students.

Third, professional and social opportunities for members began in the spring 2019 semester. A March outreach and professional networking event occurred during the South by Southwest (SXSW) ICMA Meet-Up at the Downtown Austin Public Library followed by a





The Austin Public Library, host of the SXSW ICMA Meet-Up

reception at City Hall. This event allowed attendees to meet with other TCMA professionals. In July, a regional professional networking opportunity occurred during the Urban Management Assistants of Central Texas (UMACT) meeting in Georgetown, TX. TXST-ICMA chapter president, Samantha Martinez, and Dr. Marc A. Wallace attended the meeting. The UMACT meeting provided a chance to meet with city administrators from Cedar Park, Georgetown, Pflugerville, and Rockdale.

Fourth, several local government professionals spoke with members at monthly chapter meetings. These “day in the life” conversations with students outlined the joys and challenges of local government administration. Ms. Stephanie Reyes, an MPA alumnae of TXST is a member of ICMA and TCMA, was named the interim assistant city manager for the City of San Marcos recently. Mr. Jared Werner, who is an MPA alumnus of TXST, is the chief financial officer for the City of New Braunfels. Mr. Rodney Gonzalez, assistant city manager for the City of Austin, spoke with the chapter in December.

Fifth, the chapter worked with the City of Kyle, Texas for its first volunteer, community service event over Labor Day weekend. Samantha Martinez (MPA student), Alyssa Loveday, (MA/MS sustainability studies student), Fatema Zohra and Soma Parker (MS in engineering students) and Dr. Wallace gathered responses from attendees at the “Pie in the Sky” hot air balloon festival, e.g., amount of money spent and lodging arrangements.

The annual community survey provides information to the City of Kyle and the local chamber of commerce for future planning purposes. The volunteer activity is one of many opportunities that the chapter will build upon in the future, as it relates to networking, team development, and a demonstration of leadership to the chapter’s members.

Sixth, the chapter arranged a meeting off-campus at Industry Restaurant in San Marcos, Texas in September. Members were given a chance to discuss the chapter’s current accomplishments, future goals, and solicit ideas in a relaxed setting. Plans are in the works to schedule a social event in Austin for the spring 2020 semester.

Seventh, as an introduction to other TCMA chapters, the TXST-ICMA chapter participated in the inaugural annual college bowl sponsored by the Texas City Manager’s Association in Ft. Worth, Texas from June 27-30. Activities included a jeopardy game show competition, a networking lunch challenge, and a spirit competition. With guidance from the MPA manager in residence, Mr. James Earp, the TXST-ICMA team fielded 10 members to the competition. Dr. Howard Balanoff served as the academic advisor for the event. Despite the administrative growing pains for

the inaugural competition, the TXST-ICMA chapter had several achievements, including a third-place finish in the research category on homelessness. As Samantha Martinez (current president) communicated, “Overall, our group had a wonderful time though! We had a very good group that was able to socialize and network with many alumni and city managers this weekend.” The chapter is excited for the 2020 college bowl in South Padre Island, TX. With the knowledge gained from the inaugural competition, the chapter is poised to be more competitive with a larger team, better organization, and an improved strategy to procure travel funds.

Eighth, in the fall 2019 semester, elections were conducted to create an executive board, e.g., vice president, public relations, secretary, treasurer, fundraiser, and two undergraduate representatives. These one-year, voluntary positions were filled by Breanna Higgins (vice

president), Matthew Gonzalez (public relations), Braden Kropp (treasurer), Emily Knaub (fundraising), James Tichey (undergraduate student representative), and Michael Cook (undergraduate student representative). With the brain trust in place to divide up responsibilities, the group’s efforts have been magnified.

From the 110-member pool of talent, the chapter can make a preliminary assessment of its members’ strengths to ascertain the team composition for the various challenges. In December 2019, a planning meeting was held in Central Texas for the 2020 TCMA College Bowl. Several members of the TXST-ICMA chapter attended the meeting to understand the competition’s updated rules.

With 2019 in the books, the TXST-ICMA executive board is eager to lead its members into the new year. One of the goals is the motivate passive members on the mailing list into active members, particularly members in urban planning, engineering, and finance. This strategy will enable the chapter to groom future members, increase its regional presence, and develop career opportunities.

The Central Texas Women Leading Government organization (an ICMA affiliate) extended an invitation to engage with other female leaders interestd in city management.





