



WESTERN MICHIGAN UNIVERSITY
College of Arts and Sciences
School of Public Affairs
and Administration

Public SPAAce

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

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Assistant Editor: Mr. Jonathan Arneberg

2011 Alumni Achievement Award - Darnell Earley

Mr. Darnell Earley was this year's recipient of the 2011 College of Arts and Sciences Alumni Achievement Award from the School of Public Affairs and Administration. Earley is a 1981 graduate from the M.P.A. program at WMU who was chosen for the award because of his more than 30 years of professional public service, strong leadership skills, fiscal accountability, and his advocacy for the value of professional public managers and partnership-building.



Darnell Earley

Earley is the current City Manager of Saginaw, and has also served as the city's Deputy City Manager, Interim Finance Director, and City Administrator until being selected as City Manager in 2006. He was instrumental in the push for "transparency to citizens" and as a result, Saginaw received the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada.

Earley's career has also taken him all over the state of Michigan, serving temporarily as the Mayor of the City of Flint, Ingham County Budget Director, as well as Ingham County Deputy Controller for Administrative Services and Budget. He also served as the director of Research and Public Policy staff for the Michigan House of Representatives (1988-1992), selected as Township Manager of Buena Vista Charter Township (1986-1988), and served as administrative assistant to the county administrator/EEO Officer in Muskegon (1981-1986). During his M.P.A. graduate school years he worked

as the Director of Community Development for the Urban League in Muskegon. Earley is also recognized internationally as past president of ICMA (2009-2010), the International City/County Management Association, which has over 9,000 members in 31 countries.

In addition to earning his Master of Public Administration degree from Western Michigan University, Earley earned a Bachelor of Science from Grand Valley State University. He has also served as an adjunct faculty member with Grand Valley State University, having taught undergraduate and graduate public administration courses in budgeting, financial administration, and organization development. Mr. Earley's public service in Michigan includes two gubernatorial appointments, having served as a public member of the State Board of Examiners in Mortuary Science and as a commissioner with the Natural Resources Commission.

Earley was honored at a reception held by the College of Arts and Sciences where he was presented his award. Dr. Barbara Liggett, who provided the introduction for Mr. Earley, described him as an outstanding leader, fiscally accountable, transparent, a collaborator, and a mover and developer of people, systems, and ideas.



Darnell Earley with family at the College of Arts and Science Alumni Achievement Award Celebration

Ph.D. Program Update

Dr. Udaya Wagle

From the Ph.D. Director

The goal of this piece is to provide an update on the functioning of the Ph.D. Program. There are currently 18 students maintaining active enrollment in the Program. This includes a combination of those in the coursework phase, those in the dissertation proposal phase, and those in the dissertation research phase. While six of these students are following the 'old' curriculum, a larger number of (12) students are following the 'new' curriculum. Even though the substantive focus on providing solid academic grounding and research in public administration remained unchanged, this new curriculum that became effective in the fall of 2008 adopted a flexible operational approach where students would take courses from the SPAA as well as other departments at WMU.

From its operation for over three years, the new curriculum has demonstrated an important promise and strength. One of the major areas of strength has been its location in Battle Creek, a location that is closer to the main campus where students are expected to take courses for their methods requirement. Given that students in this Program typically have diverse research interests and needs, the new curriculum has offered greater flexibility in preparing students with methodological skills that are appropriate to their specific area of interest. Students interested in education and higher education policies, for example, have focused on the methods courses from the Department of Evaluation, Measurement, and Research (College of Education) whereas those with interest in social research and analysis have focused on courses from the Department of Sociology (College of Arts and Sciences). This, combined with the provision of elective courses, has allowed students to manage their pace, sequence, and location better. Of particular interest to today's busy students has been the ability to determine their own pace as they can switch between full and part time status depending on their need. (The specific structure and format of the Program are included in the Ph.D. Student Handbook available at the SPAA website.)

