This year, Carolyn Cassin became the 2010 recipient of the College of Arts and Sciences Alumni Achievement Award from the School of Public Affairs and Administration. Cassin, who is a 1978 M.P.A. graduate of WMU, was selected because of her outstanding accomplishments in the nonprofit and healthcare arenas. Cassin is currently President and CEO of Michigan Women's Foundation, whose focus is championing the cause of social justice for women and girls through public and grantee education, philanthropy and advocacy.

Cassin is considered a national expert in end-of-life care, organizational management, and the efficient, effective delivery of healthcare services. In 1983 she helped guide the first Medicare reimbursement for hospice successfully through Congress. In addition, Cassin acts as President and CEO of the National Hospice Work Group (NHWG) of which she has been an integral part for the last 17 years. NHWG is a professional coalition of executives from some of the nation's largest and most innovative hospices, committed to increasing access to hospice and palliative care.

From 1988 to 1998, Cassin served as President and COO of Hospice of Michigan where she headed the acquisition and merger of 11 hospice programs into one corporation. In 1998, she became President and COO of VistaCare Management Services and VistaCare, Inc., until she joined the Michigan Department of Community Health as the Director of the Quality Improvement and Customer Services Bureau. In 2002, Cassin joined Continuum Hospice Care in New York City. Under her guidance, the hospice became profitable for the first time in its history, and because of her leadership, Continuum was honored with the American Hospital Association’s 2006 “Circle of Life” award.

Some of Cassin’s honors and awards include the 2006 National Hospice and Palliative Care Organization’s Founder’s Award; serving as governor appointed trustee of the Board of Control at Ferris State University (1997-1999); receiving the American Hospital Association’s “Circle of Life” award for innovation in 2006; earning the “Best-Managed Non-Profit” award, Crain’s Detroit Business, 1994; being named one of “Detroit’s 100 Most Influential Women,” Crain’s Detroit Business, 1997; and receiving the first prestigious “Heart of Hospice Award” by the National Hospice Organization in 1993.

In addition to earning her Master of Public Administration degree from Western Michigan University, Cassin earned her B.A. from Miami University, and received the esteemed three-year National Leadership Fellowship from the W. K. Kellogg Foundation to study healthcare systems throughout the world.

Cassin is considered a national expert in end-of-life care, organizational management, and the efficient, effective delivery of healthcare services.
Landon Van Dyke Visits WMU

This fall, Western Michigan University welcomed Mr. Landon Van Dyke to WMU at the Kalamazoo, Battle Creek, and Lansing locations. Van Dyke, who serves as the Greening and Sustainable Diplomacy Coordinator for the U.S. Department of State, was a Guest-in-Residence of the SPA during the months of September and October. While visiting, Van Dyke was hoping to gain some insight into the next generation of the nation’s workforce and to achieve a better understanding of their developmental needs and potentials.

Along with furthering his research, Van Dyke was also looking to expand his skills in helping others develop by participating in a variety of student learning activities and forums. To realize these goals, Van Dyke was a guest lecturer in several graduate and undergraduate courses, as well as numerous public forums and meetings – including the second of our Doctoral Dialogue series and a luncheon on the topic of sustainable communities featuring both Van Dyke and Counselor Li Huiyan from the Embassy of the People’s Republic of China in Washington, D.C.

Van Dyke, a Senior Management Analyst at the U.S. Department of State, is responsible for coordinating the Department’s greening activities in relation to Secretary Clinton’s Greening Diplomacy Initiative (GDI) and President Obama’s Executive Order 13514 requiring all federal agencies to operate in an environmentally friendly and sustainable manner. Van Dyke previously served as the Associate Director of International Affairs and Climate Change for the White House Council on Environmental Quality where he assisted in the development of U.S. foreign environmental policy.

Graduate assistant Jonathan Arneberg sat down with Van Dyke to ask him a few questions about his visit to Western.

Tell me about your education and background—how did you get to where you are professionally?

Education is in the eye of the beholder—I earned a few degrees including a Cultural Anthropology degree from Central Michigan University and an MBA from Western, both of which I am very proud. However, I believe another part of my education came from the various opportunities I experienced between institutions. While going to school, I couldn’t afford to attend each term consecutively, so I took every other off and worked. The jobs I had between terms really instilled my work ethic and understanding of organizations, business processes and workplace politics.

After college, I lived in China where I taught Disney College Program. Working very long hours during summers at Cedar Point and my stint at Walt Disney World in their Disney College Program.

What jobs did you do between terms?

Well, some of the more memorable ones include being a waiter, a seven-eleven clerk, and a radio DJ, though my favorites were working very long hours during summers at Cedar Point and my stint at Walt Disney World in their Disney College Program.

How did you enter federal service?

I joined the State Department through a fellowship for university students within the Washington, D.C. area. Initially I was utilizing my MBA and business process skills as I worked on a number of special projects. While finishing up a graduate degree at George Washington University, I received the Presidential Management Fellowship. Through the fellowship, which is a very good one and for which I encourage all students to apply, I was able to experience various positions throughout the government, allowing me to utilize the whole spectrum of my education and experience, and position the road in new opportunities came about, including the one at the White House, and the rest is history.

I should note that I had a very good initial boss, which can be key when developing your career. My director understood that one of her primary duties to her staff was to lift them up and let them professionally develop, and even on occasion, outshine her. She very much understood that her staff’s tenure was temporary, and though she squeezed a lot out of us while we were with her, she knew that for the good of the Department and her staff, we needed to grow and move on in different positions within the Department to find new opportunities to share and build upon our abilities.

For students and alumni who have professional goals in the federal government, what advice would you give?