# ENGAGING LOCAL GOVERNMENT LEADERS

## INSPIRING PUBLIC ADMINISTRATION STUDENTS

On April 2nd, in partnership with the Urban Management Assistants of Central Texas, the Texas State MPA program hosted its first Engaging Local Government Leaders (ELGL) event. Bringing together city managers from Kyle, Austin Police's Assistant Chief, San Marcos' Parks and Recreation manager, and a host of other local leaders, the ELGL Inspire event connected students with current state and city employees. Students networked with speakers over lunch and had the opportunity to learn about strategies for finding public service jobs, as well as the key skills

and abilities employers look for. A panel led by Dr. Nandhini Rangarajan, director of the Master of Public Administration program, Mr. Scott Sellers, city manager for the city of Kyle, and Mr. James Earp, assistant city manager for Kyle, answered questions attendees had and spoke on the importance of making a difference in local communities. Public administration graduate student Brandon Elliott was happy "to see all the different avenues [he] could take in local government," and "felt validated in [his] choice to pursue a career in the public sector."



# INTERNSHIP OPPORTUNITIES

The public administration 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 success.

Students have been placed as interns in organizations such as the Texas Health and Human Services, Friends of Texas Public Schools, The City of Kyle, The Texas House of Representatives, The United States Air Force and The Village of The Hills.

The faculty internship coordinator is Dr. Howard Balanoff at [hb02@txstate.edu](mailto:hb02@txstate.edu).





# INTERCOLLEGIATE BOWL

## TCMA CONFERENCE | FORT WORTH, TX



### FORT WORTH, TX

On June 27-30, the Texas City Management Association (TCMA) held its annual conference in Fort Worth, TX. Universities from across the state, such as the University of North Texas, the University of Texas at Austin, A&M University, and St. Mary's University, were in attendance. Texas State public administration students included undergraduates Breanna Higgins, Keyshawn Clark, and James Regan as well as MPA students Samantha Martinez, Carlos Lamkin, Immanuel Tan, Nick Funari, and Desiree Adair.



### RESEARCH ON HOMELESSNESS

Among the events, students were asked to prepare a research presentation on the topic of "homelessness", a subject many cities across Texas are currently struggling with. Texas State's presentation placed 3rd. "The environment was open-minded, collaborative and constructive," Immanuel Tan said, "with an end goal to collectively grow as public administrators."

### FORT WORTH ZOO

Students were also given the opportunity to attend an event at the Fort Worth Zoo with a live band and a chance to feed giraffes.



### JEOPARDY ROUND

Aside from competitive research and networking, students were given fun and interactive opportunities as well. Students competed in a Jeopardy contest and a school spirit contest, which were both fun ways to include alumni that attended the event. The Jeopardy contest included topics on The Council/Manager, Budgets and Taxes, Human Resources, Planning, The Law, Economic Development and Public Safety.







Amsterdam & Rotterdam, The Netherlands  
June 28 - July 11, 2020

Dr. Billy Fields: 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

## STUDY PUBLIC ADMINISTRATION **ABROAD**



Barcelona, Spain  
July 5 - August 6, 2020

Dr. Hassan Tajalli: 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

# 2019 NASPAA-BATTEN SIMULATION COMPETITION

On February 23rd, the 2019 NASPAA-BATTEN Simulation Competition, hosted by the University of Texas' LBJ School of Public Policy, took place. Three Texas State University MPA students, Joseph Molis, Carlos Lamkin, and Samantha Martinez, competed on different teams with students from around the nation. If teams advanced, they would move on to a higher level with the winners from other competing site locations from around the world.

Prior to the simulation competition, the students were divided into fictional countries with different levels of wealth, demographics and geographic features. The simulation challenged participants to weigh human rights, integration, and GDP growth against budget restrictions and political resistance. The teams were then evaluated on their simulation score, negotiation skills, and presentations made to the regional site judges.

The evening before the competition day, students were given the opportunity to network with students from the other programs. During the simulation, the students used an online program that displayed different outcomes for each country during each round. In each group or fictional country, members would play different roles including an ambassador which would negotiate with leaders from other countries on things such as money and programs. The overall goal of the simulation was to



Joseph Molis, Carlos Lamkin, and  
Samantha Martinez at the  
NASPAA-BATTEN Simulation Competition

reduce migration, provide opportunities to those who did migrate into their country and not collect debt.

