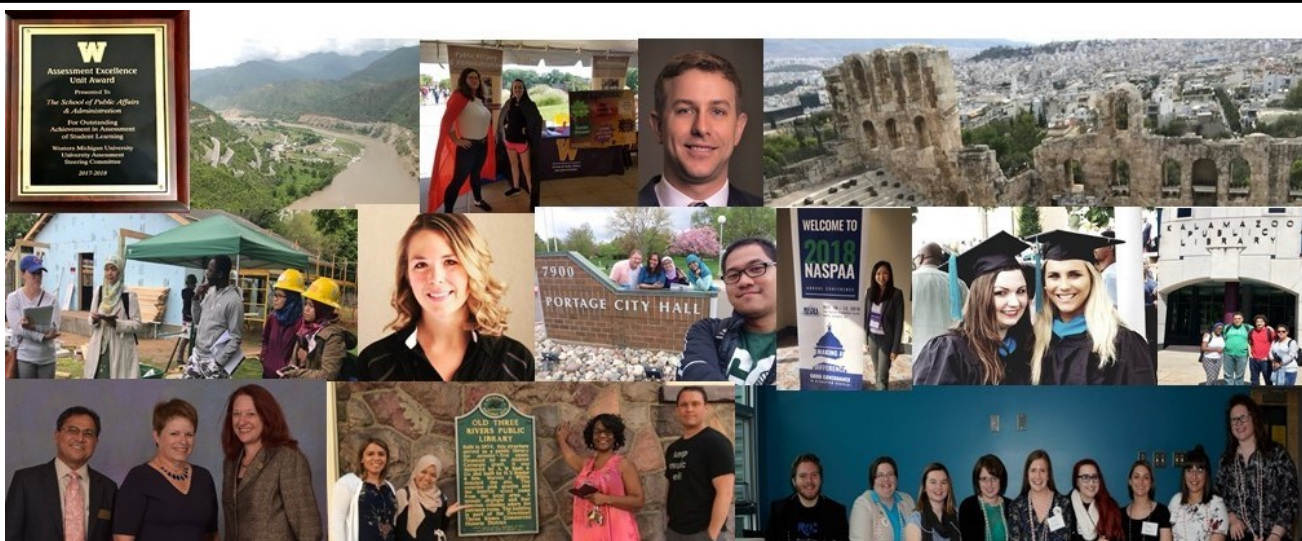




Public SPAAce

A Newsletter for Friends of the Western Michigan University
School of Public Affairs and Administration



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School of Public Affairs
and Administration
College of Arts and Sciences
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Kalamazoo, MI 49008
www.wmich.edu/spaa

Mission: The School of Public Affairs and Administration is committed to improving the quality of public and nonprofit service. In a diverse and inclusive community, the mission of the School of Public Affairs and Administrations is to provide learning and discovery opportunities which advance the knowledge and use of professional ethics, best theories, policies, and practices for public and nonprofit organizations in order to create and support societies for respect, liberty, justice and quality.

SPAA at a Glance

Academic Programs

Undergraduate

Public and Nonprofit Administration Major (Pending Approval)

Public Administration Minor (Pending Approval)

Nonprofit Administration Minor

Graduate

Master of Public Administration (MPA)

Concentrations

- Health Care Administration
- Human Resource Administration
- Nonprofit Leadership and Administration
- Public Management

Joint Doctor of Law/MPA (with WMU Cooley Law School)

PhD in Public Administration

UG Minor
13

Graduates
(Fall 2017-Summer 2018)
47

MPA
34

Active Students (Fall 2018)
224

Undergraduate
49

MPA
153

PhD
22

External Accreditation/Affiliation

MPA Program

Network of Schools Public Policy, Affairs, and Administration (NASPAA)

UG Nonprofit Programs

Nonprofit Leadership Alliance (NLA)

Faculty Research and Productivity (last 3 years)

| | |
|--|----|
| Peer Reviewed Journal Articles | 12 |
| Book Chapters | 3 |
| Conference Presentations | 30 |
| Technical Reports and Other Publications | 9 |

Program Locations and Modalities

Kalamazoo

Face-to-Face

Lansing

Hybrid (4 F2F classes)

Core Faculty
8

Advisory council Members
7

Professional Instructors
3

People at SPAA
(Fall 2018)

Student Workers
2

Staff
1

Graduate assistants
1

Message from the SPAA Director



Declining trust in government and especially at the federal level has been a fact of life today. According to survey data tracked by the Pew Research Center, less than 20 percent exhibited trust in the government in Washington always or most of the time in 2017. One needs to go back decades in order to find the times when 50 percent of the people trusted the federal government.

Trust in state and especially local governments is higher,

running consistently over 50 percent. According to the Gallup Poll, while the trust in state governments has remained between 50 and 70 percent during the last two decades, local governments have been trusted at a higher rate but never over 75 percent.

Clearly, there is a contrast in how people view the different levels of government with the historical preference for governments that are closer, i.e., local governments, which are likely to remain attuned and accountable to the local needs and preferences. This idea of attention to local needs and direct accountability to the communities and then essentially the funders is also reflected in the way people favor charities and nonprofit organizations over government. The 2016 United for Charity report prepared by the Independent Sector suggests that 74 percent of the people favor donating to charities over paying taxes to federal government. Support for charities runs even greater among younger generations.

What does this tell us about the state of public affairs education? Among many lessons to extract, three clearly stand out. First, the low level of trust in government and especially federal government turns people and especially prospective students away from public administration/affairs/policy programs for higher education and career. The federal government is always in a position to develop and implement broader policies and has the capacity to stabilize the economy and reallocate the vast resources that are distributed increasingly unequally. While the role of state and local governments is equally, if not even more, important in these functions since they channel most of the federal policies and resources, the reality that people don't trust the government affects the way higher education programs in public administration/affairs/policy are designed and delivered.