The next area of strength has been the focus on research and analysis. While the Program has now adopted 'flexible methods core' to closely respond to student needs and interests, students are expected to demonstrate evidence of serious research and analysis. This formal requirement in the Program can be satisfied by preparing a methodologically substantive, article-length paper and submitting it

to a peer-reviewed journal in the multidisciplinary field of public administration for review and publication. The Doctoral Director and appropriate core faculty (if needed) review the case to determine whether or not the requirement has been met. This has been more than a formality since students have been able to gain meaningful experience from this process, enabling them to even produce several publications prior to embarking on their dissertations (see below for a list of student publications). And it matters today more than ever before because today's Ph.D.'s and especially those aspiring to find a job in the academy or serious research capacities are expected to demonstrate appropriate research capabilities through recognized publications.

Overall, a number of interesting activities and accomplishments are taking place in the Ph.D. Program today. What follows is an update on three important areas of the Program which have been happening during the past year.



Dissertations Completed

Three students have successfully defended their dissertations and joined our growing alumni of over 100 serving in various capacities in Michigan, the United States, and around the world. **Randy Baxter** defended his dissertation "Applying Proximal Case Characteristics to Expand Outcome Measures and Strengthen Effectiveness in a State Family Preservation Services Program" in December of 2010. His dissertation, chaired by Dr. Wagle (at the time of research and conclusion and by Dr. Mingus in its formative stage), identified the roles of key family and program related characteristics in determining success of a Mid-Western State's family preservation services program by using various proximal outcome measures. Congratulations to Dr. Baxter for this important applied research, who also started a new job at Spring Arbor University as Director of Field Instruction in June of 2011.

Eileen Pierce defended her dissertation "Citizen-Informed Performance Measurement and Reporting in Local Government: Key Factors for Effective Democratic Governance" in May of this year. In this dissertation, chaired by Dr. Visser, Eileen found important value added and impact of citizen participation on the development and reporting of

continued on p. 3

performance measures. This is a nice piece of research that can be valuable to public administration students and researchers and practitioners in the City of Grand Rapids, which is where she is currently employed, and beyond. We congratulate Dr. Pierce on this successful research endeavor and, of course, on her attainment of the degree.

Roselyn Zator's dissertation, successfully defended in July of this year, was titled "Exploring Collaborative Governance: Case Studies of Disruptions in Coastal Management Collaborations and Resulting Effects upon the Collaborations and Outcomes." Chaired by Dr. Visser, this comparative case study found multiple significant roles of public trust in collaborative governance, reaffirming the strengths of the collaborative approach to decision-making. Kudos to Dr. Zator who has shown impressive record in finishing the degree in a fast pace with such an ambitious dissertation topic, despite her highly demanding work schedule with the Michigan Economic Development Corporation.

Dr. Visser, a longtime faculty member at the SPAA, also deserves a note of recognition as he relentlessly supervised numerous dissertations leading to defense of two only two months apart. The SPAA faculty, and especially the Ph.D. Program, would like to thank you for your invaluable contribution.

Incoming Students

This fall, we welcomed three promising students in the Program. Here is some summary information about each of our incoming students.

Thomas A. Phillips; *Hillsdale, Michigan;* Current Position: Director of Curriculum, Spring Arbor University; Education: M.A. in Organization Management (Spring Arbor University) and B.A. in Management and Leadership (Judson University); Current Areas of Interest: Economic Development and Welfare Policy.

Brian A. Smith; *Alma, Michigan;* Current Position: Manager of Union Charter Township; Education: M.P.A. and B.S. in Political Science (Central Michigan University); Current Areas of Interest: Local Government and especially Fiscal Sustainability.

Kristin L. Walters; *Wyoming, Michigan;* Current Position: Faculty in the School of Criminal Justice, Ferris State University; Education: M.S. in Criminal Justice Administration and B.S. in Criminal Justice (Ferris State University); Current Areas of Interest: Human Resources and Police Subculture.

Student Publications

This past year also registered an encouraging record of student publications. Thanks to our redesigned curriculum with greater emphasis on research and publications, our students have been able to conduct serious research and analyses and produce numerous publishable papers. The following publications stand out as peer-reviewed articles which were published by students following the new curriculum by the end of August of 2011. (Note that this may not be a complete list. Current students and alumni of the Ph.D. Program are requested to send information about their recent publications to cpa_spaa@wmich.edu for inclusion in the upcoming Ph.D. Updates.)