The concluding segment of the competition involved group presentations where each team provided a detailed explanation of their simulation strategy and results. The Texas State University MPA team enjoyed and learned from this critical thinking exercise.



# WATER QUALITY MANAGEMENT: FLINT, MI. AND TEXAS CITIES



## A CASE STUDY OF POLICY IMPLEMENTATION FOR PUBLIC ADMINISTRATORS

For 2019, Texas State University's Common Experience themed event of Truth, required all incoming freshmen to read *What the Eyes Don't See: A Story of Crisis, Resistance, and Hope in an American City* by Dr. Mona Hanna-Attisha. To capture the momentum from this event, the Department of Political Science hosted two panel discussions about the Flint, Michigan water crisis for the university community. As an extension of the common experience, both panels demonstrated the impact of the crisis of lead in drinking water for the public sector's short- and long-term planning.

The first event, "Discussing the Flint Water Crisis as an Example of Environmental Racism", featured MPA alumna Holly Doyle, who presented updated results from her undergraduate honors thesis (*Bad Water, Dirty Politics: Contrasting Governmental Responses to Two U.S. Water Crises*). Specifically, her analysis compared the public sector's response to water crises in Milwaukee and Flint. Ms. Doyle found that the response in Milwaukee, during the Cryptosporidiosis outbreak of 1993, was expeditious for the primarily white, affluent residents. In 2014, public officials in Flint, Michigan hesitated to return the city's water supply from the polluted Flint River to the City of Detroit for Flint's predominantly black residents. As Ms. Doyle argued, the willful negligence of Flint officials demonstrated a lack of concern for residents with "little political power." Conversely, General Motors leveraged its political power to continue drawing water from Detroit to avoid corroding automobile parts during production. It is worth noting that General Motors contributed to the pollutants in the Flint River over many years of auto production.



The decision by the Flint officials to deliver water to its residents, without the use of a corrosive inhibitor, expedited the leaching of lead from old pipes throughout the city into the water supply. The results of lead poisoning may continue over generations. As a case study for future public administrators, the Flint water crisis illustrates important reminders about equitable decisions for residents, the items being distributed (clean water), and the process of distribution (untreated water for Joe/Jane Resident versus clean water for General Motors).

The attendees posed several questions to Ms. Doyle and Dr. Dianne Rahm, a professor within the department and Holly's thesis supervisor. The audience expressed concerns about the health status of Flint residents, the efforts to replace old contaminated pipes within thousands of homes, and the ongoing legal battle to obtain justice for Flint residents. With continued discussions about upgrading America's crumbling infrastructure, what measures will public officials utilize to protect its residents across generations and income levels? Can an argument be made that public funds should be expended for low-income residents to replace the service line connecting a home to the city's water supply? Which one of the readers (and future public servants) will have the courage to play the important role of a devil's advocate against groupthink mentality before an unethical decision is implemented?

While the first panel took a retrospective look at threats to water quality, the second panel combined history

The results of lead poisoning may continue over generations.

and current events for the Lone Star state. "Echoes of Flint: Water Quality Threats to Texas Cities", educated the audience about water crises within Texas. The 75 attendees heard from three panelists: Amy Hardberger, JD, associate provost for academic operations at St. Mary's University School of Law; Jenna Walker, deputy director of Watershed Services for the Texas Stream Team at the Meadows Center for Water and the Environment; and Christopher Brown, JD, associate professor within the Department of Political Science. Collectively, the panelists focused on federal regulations, state implementation of water quality efforts, and the importance of an informed citizenry to monitor water quality within their respective communities.

Professor Brown outlined the important components of the Clean Water Act and the remedies it provides. His legal foundation set the stage for a later discussion about concentrated animal feeding operations (CAFO) from the panelists.

Ms. Walker enlightened the audience about the legal battles surrounding the CAFOs in Waco, Texas. Her presentation ended with a call to action from the audience. She encouraged the audience to access the center's website which highlights its success. As noted on the website, the Texas Stream Team "has educated over 10,000 citizen scientists to monitor water and environmental quality across Texas. Trained citizen scientists are the first line of defense for Texas natural resources, documenting approximately 4,000 monitoring

events to assess water resource conditions at over 400 sites annually."

Finally, Ms. Hardberger informed the attendees about the methods communities can use to prevent water contamination. With examples from San Antonio and Austin, these efforts include keeping the land above an aquifer clean from chemicals, purchasing land for conservation easements, and low impact development.