Second, the growing interest in charities and nonprofit organizations elevates people's expectation of them in a variety of ways. There is an urgency in the way resources are generated and used as the nonprofit sector has become an important player in improving society and people's lives.

While the nonprofit sector is large, accounting for close to one trillion dollars and over two million jobs, nonprofit resources are also distributed unequally with a small number of very large entities controlling the most. For a majority of nonprofits, staying relevant, generating resources, and offering programs that advance the mission of public service is a constant challenge. Academic programs focusing on preparing leaders to take on these challenges need to equip them with the understanding and skills grounded in realities of the 21st century.

Finally, academic programs in public administration/affairs/policy ought to expand their roles from educating a few to educating the next generation for greater good. At a time with enormous grievance against the government and its policies favoring the specific quarters already enjoying unprecedented power and resources, these programs need to create a community of scholars, students, and professionals in order to effect change for the benefit of society. An academically rigorous research, focused on evidence-based, best practices, forms a solid foundation for rethinking scalable programs and policies. Seen as "futile" by those without understanding of the value of common good, these exercises help students and practicing professionals properly contextualize the idea of public service with a range of models to draw from. But this entire community of public service adherents needs to be equipped with the understanding and tools to educate the public on the value of government as well as nonprofit organizations in advancing the goal of improving the quality of life for everybody.

The SPAA takes these challenges seriously and operationalizes them in programs and initiatives pursued by its faculty, staff, students, and alumni collectively. It offers an expanding portfolio of graduate and undergraduate programs, providing students with high quality education for high-impact professional careers. Its academic programs are restructured and streamlined with a focus on providing a comprehensive platform for cutting-edge education and research. It engages with the larger professional community by institutionalizing its signature Public Service Engagement Series. All of this is aimed at finding solutions to the vexing problems facing today's increasingly fractured society.

I hope you will find useful the updates on our programs and initiatives reported in this newsletter. Please let me know if you have any ideas or suggestions on improving the profile as well as impact of this School.

Udaya R. Wagle
November 2, 2018

Message from the Chair of the SPAA Advisory Council

Hello, I'm Matt Lechel, the chairperson of the newly formed School of Public Affairs and Administration Advisory Council which currently has seven members (see below). I am a proud alum (2008) of the Master of Public Administration program with Nonprofit Leadership and Administration concentration.

The SPAA Advisory Council is made up of current students (undergraduate, Master's, and PhD programs), alumni (like myself), staff, and community leaders. The purpose of the Council is to offer advice and guidance to the School of Public Affairs and Administration and ensure that its programs are as strong as possible and that the graduating students are fully prepared for professional employment and other leadership opportunities in the area of public affairs, administration, and policy. Examples of the focus of the Council include: advising on public and nonprofit practices, opportunities and employment trends that could enhance existing curriculum and networking, and promoting SPAA to area leaders and organizations.

The Council has thus far met once and will meet moving forward twice every year. The Council plans on hosting a series of engagement events, in coordination with SPAA, and please look for more information on those opportunities coming soon.

Most events will include speakers on topics relevant to professional development. One of the first events will be designed to engage and seek feedback from current students so the Council can represent their interests moving forward. Each of us on the Council is excited to support greatness at the School of Public Affairs and Administration at Western Michigan University.

If you have any ideas or feedback for the Council and its activities, feel free to reach out at matt.lechel@gmail.com. The Council membership will be extended by four each in the next two years for a total of 15 members. Nominations for the Council will be accepted annually. If you or someone you know would be a good fit (with commitment and standing), please nominate them with any SPAA faculty or any current Council member. I look forward to interacting with many of you while serving as chairperson of the Advisory Council as we are stronger together!

SPAA AC membership (and their representation) for 2018-19

| | |
|--------------------|---------------------------------|
| <i>Chair:</i> | Matthew Lechel (MPA Alumni) |
| <i>Vice-Chair:</i> | Rhasheda Shepherd (MPA Student) |
| <i>Secretary:</i> | Mohammed Aljanahi (PhD Student) |
| <i>Members:</i> | Gwen Hooker (UG Student) |
| | Kevin Wordelman (MPA Alumni) |
| | Robert Peters (SPAA Faculty) |
| | Udaya Wagle (SPAA Director) |

Huth Felicitated with the 2018 SPAA Outstanding Alumni and CAS Alumni Achievement Awards

Judy Huth, MPA Alumna ('79), *pictured center*
Board President, Colleagues International
Former Senior Director of Business Systems, Pharmacia
Animal Health



Ms. Huth (center) with Dr. Wagle and Dean Koretsky

The faculty of the School of Public Affairs and Administration recognized Ms. Judy Huth as the 2018 SPAA Outstanding Alumna. She also received the 2018 Alumni Achievement Award from the College of Arts and Sciences, which was presented by its Dean Carla Koretsky at a ceremony recognizing 20 recipients of similar awards. The award program notes the many contributions and achievements of Ms. Huth this way:

“Ms. Judith Huth received a Master of Public Administration degree from WMU in 1979. She also received her Bachelor of Arts degree in Political Science and Spanish in 1975. She began her career with the Upjohn Company (later Pharmacia) in 1974, holding a wide variety of positions in Finance, Manufacturing, Marketing, and Administration throughout her 30-year tenure. She was instrumental in directing process improvement and identifying efficient ways to use emerging technology to meet business information needs. As Director of Information Systems for the Consumer Products Division, she led the development of one of the first field sales reporting systems in the industry. As Senior Director of Business Systems for the Animal Health Division, Judy led a global team that adapted cutting edge technology to meet business needs and provide a competitive advantage.

Upon her retirement from Pharmacia, Judy began a new career in the nonprofit sector. In 2004, she became the Executive Director of the Volunteer Center of Greater

Kalamazoo. She and her team were able to turn around a struggling organization, improving outcomes and services by updating programs to improve volunteer management practices at area nonprofit organizations. She was also on the steering committee that established ONEplace @KPL, a nonprofit resources center housed at the Kalamazoo Public Library. Following her second retirement from the Volunteer Center, Judy assisted the Greater Kalamazoo United Way in transforming their Campaign Liaison program to more effectively assist with fundraising.