Hamman, W.R., **Beudin-Seiler, Beth M.**, Beaubien, J., Gullickson, A., Gross, A., Orizondo-Korotko, K., Fuqua, W., & Lammers, R. (2010). Using simulation to identify and resolve threats to patient safety. *American Journal of Managed Care*, 16(6), 145-150.

Hamman, W.R.; **Beudin-Seiler, Beth M;** Beaubien J.M., et al. (2010). Using in-situ simulation to identify and resolve latent environmental threats to patient safety: Case study involving operational changes in a labor and delivery ward. *Quality Management in Healthcare*, 19(3), 226-230.

Islam, Khandaker N. (2011). Quantitative and qualitative research controversy in public administration: An analysis of statistical data presented on United Kingdom people category in the CIA World Factbook. *Hilltop Review*, 4(2), 23-31.

Islam, Khandaker N. (2010). Good governance and bureaucratic leadership: Can Time Magazine's approach 'Builders and Titans' be applicable in public agency leadership? A case of bureaucracy in Bangladesh. *Studies on Asia (Series IV)*, 1(I), 132-156.

Trusty, Kelly A., Leonard, E., & Cook, R. (2011). Unwelcomed advances: Female-to-male harassment. *Journal of Critical Incidents*, 4, 80-82.

Woods, Edward III. (2011). [Review of the book *Engaged leadership: New concept or evolutionary in nature?* by C. Swindall]. *Journal of Value Based Leadership*, IV(II), 73-77.



Renowned Author and Expert in Women's Philanthropy Visits WMU

In October, Western Michigan University welcomed Dr. Sondra Shaw-Hardy to campus. Dr. Shaw-Hardy, an award winning author, speaker, and philanthropist, spoke at an event sponsored by the SPAA, Gender and Women's Studies, and the Visiting Scholars and Artists Committee of the Office of the Provost titled "Women and Philanthropy." The presentation and reception, well attended by SPAA students, alumni, faculty, and the public, touched on issues surrounding gender in philanthropy, including the differences in women's and men's styles of giving, the women's philanthropy movement, and the ways in which women have created real and lasting change through philanthropic contribution. Dr. Shaw-Hardy's visit also included a visit to PADM 3000, Nonprofit Advancement, as well as a university research chat with WMU students.

Dr. Shaw-Hardy is often considered the pioneer of women's philanthropy, authoring, co-authoring, or co-editing six books on the

subject. Her latest book, *Women and Philanthropy: Boldly Shaping a Better World*, received the 2011 national award for Outstanding Published Scholarship

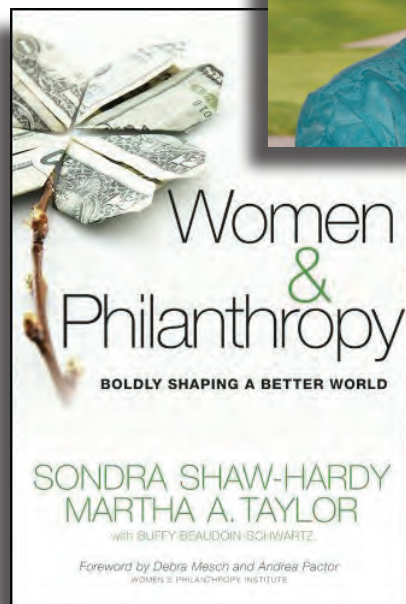
from the Council for the Advancement and Support of Education. Shaw-Hardy co-founded the Women's Philanthropy Institute, a program of the Center on Philanthropy at Indiana University. She has also

appeared in or been interviewed by

Dr. Sondra Shaw-Hardy

leading newspapers and magazines including the New York Times, Bloomberg Financial, and the Chicago Tribune.

In addition to being a renowned author and speaker, Dr. Shaw-Hardy has been a professional fundraiser in the academic, political, and non-profit communities and is an active community volunteer in Traverse City, Michigan. She served as Assistant Vice President of External Affairs at Western Michigan University from 2003 to 2006 and as an Adjunct Professor in the School of Public Affairs and Administration from 1996 to 2000.