For instance, Miller Development in Austin, Texas is a development near a lake that creates a natural filtration system. Ms. Hardberger urged the audience to ask questions within their communities. Ms. Walker and Brown emphasized a proactive approach on the front end to avoid problems on the back end. Across two days, future public administrators traversed a bridge onto the practical side of policy implementation. The case study about decision making from the first panel connected the perspectives from practitioners in the second panel. The events on water quality management show public administration students how public agencies add value to a community. It is incumbent upon them to apply the knowledge at the state and local levels.



"Discussing the Flint Water Crisis as an Example of Environmental Racism"



"Echoes of Flint: Water Quality Threats to Texas Cities"



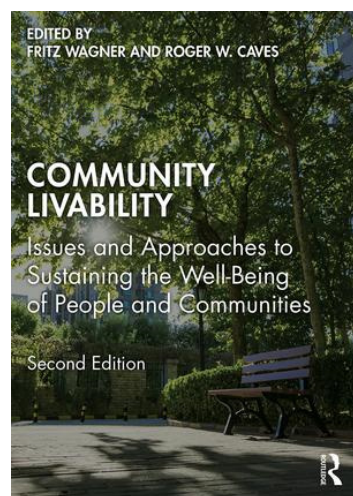
# FACULTY PUBLICATIONS | 2019



**DR. BILLY FIELDS**

Fields, Billy. "Post-Disaster Amenity Politics: Livability, Gentrification, and Recovery in Post-Katrina New Orleans." In *Community Livability: Issues and Approaches to Sustaining the Well-Being of People and Communities*, 2nd ed. Abingdon, Oxon: Routledge, 2020.

This chapter provides an overview of how livability issues have been negotiated in the rebuilding planning of New Orleans. The chapter is structured to provide an initial overview of the key post-Katrina livability challenges. This is followed by a case study of the Lafitte Greenway, a linear trail and park that bisects the city through multiple neighborhoods, classes, and races. The Lafitte Greenway was explicitly planned as both a linear park and trail and as a recovery project designed to spur redevelopment. Major redevelopment is occurring along the corridor with a new Whole Foods at Broad Street, a major mixed-use development at Bayou St. John, and the Mid-City Market at Carrollton Avenue. The pace of redevelopment has created concerns about for whom the new emerging livability amenities are designed. The case study of the Lafitte Greenway presents a lens for understanding the delicate pathways for negotiating the meaning of livability in the recovery planning of New Orleans. The case study draws from both plan evaluation and primary document analysis and key stakeholder interviews.



**DR. PATRICIA SHIELDS**

Hall, J. L., Hatcher, W., McDonald, B. D., Shields, P., & Sowa, J. E. (2019). The art of peer reviewing: Toward an effective developmental process. *Journal of Public Affairs Education*, 25(3), 296-313. doi: 10.1080/15236803.2019.1616657

A core feature of academic research is the peer review process. The thinking behind this process is straightforward: in an effort to ensure the validity of research, opinions regarding the reliability, thoroughness, and appropriateness of reports on research findings are solicited from outside experts before they are cleared for publication. However, little guidance is provided in the literature or in the development and training of scholars regarding precisely what constitutes effective peer review. The aim of this article is to help to fill this gap. Drawing on our experience as scholars and editors of academic journals, we trace the peer review process from the selection of reviewers through to the crafting of a coherent set of recommendations for the author(s) of a manuscript under consideration. We conclude by urging peer reviewers to approach the process with the care, professionalism, and rigor demanded by this fundamental part of the scholarly endeavor.



**DR. NANDHINI RANGARAJAN**

Rangarajan, N., & Joshi, S. (2019). Sustainability education in public administration and policy: A multi-method study of NASPAA accredited programs. *Journal of Public Affairs Education*, 25(3), 343-363. doi: 10.1080/15236803.2018.1428045

This study examines the nature of sustainability education in public affairs programs. First, through web content analysis of NASPAA accredited MPA/MPP programs, and second through web survey of program directors, data were collected on perceptions about sustainability education and public administration, demand for sustainability education, sustainability related courses, pedagogical tools used, nature of collaborators that make sustainability education possible and factors that impede or enable the inclusion of sustainability education in these programs. When considered as a holistic concept without being broken down into its three componential parts, only 10% of all courses offered are on sustainability. Results show that a total of 164 programs (~94%) have listed courses in at least one of the three areas (economic, environmental and social) of sustainability. Programs vary in terms of whether they offer courses as core or electives. Thirty-five programs offered a dedicated concentration in environmental sustainability. Survey results indicate general agreement about synergies in sustainability education and PA education which should be formalized through curricular inclusion. However, only about 50% of survey respondents experienced demand for sustainability education. Programmatic, institutional and professional facilitators, and impediments to infusion of sustainability education in PA curricula are discussed.