Along with her professional positions, Judy has served on a number of boards and advisory councils. She was a board member of the National Association for Promotional Advertising and Allowances, serving as Board President for three years. She served on the board of Kalamazoo Advantage Academy for ten years and was also a member of the Board of Directors for the Arcadia Institute for several years.

She currently serves as a member of the Community Impact Cabinet at the United Way of the Battle Creek and Kalamazoo Region and is the Board President for Colleagues International. Her passion for fostering international understanding encouraged her to host several exchange students and she now enjoys hosting Colleagues International visitors from all over the world who visit Kalamazoo for professional development and cultural exchange.

With formal education in political science and public administration, Ms. Huth has had a highly accomplished career in the private sector. Her skills and experiences from the private sector, together with her passion for public service, have enabled her to be deeply engaged in the larger nonprofit community as well. An unrelenting dedication to professionalism, social justice, and global understanding make Ms. Judith Huth a model alumna toward the SPAA mission of ‘improving the quality of public and nonprofit service.’”

Note to SPAA Alumni: Please let us know if you would like to nominate yourself or anyone for the 2019 SPAA Outstanding Alumni Award.

Culture of Professional Exchange

SPAA Engagement Series

SPAA has been hosting the Public Service Engagement Series as a way to promote the culture of learning through professional exchange. A typical session occurring on second Wednesday of each month (5 - 6:30 pm) includes a presentation on some contemporary topics or research ideas, projects, or publications, with participants from the SPAA as well as other members of the University and larger community exchanging ideas and offering constructive commentary and feedback.

We would like to hear from you if you have ideas for presentations or are interested in attending these sessions!

Here is a list of our past speakers with titles of their presentation:



Mr. Steve Brown, Foundation for Excellence Coordinator/Resource Specialist, City of Kalamazoo (November 13, 2017)

Title: **Innovative Economic Development Initiative from the City of Kalamazoo**



Ms. Donna Murray-Brown, President and CEO of the Michigan Nonprofit Association (April 4, 2018)

Title: **Johnson Amendment, Census 2020 and Other Policy Concerns for Nonprofits**



Dr. Gillian Stoltman, Community Associate Professor of Biological Sciences at WMU Stryker Medical School (February 12, 2018)

Title: **Public Health 3.0: Public Health Practice and Policies Today**



Mr. Bob Jorth, Executive Director, The Kalamazoo Promise (September 12, 2018)

Title: **Using Private Resources for Public Gain: The Kalamazoo Promise Experiment**



Ms. Judy Huth, Board President, Colleagues International (October 10, 2018)

Title: **Voluntarism and Its Impact on the American Culture**

SPAA Guest Speakers

In addition, a number of graduate and undergraduate classes invited guest speakers with diverse professional backgrounds:

Angela Bennett: City of Lansing Finance Director

John Bracey: Executive Director of Michigan Council of Arts and Cultural Affairs (MCACA)

Brad Casemore: Chief Executive Officer of Southwest Michigan Behavioral Health

Michael Harnar: Assistant Professor of Interdisciplinary Ph.D. in Evaluation, WMU The Evaluation Center

Lewis Jones: Top Shelf Consulting Inc. (via video)

Daniel Levy: Michigan Civil rights Commission, Re: Flint Water Crisis

Elizabeth Dahl McGregor: J.D., Liz DMG Law, PLLC (via video)

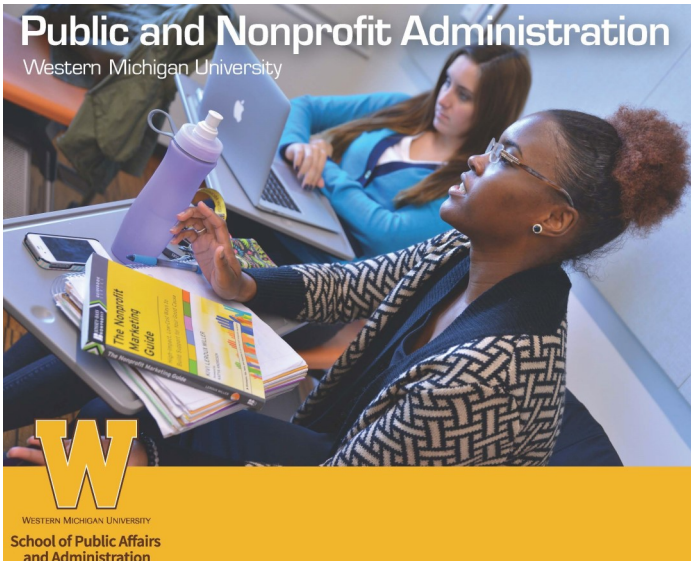
C. Adam Purnell: MI Dept. of Licensing and Regulatory Affairs in the MI Administrative Hearing System Bureau

Dr. Alandra Washington: Vice President for Institutional Effectiveness at the W.K. Kellogg Foundation

Undergraduate Programs Update

Coming Soon . . .

Starting Fall 2019, the Nonprofit Leadership Minors will be expanded into the Public and Nonprofit Administration Major and Minors. (Pending final approval) Here is the general information on these programs.



Major and Minors

Students can pursue the 33-credit hour program in Public and Nonprofit Administration as their first or second major. The first option provides students with deeper preparation in professional competence, with courses from their minor(s) or the elective stream in the program offering greater insights into the theoretical or experiential areas of interest. The latter option can add professional preparation to their exposure to other content-specific areas needed in today's public and nonprofit service careers involving thematic responsibilities. While many of the required courses in the major are common, students have an opportunity to select courses specific to public or nonprofit administration depending on their academic and career interests. Students can design customized programs of study by combining elective courses from the School as well as other departments.