M.P.A. Program Receives NASPAA Continuing Accreditation

The WMU M.P.A. program is a nationally accredited program through the National Association of Schools of Public Affairs and Administration (NASPAA). Every seven years, the SPAA engages in a review with a team of academicians and practitioners from around the United States to ensure the program is adhering to the requirements of the accreditation.

In our last issue, we told you that the SPAA was host to a NASPAA accreditation team in February. We are pleased to announce that the WMU SPAA received continuing accreditation to 2017-2018!



M.P.A. Students Present on Cultural Diversity in Healthcare

On May 5, 2011, four students (Ihab Hassan, Ivy Horng, Pearl Msibi, and Melissa Borgos-Colon) participated with Dr. Higbea in the Battle Creek Health System 5th Annual Nursing Congress. Approximately 100 to 125 nurses gather annually at the conference to discuss topics specific to nursing and to prepare strategic plans on how to address these topics in the upcoming year. This year, the conference was focused on addressing diversity among the patient population. The WMU students participated in this conference by providing a cultural context for how their populations view pain, medical decision-making, and death. Feedback on the nursing evaluation of the conference found that the student presentations were the highlight of the conference.

Due to the positive impact of the above conference, the Southwest Michigan Relation Centered Care Network extended an invitation to the SPAA to present on cultural diversity. This group of approximately 25 to 30 registered nurses seeks to study and understand how nurses can better relate to their patients and families. This year, their focus was on understanding the diversity of their populations and the effect diversity has on how these nurses interact with their patients and families. On September 29, 2011 Dr. Higbea presented on the economic and demographic trends of southwest Michigan, which was then followed by student presentations from Ihab Hassan and Evelyn Lopez-Castillo on how the populations they represent view pain, medical decision making, and death.

SPAA Makes Presence Known at Local Conferences

This September, several SPAA students took advantage of opportunities to attend two public administration-related conferences. The SPAA sponsored two students to attend the Western Michigan Medical Humanities Conference in Kalamazoo and four other students to attend the Michigan Capital Chapter (MICAP) of the American Society for Public Administration conference in Lansing. Thank you to the following students for representing WMU and the SPAA at these events.

Medical Humanities Conference

- *Evelyn Lopez Castillo*, Kalamazoo
- *Julie Schuitema*, Kalamazoo

MICAP

- *Brittany Fisk*, Kalamazoo
- *Sara Larsen*, Williamston
- *Peter Menser*, Haslett
- *Ann-Marie Smith*, Lansing



M.P.A. Alumni and Students along with Dr. Matthew Mingus at MICAP Conference

Completed Project Papers

The Project Paper (PADM 6800) is the capstone requirement of the M.P.A. It provides students the opportunity to demonstrate their understanding of public administration in the completion of an original research project and analysis. The SPAA is pleased to recognize the following students for their accomplishment in completing their Project Paper in Summer 2011:

- **Melodia Crump**, Kalamazoo, "Mandatory Influenza Vaccination Policies for Health Care Workers" **Best Project Paper Award*
- **Ivy Horng**, Kalamazoo, "A Case Study of the Implementation of Electronic Medical Records in Home Care and Hospice Settings"
- **Joshua Hundt**, Lansing, "Case Study Analysis of Competitive Economic Development Organization Structures and Strategies in Statewide Economic Development Organizations"
- **Amber Jenkins**, Kalamazoo, "A Case Study Investigating Similarities and Differences in Elderly Driving Behavior in Two Mid-Western States"
- **Emily Lafeve**, Kalamazoo, "Caring for Caregivers"
- **Jarek Marsh-Prelesnik**, Kalamazoo, "How Agriculture Policy Effects Migrant and Seasonal Farm Labor: A Case Study of Farm Owners in the State of Michigan"
- **Annie Monaweck**, Marshall, "The Impact of Trade Policy on Foreign Investment in the United States"
- **Anne-Marie Smith**, Lansing, "Factors Associated with the Dropout Problem in Michigan"
- **Eric Stewart**, Vicksburg, "Returning to Work: The Struggle of the Aging American Displaced Worker"
- **Kevin Swallow**, Union City, "Veterans Health Administration: Comparing Veteran Satisfaction and Medical Center Institutional Characteristics"
- **Roxann Swank**, Kalamazoo, "Girls on the Run: A Qualitative Case Study on Volunteer Motivations and Retention"
- **Patience Tanyanyiwa**, Battle Creek, "The Impact of Globalization on Growth and Poverty Reduction: A Study of the Sub-Saharan Region"
- **Tiffany White**, Schoolcraft, "Intraorganizational Collaboration in Higher Education"