**DR. HASSAN TAJALLI**

Smith, C. L., Tajalli, H., Pino, N. W., & Soto, W. D. (2019). Non-Medical Prescription Drug Use among Latino College Students at a Hispanic-Serving Institution. *Journal of Latinos and Education*, 1-15. doi: 10.1080/15348431.2019.1639508

This study tests theories of social learning and strain to explain non-medical prescription drug use (NMPDU) among Latino college students at a Hispanic-Serving Institution (HSI). Logistic regression analyses indicate social learning and negative stressors help explain such usage, while refined models suggest that Latinos use of NMPDU is primarily intended to improve academic performance. The study raises important questions about the unique challenges facing Latino college students and the role NMPDU may play in HSIs.







## DRS. SHIELDS AND RANGARAJAN



Shields, P., Rangarajan, N., & Casula, M. (2019). It is a Working Hypothesis: Searching for Truth in a Post-Truth World (part 1). *Sotsiologicheskie Issledovaniya*, (10), 39-47. doi: 10.31857/s013216250007107-0

Shields, P., Rangarajan, N., & Casula, M. (2019). It is a Working Hypothesis: Searching for Truth in a Post-Truth World (part 2). *Sotsiologicheskie Issledovaniya*, (11), 40-51. doi: 10.31857/s013216250007459-7

Public administration research methodology should be flexible and comprehensive enough to include many methodologies and approaches to inquiry. In this paper we show how certain kinds of qualitative and mixed method studies often lack of a clear theoretical structure and as a result are poorly aligned across the stages of the research process. This paper introduces Working Hypotheses as a useful micro-conceptual framework with the capacity to address the alignment issue. It is particularly applicable to deductive case studies, which use qualitative or mixed methods. We show how positivism, postmodern and pragmatist philosophies shape quantitative, qualitative and mixed methods research. We also examine how types of reasoning (inductive, deductive and abductive) underlie approaches to research.



# FACULTY PRESENTATIONS | 2019

## NATIONAL / INTERNATIONAL

Hanks, C., Hanks, E. K., 26th International Conference of Europeanists, "The Challenge of Technology: Sovereignty, Identity and Governance," Council for European Studies, Madrid, Spain. (June 21, 2019).

Rahm, D., International Journal of Arts and Sciences, "Carbon Dioxide Reduction Strategies: An Evaluation of Costs, Timeliness, and Potential Effectiveness," McGill University, Montreal, Canada. (June 4, 2019).

Rahm, D., Economic Volatility in Oil Producing Regions, "Energy Volatility - Local Impacts and Response," Columbia Center on Global Energy Policy and Resources for the Future, Resources for the Future Convention Center, Washington D.C., United States. (March 14, 2019).

Shields, P. M. (Presenter), Annual conference, National Academy of Public Administration, "Women's Historic Public Engagement: Finding Public Administration in the Peace and Suffrage Movements," National Academy of Public Administration, Washington, DC, United States. (November 7, 2019).

Shields, P. (Presenter), Rangarajan, N. (Presenter), Casula, M. (Presenter), Public Administration Theory Network, "It is a Working Hypothesis: Searching for Truth in a Post-truth world," Denver, CO, United States. (May 31, 2019).

Shields, P. (Presenter), American Society for Public Administration, "Ethics and Equity Issues Faced by Editors of Scholarly Journals," Washington, DC. (March 11, 2019).

## STATE / REGIONAL

Brown, C. R. (Chair/Presenter), Hardberger, A. (Presenter), Jenna, W. (Presenter), Common Experience/Discourse in Democracy, "It Can't Happen Here," Texas State University/ Public Administration Program, Public Administration Presentation under Aegis of Discourse in Democracy, San Marcos, TX, United States. (September 24, 2019).

Fields, W. M., From Rotterdam to New Orleans: Knowledge Sharing to Improve Resilience Through Climate Adaptation and Mitigation, "Urbanism Safe System Streets and Improved Water Management," University of New Orleans Transportation Institute, Atchafalaya Room, New Orleans, LA, United States. (October 16, 2019).