Majors and Minors

Public and Nonprofit
Administration, *major*

Public Administration, *minor*

Nonprofit Administration, *minor*

- Pursue your passion to work in the public or nonprofit sector or continue on to a graduate program in administrative, managerial, policy and social sciences.
- Learn from world-class faculty applying their academic and professional expertise in solving real-world problems.
- Gain professional competence in core administrative and managerial functions including accounting and finance, human resources, program development, fundraising, policy analysis, evaluation and public relations.
- Participate in service learning projects applying social science research skills and practical inputs in improving the quality of public service.
- Prepare for your chosen career by completing internships with a public and nonprofit organization locally, nationally or globally.
- Enhance your professional preparation by earning a Certified Nonprofit Professional credential while pursuing a major or minor.

Potential Careers and Median Salaries

| | | |
|---|--|-----------|
| Emergency Management Directors | | \$183,501 |
| Public Relations and Fundraising Managers | | \$107,320 |
| Human Resources Managers | | \$76,022 |
| Training and Development Managers | | \$72,736 |
| Administrative Services Managers | | \$66,083 |
| Social and Community Service Managers | | \$66,083 |
| Medical and Health Services Managers | | \$61,272 |
| Education Administrators | | \$54,405 |
| Fundraisers | | \$49,955 |

According to Glassdoor and the Bureau of Labor Statistics.

Nonprofit Leadership Minor Graduates

Fall 2017

Gina Krzebiot and Micah Makoni

Spring 2018

Nathan Browning, Dominique Bunker, Chasity Cooper, Amanda Dimmer, Erin Lowe, Kathryn Lugten, Laura Moss, Sarah Piper, and Brittany Taylor

Summer 2018

Ashley Beauchamp and Kelly Trinklein

Graduate Programs Update

Message from the Director of Graduate (MPA & Ph.D.) Programs

The graduate programs at the School of Public Affairs and Administration are making important strides in improving the quality of public service by educating professionals in the interdisciplinary field of public administration. Here is an update with some notable changes.

The *Master of Public Administration* program continues to attract a diverse pool of students, including international students. Whereas seven students graduated in December 2017, five new students started in the following spring. Similarly, thirteen students graduated in April 2018, with ten new students starting in the following summer. The summer of 2018 had fifteen students graduating, with 23 new students starting in fall.

The flexible structure of the hybrid offering of MPA courses in Lansing is getting increasingly popular. While most of the students are working professionals maintaining busy schedules, it is also drawing diverse students including from Kalamazoo and West Michigan.

The program has received another round of professional accreditation for the next seven years effective September 1, 2018. The application and review process for this accreditation began with collection and analysis of data in 2016, with the program's Self-Study Report submitted in August 2017. The review by COPRA also included a site visit by a three-member team. The final decision was communicated in July 2018.

The MPA program was first accredited by NASPAA in 1996, and this continuing international-level accreditation by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) affirms quality of the program for the entire community of faculty, staff, students, alumni, and other community organizations associated with the School. As NASPAA's Commission on Peer Review & Accreditation (COPRA) states, this "program has demonstrated a substantial commitment to quality public service education," placing it in the global community of over 200 accredited graduate programs in public service.

The *Ph.D. in Public Administration* program has been quite busy throughout 2018. The program welcomed

three new students: Clifford Camp, Meagan Carr, and Jack Klee, a holder of JD and MPA degrees. Mr. Camp comes to us with significant experience in higher education administration. Ms. Carr (MPA) has extensive healthcare administration experience and works as a senior analyst for Blue Cross Blue Shield of Michigan. Holding a master's degree in civil engineering and a Licensed Professional Engineer, Mr. Klee has a distinguished career with the Michigan Department of Transportation. We believe all three will add to the vibrant intellectual and professional climate at SPAA.



Congratulations to Dr. Adrienne Wallace who successfully defended her dissertation titled "Stakeholder Perspectives: Implementation of Local School Wellness Policies in the Kent Intermediate School District" on September 7! She will graduate on December 15, 2018. In addition, we expect 2-3 more Ph.D. graduates at the April 2019 commencement.

SPAA's critical effort of initiating a Bachelors Degree in Public and Nonprofit Administration starting Fall 2019 has led the faculty to put doctoral admissions on hold for two years. The faculty also plans a significant restructuring of the interdisciplinary Ph.D. program with potential collaborations with multiple WMU units. In order to allow time for these adjustments, the next doctoral cohort is expected to start in Fall 2021.

If you're interested in this program, feel free to ask questions about how to be fully prepared to start the program a few years down the road! As we review and redesign the curriculum WE WANT YOUR INPUT and encourage doctoral alumni and current students to provide us with feedback and ideas via matthew.mingus@wmich.edu. What has worked and what hasn't so well? What has changed in the world of public administration, management, and policy that we need to consider?

Matthew Mingus, Ph.D.
November 2, 2018





Assessment Excellence Award Goes to the MPA Program

Congratulations to the MPA faculty for receiving the 2017-2018 WMU Assessment Excellence Award.

This award attests to their efforts in designing and executing an assessment plan leading to an "Outstanding Achievement in Assessment of Student Learning."

Congratulations, MPA Graduates!

Below is a list of graduates and the titles of their final project papers.