2011-2012 MPA Class Profile

Average Undergraduate GPA		Sample Undergraduate Institutions		The SPAA welcomes 30 new M.P.A. students for the Fall 2011 semester and 21 for the Spring 2012 semester. These new students have come from a variety of professional and academic backgrounds. Compared to the entire M.P.A. program, a subtle shift in the makeup of our student body can be seen. More than ever, we are experiencing an influx of younger students, especially women, taking classes on a full-time basis.	
Fall 2011 - 3.24 Spring 2012 - 3.16		Alma College Central Michigan Grand Valley Hope College Michigan State Ohio State Siena Heights Western Michigan			
Professional Experience in:					
Armed Services	Health Care				
Aviation	Human Resources				
Conservation	IT				
Education	Non Profit				
Finance	Public Safety				
Government	Real Estate				
Fall 2011		Spring 2012		M.P.A. Program	
Average Age	31	Average Age	33	Average Age	33
% Women	70	% Women	81	% Women	64
% Full-time*	70	% Full-time*	n/a	% Full-time*	57

*Full-time defined as 6 or more credit hours.

Meet Our New Part-time Faculty

The School of Public Affairs and Administration at Western Michigan University would like to welcome its newest faculty member for Spring 2012.

Mr. Richard Child brings to the SPAA over 20 years of financial and managerial experience in both the public and private sectors. Mr. Child, who earned his B.A. in economics and M.B.A. in accounting from Michigan State University, works for the Michigan Senate as a Senior Policy Analyst. His other public sector experience includes positions with the Michigan House of Representatives and the Michigan State Housing Development Authority.



Child

Faculty Publications & Presentations



Liggett

Dr. Barbara S. Liggett, Director of SPAA, presented “Rewards and Challenges of Including International Perspectives in a MPA Program” at the NASPAA Annual Conference, Kansas City, Kansas, October 21, 2011. On August 29, 2011 Dr. Liggett with Dr. L. Ford, Dr. S. Caulfield, and Dr. J. Reish presented “Dilemmas of Leadership: The Personal, the Contractual, and the University” at the Western Michigan University Administrative Leadership Retreat in Kalamazoo, Michigan.

Dr. Matthew S. Mingus had an encyclopedia entry for “Policy Networks” accepted for the Encyclopedia of Quality of Life Research (Alex C. Michalos, ed., Springer).



Mingus



Peters

In May 2011, **Dr. Robert Peters** presented “Maximizing Reflexivity and Praxis by Recognizing and Counteracting the Constraints Imposed by Stimulus-Response Learning” at the 2011 Teaching Public Administration Conference (TPAC) in Williamsburg, Virginia. In 2011, Dr. Peters also published “Enhancing Academic Achievement by Identifying and Minimizing the Impediments to Active Learning” in *Public Administration Quarterly*, 35(4).

Alumni News

- On September 25, 2011, **Kathleen Coe**, age 86, passed away in Lansing. Kathleen, a 1981 M.P.A. graduate, was a longtime employee of the State of Michigan. She retired as a federal grants manager for the Department of Mental Health in 1989. She is survived by her husband, Milton and two children, Julie and Alan.
- 2003 M.P.A. graduate **Russell Panico** is now the Director of Athletics and Student Relations Coordinator for Kalamazoo Valley Community College. He was also appointed to the WMU College of Arts and Sciences Curriculum Committee. In addition to his M.P.A. and M.A. in Educational Leadership, Russell is currently working on his third graduate degree from WMU – a Ph.D. in Public Administration.
- In the spring of 2011, M.P.A. alumnus **Kevin West** was selected for a WMU Make-A-Difference Award. Kevin, the Director of Concerts in the School of Music, was recognized for his outstanding service to students and faculty, where he is responsible for the planning and coordination of all music school activities.

Let us know what is new with you!



*Send your updates to
cpa_spaa@wmich.edu*

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Happy Holidays!