Wallace, M. A., Northeastern Political Science Association Annual Meeting, "A Preliminary Examination Black Mayors' Efforts to Navigate Forward through the Rearview Mirror," Northeastern Political Science Association, Wyndham Philadelphia Historic District, Philadelphia, PA, United States. (November 2019).

## LOCAL

Fields, W. M., From Rotterdam to San Marcos, "Rotterdam to San Marcos," Department of Political Science, Texas State, San Marcos, TX, United States. (October 21, 2019).

Fields, W. M., Truth in Transit : Cultivating a Walkable, Bikeable, & Inclusive San Marcos, "Safe Systems Transportation: Safety Comparison Between the U.S./Netherlands and Opportunities For San Marcos," Texas State Honors College, San Marcos, TX, United States. (October 7, 2019).

Hanks, E. K., Immediate Fashion School, "Activism: Creativity from Micro to Macro," #BBATX Headquarters, Austin, TX, United States. (June 2019).

Longoria, T., "City of Pflugerville Community Survey." (October 1, 2019). - Presentation to City Council

Rahm, D., "Redefining Environmental Racism: The Flint Example," Department of Political Science, Texas State University, San Marcos, TX, United States. (September 23, 2019).

## THE WILLIAM P. HOBBY CENTER FOR PUBLIC SERVICE

The William P. Hobby Center provides training to public and nonprofit managers in the ethical values and technical competencies associated with outstanding public service. The former Texas Lieutenant Governor William P. Hobby devoted his life to public service through his country, his state and his city. Such roles included being a naval officer, journalist, parliamentary expert, governmental policymaker, university regent, lieutenant governor of Texas, university professor, and chancellor of the University of Houston System. The Hobby Center has provided numerous scholarships, internships and educational opportunities to students. Additionally, the center serves as the house for the Texas Certified Public Manager Program which graduated over 30 students across the Arlington, Round Rock and San Marcos locations in 2019 at the Texas Capitol.

## CENTER FOR RESEARCH, PUBLIC POLICY AND TRAINING

Established by Texas State University in 2010, the Center for Research, Public Policy and Training was created to an opportunity to assist legislators, public officials, agencies and communities across Texas, to conduct research as well as finding solutions to issues in public policy. The center provides a variety of workshops and educational programs designed to meet the needs of any organizations. Academic projects cover areas in economic development, rural community development, environmental policy and sustainability, urban planning and development, regional policy, and social justice and behavioral studies.



# 2019 MPA GRADUATES

Congratulations to our 2019 MPA graduates! Their dedication to the field can be seen in their Applied Research Projects (ARPs) which cover a wide-ranging set of topics in public administration, management and policy.



## SPRING

Corey L. Banks  
Brook J. Bollwahn  
Tory M. Carpenter  
Nichole Foy  
Troy S. Gilbeaux  
Joshua Grossman  
Jordan M. Karimi  
Morgan Moore  
Marcus D. Peoples

Nicholas Ramirez  
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John M. Speirs  
Anna C. Vite  
Ashley M. Wayman

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Kristen A. Bell  
Maykei A. Cepeda  
Robert K. Chauvin  
Brandon Elliott  
Kristin N. Fritscher  
Carlos A. Lamkin  
Tina A. Lee  
Yvette P. Mendoza

Douglas Montgomery  
Kelley A. Sadler  
Cameron D. Scott  
Immanuel Z. Tan

## FALL

Ian M. Allison  
Chaundra K. Brown  
Carlos Calle  
Amy N. Cogdill  
Nicholas C. Funari  
Christopher L. Gerstner  
Indra Hernandez  
Yumi Lee  
James P. Mallinger

Joseph C. Molis  
Alejandro M. Muyschondt  
Ayodamola O. Olanipekun  
Katie M. Orr  
Beth A. Smith  
Justin M. Villa  
Andrea Z. Villalobos  
Jason C. Walker  
Brian L. Webb



# PUBLIC ADMINISTRATION PROGRAM FACULTY



Howard Balanoff, Ed.D.  
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*

## PUBLIC ADMINISTRATION ADVISORY BOARD

Composed of alumni, faculty, practitioners and students, the Public Administration Advisory Board 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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Melissa Bell  
David Hernandez  
Samantha Martinez

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Katey McCall, Student Regent

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Texas State University  
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San Marcos, Texas 78666



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