Fall 2017

Sean Chapman: *Low income housing tax credits and the impact on adjacent property values in Ingham Co.*

Jeffrey Hillman: *Food sovereignty: A grassroots effort for food independence.*

Tyler Lawrence: *The past, present, and future of renewable energy in the U.S.: Perspectives based on historical analysis methodology.*

Brandon Meissner: *Departmental reorganization and the potential impact on the well-being of library employees at Western Michigan University.*

Haley Snyder: *Coping strategies in 9-1-1 centers.*

Marla Welch: *The relationship between adolescent sexual risk behaviors and county chlamydia rates in the state of Michigan.*

Kathryn Wood: *Energy assistance services at the Salvation Army: A summative evaluation report.*

Spring 2018

Jacob Beach: *Building nonprofit leaders: A look at leadership development in nonprofit organizations.*

Samantha Crossley: *The rise and decline of infant mortality.*

Michael Fiedorwicz: *Small cultural nonprofit organizations and board oversight.*

Megyn Forest: *The cost of turnover: How teacher turnover affects student outcomes of head start programs in Michigan.*

Andrea Grabemeyer: *Sector based initiative in Illinois under WLA and under WIOA.*

James Hoyt: *Pros & cons of decriminalizing marijuana: How this has impacted state & federal law enforcement.*

Andrew Johnson: *Evaluating emergency assistance at South County Community Services.*

Christina Khim: *Immigrant and refugee success in the United States: A case of Burmese residents in Battle Creek, Michigan.*

Alexandria Nix: *Nonprofits and social media engagement: A new resource platform.*

Courtney Overbey: *Analyzing access to reproductive health care services in rural areas of Northern Michigan.*

Tyler Tulloch: *Revenue diversification in cooperative extension: Trends and impacts at Michigan State University.*

Taylor M. Zajac: *Student employee training and the significance of shadow shifts.*

Summer 2018

Brittany Burke: *Reporting non-debilitating, physical injuries in U.S. military members.*

Jose A. Cardona: *The impact of privatization on the education in the US.*

Marye Cretsinger: *Women, alcoholism, and AA: The effectiveness of Alcoholics Anonymous on women in Kalamazoo county.*

Mark A. Eagle: *Decades of the Randolph-Sheppard Program.*

Krista Hampton: *Food insecurity and pediatric obesity in Kalamazoo.*

Kevin Haynes: *Evaluation of online health education: International student perspectives on alcohol education.*

Courtney Juarez: *Physician assistants and the opioid crisis.*

Katlyn Langlois: *The prevalence of COPD and the associated readmission rates.*

Keith Lussier: *Acculturation strategies and needs of the URM population.*

Ericka Mahoney: *Mental health expenditures and the effect on violent criminal societal outcomes.*

Natasha J. Patrick: *Overutilization of emergency departments and potential causes of non-emergent visits in the United States.*

Christopher D. Rogers: *Gambling on satisfaction: The effects of casino funding of tribal governments on tribal government employee job satisfaction.*

Marcus D. Turner: *The effects the special alternative programing has on adult offenders within the department of corrections.*

DeAnna White: *Ingham County Youth Center: Program analysis.*

Emily Wood: *The correlation between diabetes, socioeconomic status and education.*



Congratulations, Dr. Wallace!



Adrienne Wallace has become the School's newest doctoral alum by completing all of the requirements of the Ph.D. program in public administration. With a successful dissertation defense on September 7, she is due to be hooded by her dissertation committee chair, Dr. Mingus, at the fall graduation ceremony on December 15, 2018.

Dr. Wallace's dissertation titled "Stakeholder Perspectives: Implementation of Local School Wellness Policies in the Kent Intermediate School District" sought to "bring about a more effective understanding of the consequences of an unfunded Obama-era mandate, the Healthy Hunger-Free Kids Act of 2010 (HHFKA), that fuels local school wellness policies in United States public schools." Data collected from a survey of stakeholders of 20 public school districts and over 300 schools in Kent County, Michigan, were analyzed in an eclectic policy analytical framework that combines Policy Implementation Framework (PIF), Advocacy Coalition Framework (ACF) and Multiple Streams Model (MSM). Based on a careful analysis of the extensive data, Dr. Wallace reached the conclusion "that while governments have a critical role in the development and implementation of policies, which would include resources, funding, evaluation, etc., successful adoption, implementation, and monitoring of that policy falls to the stakeholders and therefore should emphasize involvement and cooperation of numerous stakeholders, at all levels of implementation to achieve success."



Best MPA Project Paper

The following MPA student was awarded the Best Project Paper award, with prime criterion being that the project papers were the best in the given term.

Summer 2018: DeAnna White

Title: *Ingham County Youth Center: Program analysis*

Summary: This project assesses the perceived effectiveness of the Cognitive Behavior Therapy (CBT), pet therapy, and aromatherapy programs at the Ingham County Youth Center in reducing self-defeating behaviors. As few studies have examined the therapies within the confines of a short-term youth detention setting, results from this project are inherent to furthering future programming at the Youth Center and possibly other facilities. A convergent parallel mixed methods design was used in which qualitative and quantitative data were collected in parallel, analyzed separately, then synthesized and disseminated. Surveys were administered to ICYC residents who have received more than 20 hours of therapeutic programming and all staff at a monthly meeting. Overall, both residents and staff perceive CBT, pet therapy, and aromatherapy to be effective and have a positive impact regarding youth behavior, thinking, anxiety, depression, stress, and overall mood.



Scholarship Awards

Kudos to the following MPA students for their exemplary performance and records, which have enabled them to receive various scholarships and awards during Fall 2017 through Summer 2018.

2017-18 M.P.A. student awards

- Margaret and Leo Stine Endowed Memorial Scholarship (\$2,000; MPA student): **Breanna Kevil**
- Graduate Associates at SPAA: **Kyrone Maye, Kathleen Boylan**
- M.P.A. Scholar Awards (\$250 –\$500 each):
 - Administration and Delivery of Health Services: **Courtney Juarez**
 - Emerging Scholar: **Christopher Bamberg, Karalyn Niemetta, Kara Purcell, Emily Wood**
 - Nonprofit Governance: **Breanna Kevil**
 - Supervisory Skills/Community Engagement: **Jeremy Byma**
 - Organization Theory & Behavior: **Emely Sanchez Baez**
 - Research Proposal: **Chris Rogers, DeAnna White**
 - Public Performance/Info Technology: **Rhasheda Shepherd**
 - Best Project Paper: **DeAnna White**

“Assistance with My Academic Journey”:

Receiving the Emerging Scholar award in the fall semester of 2017 was an honor and I am very grateful to the School of Public Affairs and Administration. Taking 5 classes in one semester was very challenging so when I received the award it validated that my hard work was worth it. When I received the award I was ecstatic and immediately told my parents who were very excited for me. The award aided me in paying for my tuition to continue my academic journey. Thank you again for bestowing that title on me, it encouraged me to work just as hard in the spring semester! (Emily Kate Wood)

Learning by Doing

Experiential Projects

The School expects students to engage with the larger professional community in addressing today's complex problems. While faculty, staff, students, and alumni are already a part of this larger professional community, experiential learning opportunities also exist in that they allow application of theories and skills for a more concerted effort at improving the quality of public service. In process, students gain hands-on experience on bridging the gap between theory and practice.

The following experiential projects conducted by SPAA students since fall 2017 involved organizational data and/or data from observations or interactions from some real-world settings and communication of findings back to the organizations for further action.



1. Doctoral candidate Cheng Li (Emily) has worked with NASPAA on her research, *Transformative Education and Internationalization within NASPAA Programs* (under the supervision of her dissertation committee chair, Dr. Mingus), including by serving as an intern for NASPAA's accreditation data unit in Summer 2017 and presenting the preliminary results of her dissertation at the NASPAA annual conference in Atlanta in October 2018.

2. Students from the Fall 2017 class of PADM 6390 (Managing Public Performance and Information Technology)—Cassie Babcock, Hussein Chalabi, Mark Eagle, Brandy Jurdzy, Christina Khim, Chris Rogers, Ryan Studley, Tyler Tulloch, and DeAnna White—prepared *Performance Measurement Plans* for the Kalamazoo Valley Habitat for Humanity under the faculty supervision of Dr. Schroeter.



3. Students from the Summer I 2018 class of PADM 6780 (Program Evaluation)—Samuel Agyeman, Adel Aladlani, Citra Amitiurna, Michael Bennett, Galiah Dinanta, Nasim Gholamzadah, Ida Hidayah, Breanna Kevil, Susma Mahato, Reny Nirmala, FNU Nurlathifah, and Kara Purcell—completed *Program Evaluation* at the Kalamazoo Valley Habitat for Humanity under the faculty supervision of Dr. Schroeter.

4. Two groups from the Spring 2018 section of PADM 6140 (Community Growth and Development) prepared reports on Community and Economic Development Assessment for the cities of Portland (Students: Angie Helm, Patrick Lopez, Elizabeth Riddle, and Chris Rogers) and Hastings (Ashley Agler, Charles Bowden, Anna Oswalt, and Ryan Studley) under the faculty supervision of Dr. McKay.

Experiential Projects Continues

- Two groups from the Summer 2018 section of PADM 6140 (Community Growth and Development) prepared a report on *Community and Economic Development Assessment* for the cities of Kalamazoo (Students: Miguel Diaz, Augusto Dominguez, Shamsia Noon, Denia Ramirez, and Pascal Valbrune) and Three Rivers (Students: Tawanda Brooks-Beck, Thomas McDaniel, Reny Nirmala, and Mariel Ramirez) under the faculty supervision of Dr. McKay.



- Three groups from the Spring section of PADM 4000 (Seminar for Nonprofit Leadership) developed *Strategic Plans for Fair Housing* (Students: Nathan Browning, Dominique Bunker, Sabrina Cisneros, Clarissa Coral, Annie Sampley, Kelly Trinklein), Marketing and Evaluation of Open Doors Kalamazoo (students: Alyssa Collison, Hailey Elgersma, Brenda Gasca, Rachel Michael, Olivia Sholtis), and Succession and Diversity of Open Doors Kalamazoo (students: Emily Fackler, Gabrielle Hardin, Chase Latka, Brittany Taylor) under the faculty supervision of Dr. Edwards.



Additionally, the following students completed the internship.

Courtney Anderson: New Buffalo Sports, Inc.

Ashley Beauchamp: Dahlem Conservancy

Dominique Bunker: First United Methodist Church of Kalamazoo

Melinda Church: Peace Jam—Great Lakes

Krystina Edwards: Outfront Kalamazoo

Emily Fackler: Great Lakes Center for the Arts

Lindsey King: YWCA of Kalamazoo

Erin Lowe: Air Zoo

Kathryn Lugten: Family & Children Services

Micah Makoni: YWCA of Kalamazoo

Rachel Michael: Healing Nest

Annastasia Sampley: Bethany Christian Services

Maggie Scannell: Kalamazoo Valley Habitat for Humanity

2018 Annual NASPAA Student Simulation Competition

A team of MPA students including Haylee Knowles, Kelsey Patterson, and DeAnna White participated in the Student Simulation Competition hosted by NASPAA in February 2018 in Chicago. The competition focused on Pandemic Crisis Management and Global Health Security provided students an opportunity to take part in identifying solutions and potential strategies to investigate the impact.

Participant Perspective by Kelsey Patterson



I was nominated to attend the NASPAA Student Simulation competition by the WMU School of Public Affairs and Administration as a Masters of Public Administration student.

I honestly did not know what I was signing up for. However, in researching the competition, it seemed like a great opportunity to expand my knowledge and experience within Public Affairs, and to meet people with similar interests. While the student simulation takes place all over the world, I was selected to compete at the University of Illinois Chicago site.

Prior to attending the competition, I was sent a few emails with links describing the competition, and then a list of

students who would be on my team.

The students on my team were from all over the U.S. — Minnesota to Texas to Illinois, and all students within the field of public administration. On the day of the competition, all of the competitors were briefed on how the simulation would run and what our teams would be doing. This year's public administration topic was global pandemics. Our teams were divided into different "worlds" and assigned a country and then each team member was assigned a leadership role. We were provided demographics and history of each country. There were a total of four rounds, so our team would have an opportunity to represent each country in the world.

Throughout the simulation rounds, our team had to work together to make decisions in order to manage the pandemic in our country. We had to make decisions based off of the financial situation of our country and the spread of the pandemic. We were able to communicate with the other teams through an online messaging system as well. At the end of the round, teams were given a score based off of how well they managed the

pandemic in their country—financially, number of deaths in the country, timing of decisions. The teams with the highest average scores after four rounds were selected to present to the judges. While our team did not make it to the next round, we all agreed that it was a great experience.

I would recommend this experience to any student considering attending a NASPAA student simulation in the future. Reflecting upon my experience, I was able to practice skills that are difficult to learn by reading a book, or attending a lecture. This specific experience taught me more about working together with a team, negotiating with other teams, making quick decisions that have a huge impact on others, balancing budget, and policy making.

All skills most likely required in any public administration position. So, if any student is on the fence about attending, in my opinion, this experience is worth your time.

Student and Alumni News

News to Celebrate

Here are some of the professional news and updates on current students and alumni. This list is by no means exhaustive as our students and alumni are making an impact in places all over the country and the world. With the intention of celebrating the success of our community, we encourage students and alumni to update us on their professional achievements.

Judy Huth (Board President, Colleagues International) was recognized as the recipient of the 2018 SPAA Outstanding Alumni Award and College of Arts and Sciences Alumni Achievement Award.



Alexis Lenderman (Current Undergraduate Minor Student) was selected from a highly competitive pool of applicants to join 30 other students and a host of experts at the public service weekend conference, *Ensuring Accountability and Integrity – Public Service as a Force for Positive Change*, at the Rockefeller College of Public

Affairs & Policy, University at Albany, November 2-4. She also hosted a workshop, No Dreams, Just Visions: There are No Actions in Dreams, at the Reagan Presidential Library at the 2018 Leadership Summit in California.

Michael Mendenhall (Current PhD Student) presented a paper titled “Findings from a Systematic Review of Key Public Administration Journals: Elements of a Research Article” at the Lilly Conference, in Traverse City, Michigan in October 2018 (co-authored with D.

Schröter, A. AlAdlani, H. Chalabi, G.D. Greenman II, R. M. Bates-Hill, and D. Thompson).

Christopher Surfus (Current PhD Student) presented a paper at NECOPA Conference in Baltimore. Christopher’s paper presentation was entitled “Emergency Management, Environmental Racism, and the New Jim Crow.” He also authored a chapter on the Challenges and Opportunities in the Trump Era for the LGBTQ community in Dr. Wallace Swan’s



book “The Routledge Handbook of LGBTQ Administration and Policy,” published in October 2018.

Drew Voytal (MPA 2010) was recently promoted to Associate Director, Government Affairs at MGMA (Medical Group Management Association) in Washington, DC.



Pi Alpha Alpha Induction of Students

Pi Alpha Alpha is the only Global Honor Society in the field of Public Affairs and Administration. There are more than 160 chapters located at the member schools of Network of Schools of Public Policy, Affairs, and Administration (NASPAA) around the world. Pi Alpha Alpha is run by NASPAA: *The Global Standard in Public Service Education* and is directed by the NASPAA Pi Alpha Alpha Special Ad Hoc Committee by the NASPAA President.

The purpose of Pi Alpha Alpha is to encourage and recognize outstanding scholarship and accomplishments in public affairs and administration. Its objectives including fostering integrity, professionalism, and effective performance promote quality in the education and practice of public affairs and administration. The Pi Alpha Alpha membership identifies those with the highest performance levels in educational programs preparing them for public service careers.

Spring 2018 Inductees

Adel H. Aladlani
Charles D. Bowden
Chase Grounds

Faculty Updates

New Faculty



SPAA welcomes **Dr. Vincent Reitano** as a new faculty member beginning this fall! Dr. Reitano holds a PhD in Public Administration from North Carolina State University and a Master of Public Administration (MPA) and a Bachelor of Business Administration (BBA) from Villanova University. His research interests include public budgeting and finance, public policy, and statistical methodology. Prior to joining WMU, he interned with the Department of Homeland Security, completed a research fellowship at SAS Institute, and worked for the Department of Defense and Government Finance Officers Association. As a professional researcher, he has consulted with a variety of cities and school districts across the United States and regularly speaks at both academic and practitioner conferences. He has a diverse portfolio of publications including peer-reviewed journal articles, edited book chapters, and professional and technical reports. Dr. Reitano's teaching experience and interests include:

PADM 6000: Legal and Historical Foundation of PA

PADM 6060: Analytical Methods

PADM 6070: Quantitative Data Analysis

PADM 6120: Principles of Public Budgeting

PADM 6150: State and Local Government Finance

PADM 6180: Political and Economic Environment of PA

PADM 6610: Intellectual History of PA

Conference Presentations



Edwards, Vickie. (2018). Teaching Public Administration at the Undergraduate Level - How are we ensuring these future public servants are prepared? NASPAA Annual Conference, Atlanta, GA, October.

Edwards, Vickie & Kleinschmit, S. (2018). "The Ethics of "Voluntolding: Coercive Volunteerism in Modern Society." Midwest Public Affairs Conference, Chicago, IL, June.

Edwards, Vickie. (2018). "(Re)defining Volunteerism and Civic Engagement for the 21st Century." Annual meeting of the American Society for Public Administration (ASPA), Denver, CO, March.

Ardis, S. & Edwards, Vickie. (2017). Hidden Gaps: Accounting for Informal Civic Engagement Behaviors in Criminology and Social Control Studies. Conference of the Association

for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Grand Rapids, MI, November.

Peters, Robert. (2018). The Role of the States in Establishing and Expanding Federal Health Care Programs During the 1950s and Early 1960s. Midwest Political Science Association (MPSA) Meeting, Chicago, IL, April.



Schroeter, Daniela, Watts, B., Hense, J., Widmer, T., Leahy, S., Cook, A., Flentge, J., & Tarsilla, M. (2018). Evaluation Standards and Competencies for Resilient Societies. Conference of the European Evaluation Society (EES), Thessaloniki, Greece, October.

Conference Presentations Continued



Montrosse Moohrhead, B, & **Schroeter, Daniela.** (2018). An Interactive and Case-Centered Primer on Evaluation Theories and Approaches (Workshop).

European Evaluation Society, Thessaloniki, Greece, October.

Montrosse Moohrhead, B, **Schroeter, Daniela,** & Becho, L. W. (2018). An Interactive and Case-Centered Primer on Evaluation Theories and Approaches (Workshop). American Educational Research Association (AERA) Conference, New York City, N.Y, April.

Schroeter, Daniela, AlAdlani A., Bates-Hill, R. M., Chalabi, H., Greenman II, G. D., Mendenhall, M., & Thompson, D. (2017). What's in It? A Systematic Mixed Methods Review of a Decade of Research Published in Four Public Administration Journals: JPAM, PAR, JPART, and NVSQ (Caucus). Association for Public Policy Analysis and Management (APPAM) Conference, Chicago, IL, November.

Schroeter, Daniela. (2017). Evaluation Competencies among Public Administrators: Learning from Others. American Evaluation Association (AEA) Conference, Washington, DC, November.

Schroeter, Daniela. (2017). Great Evidence, Lousy Findings: Why Methods-Based Evaluation Approaches Might Hinder Effective Program Development (Poster). Association for Public Policy Analysis and Management Conference, Chicago, IL, November.

Schroeter, Daniela. (2017). Does Nonprofit Research Differ? Lessons from a Systematic Mixed Methods Review (Poster). Association for Research on Nonprofit Organizations and Voluntary Action Conference, Grand Rapids, MI, November.

Wagle, Udaya. (2018). Ethnic Heterogeneity Politics of the American Welfare State: A Time Series Analysis, 1940-2016. International Conference on Global Dynamics of Social Policy, Bremen, Germany, October.

Scholarly and Professional Publications



Mingus, Matthew & Zhu, J. (2018). Increasing Citizen Access and Local Government Responsiveness in Yichang, China. *International Public Management Journal*, 21, 369-91.

Peters, Robert & Maatman, J. (2017). Long-term trends accentuate the import of creative and critical thinking skills developed by design thinking and ill-defined questions. *Teaching Public Administration*, 35(2), 190-208.

Reitano, Vincent. (2017). *Investing in Collections Software to Allow for Monthly Property Tax Payments*. Lincoln Institute of Land Policy Working Paper (WP17VR1: www.lincolninst.edu/sites/default/files/sources/events/reitano_wp17vr1.pdf).

Reitano, Vincent. (2018). *Transparency: A Means to Improving Citizen Trust in Government*. Government Finance Officers Association Working Paper (Summer: www.gfoa.org/sites/default/files/Transparency_April2018.pdf).

Schroeter, Daniela & Watts, B. (April 2018). Accelerating College Completion through Academic Mindset at Indiana State University: Year 3 Monitoring & Evaluation Plan (Technical Report). Kalamazoo, MI: Western Michigan University, Evaluation Center.



Scholarly and Professional Publications Continues



Wagle, Udaya & Devkota, S. (2018). The Impact of Foreign Remittances on Poverty in Nepal: A Panel Study of Household Survey Data. *World Development*, 110, 38-50.

Wagle, Udaya. (2018). Powerful People, Weak Government: Nepal Has Failed to Create Institutions to Counter the Power Wielded by Select Elites, *The Kathmandu Post*, July 27 (kathmandupost.ekantipur.com/news/2018-07-27/powerful-people-weak-government.html).

Wagle, Udaya. (2018). The City of Woe: Kathmandu is Failing to Ensure Its Citizens Access to Food, Housing, Transportation, Education, Health Care, and Other Basic Necessities, *Republica*, July 18 (myrepublica.nagariknetwork.com/news/the-city-of-woe/).

Current Research Grants

Vickie Edwards (with Emma Powell from Central Michigan University)

Title: Michigan Nonprofit Association 2018 Compensation and Benefits Survey

Sponsor: Michigan Nonprofit Association

Amount: \$13,654.33

Term: 2018-19

Drs. Edwards and Powell have received a contract from the Michigan Nonprofit Association to conduct its biannual Compensation and Benefits Survey. This project provides nonprofit managers across Michigan with data that assists with important human resource decisions, especially as related to individual compensation at all levels of employment and worker benefits. This project is currently underway and will be completed by January 2019.

Daniela Schroeter (with Brad Watts from The Evaluation Center)

Title: Evaluation of Indiana State University's "Accelerating College Completion through Math Mindset"

Sponsor: Indiana State University (ED-GRANT 051614-001)

Amount: \$359,081

Term: 2014-19

Dr. Schroeter collaborates with Dr. Brad Watts at WMU's Evaluation Center to finalize the evaluation of Indiana State University's Accelerating College Completion through Math Mindset" grant, an initiative sponsored by the U.S. Department of Education. This grant is in its final year and reports for the What Works Clearinghouse evidence-based registry are in development.

Vickie Edwards and Daniela Schroeter

Title: Evaluation Competencies Among Certified Nonprofit Professionals

Sponsor: Western Michigan University Faculty Research and Creative Activities Award (FACRAA)

Amount: \$9,990

Term: 2018-19


Drs. Schroeter and Edwards received WMU's 2018-19 Faculty Research and Creative Activities Award to survey certified nonprofit professionals regarding their use of evaluation competencies to further curriculum development for the SPAA. The team collaborates with the Nonprofit Leadership Alliance to further advance their research agendas. The project is in its design phase and will be completed in summer 2019.

Gifts to the School of Public Affairs and Administration

The SPAA faculty, staff, and students greatly appreciate the generous financial contributions from the following individuals and institutions during the past two years. Contributions like these have made a difference in the scholarly and professional accomplishments of students and faculty. A sample list of activities made possible by these contributions include student participation at NASPAA-Batten Simulation Competition; MPA Scholar Awards; Public Service Engagement Series and class-specific guest speaker talks; Student and faculty presentations at professional conferences; and additional research supports for students.

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(If you do not see your name here, we sincerely apologize and please let us know for inclusion in future publications).



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