The advice that I have comes in two parts. First, concerning the goal: remember why you’re there. It’s easy to fall into the same employment trap, but in reality, it is a privilege to work in the government and to be able to serve the people. If you keep reminding yourself of this, your career will be likely less about yourself and what you can get and more about serving the nation and what you can give. When you are not solely concerned about advancing your career, you’ll find that you are willing to take on the bigger challenges for the nation, and less likely to kick them down the road in order to protect your position. When one starts or even nears the end of their career, there is trepidation and a strong feeling for self-preservation, but remember that in government it isn’t just about your career, but also about doing what is right.

Second, on a practical basis, for those interested in getting their foot in the door, they should look for fellowships, internships or hiring programs. Remember, a lot of people want to be there. In order to get in, they may use a variety of tactics to get your foot in the door, try to do something, anything, even if it is unpaid. Although it might be working for free, you’re still receiving a number of benefits that might not only include valuable experience but also a security clearance or an important contact or network, which tells government employers a lot about an individual.

Also, don’t worry about targeting your dream job right off the bat; just try to get your foot in the door. If you end up taking a position that is not your dream job, take the perspective that you’re at least learning about the culture, how the organization works, as well as the government and its mission and operations, so that when your perfect opportunity does come up, you can be more able to effectively step in and carry it out.

How did your visit to WMU as a guest-in-residence come to be and what were you hoping to learn from your visit?

Well, I just called up Dr. [Barbara] Liggett and told her that I was looking for an opportunity to expand my managerial skills and insight in developing others. Being at a University provides you the perfect setting for that. I also wanted to understand more about the Millennial generation and get a sense about their developmental needs and potentials, how they learn and communicate and what are their future goals and outlooks, and overall, how are today’s educators, your faculty, encouraging them along that road.

I am coming at it with the question of how do we fit the Department of State as an employer effectively incorporate them into the workforce, especially as the baby-boomers are rapidly retiring. I should note that throughout this whole process, Dr. Liggett has been very accommodating and generous. I thank her and WMU very much for this opportunity.

Does the Department just let its employees explore opportunities like this?

This is actually very common in government in order to encourage its employees to improve their skills and actually push for continuous learning in the workforce.
Chinese Counselor Tours WMU, Kalamazoo

From Oct. 20 to 22, Western Michigan University was host to a very distinguished guest—Counselor Li Haiyan, the Counselor for Economic Affairs at the Embassy of the People’s Republic of China. Counselor Li visited Western’s campus and met with faculty, students, public officials, and local business leaders. Counselor Li’s visit, which was sponsored by the School of Public Affairs and Administration, in collaboration with the Dietrich H. Haenicke Institute for Global Education, the Conflictus Institute, and the Department of Economics, also included tours of local Kalamazoo-area businesses, and even a visit to the first-grade class at Amberly Elementary School in Portage. Counselor Li, who is also in charge of energy and climate change issues in the Embassy, also spoke in conjunction with Landon Van Dyke, the Greening and Sustainable Diplomacy Coordinator for the U.S. Department of State, at a luncheon where they both presented on the topic of community sustainability, locally and abroad.

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Diversity in Health Care Forum

On Oct. 27, 2010, the School of Public Affairs and Administration welcomed the Kalamazoo and Western Michigan University communities to a public forum focused on diversity in health care. The forum, titled “Diversity in Health Care: Two Journeys,” featured two speakers, Denise Brooks-Williams, President and CEO of Battle Creek Health Systems, and Velois Bowers, Senior Vice President of Diversity and Organizational Development for Trinity Health Systems.

Brooks-Williams, a native of Michigan, obtained a Master’s Degree in Health Services Administration from the University of Michigan and has 20 years of experience in health care senior executive leadership. Most recently, she served as Vice President of Operations responsible for ancillary and diagnostic services and oncology program development at St. Joseph Mercy in Oakland, Mich.

At the time of the forum Bowers led the development and implementation of short and long-term strategies, plans and programs within Trinity Health’s initiatives for diversity and inclusion, talent management, performance management, executive recruitment, and organizational development. In November, Bowers left Trinity Health to lead diversity and inclusion initiatives for Christus, a Catholic-sponsored health system with facilities in Arkansas, Louisiana, Oklahoma, Texas, and in Mexico. Bowers obtained a Bachelor’s in Business Administration from the University of Arkansas at Pine Bluff, Ark., and was previously employed by the Kellogg Company as the Vice President of Diversity and Inclusion and by the Whirlpool Corporation as Vice President of Global Diversity.

Velois Bowers (left) and Denise Brooks-Williams (right) pose with SPAA professor Dr. Raymond Higbee (center).

Fulbright Exchange Student Travels the World

The Fulbright Student Program, the largest U.S. international exchange program, is sponsored by the U.S. Department of State. The program offers opportunities for students, teachers, professionals and scholars to undertake international graduate study, advanced research, university teaching, and teaching in elementary and secondary schools worldwide. The School of Public Affairs M.P.A. program is pleased to be host to one of these distinguished individuals.

Luis Ernesto Quezada was one of only a handful of graduate students from El Salvador to be selected as a Fulbright Scholar. Luis, who graduated with an undergraduate degree in international relations from the National University of El Salvador, chose WMU’s M.P.A. program as his area of study. Because of his unique background and impressive achievements, graduate assistant Jonathan Arnegberg sat down with Luis to ask him a few questions about his background, the Fulbright Program, as well as early impressions of the WMU and the M.P.A. program.

Could you tell me a little about your background in El Salvador?

It was in 1999 when I decided to start my undergraduate studies in international relations at the National University of El Salvador (UES). The experiences and people that I met there opened my eyes to a life of challenges and opportunities.

In 2002, I was selected by the French Embassy in my country and chosen to represent El Salvador in an International Student Congress. The objective of this congress was to contribute to the invention of tomorrow’s Europe, Newropeans 2000 - New Europe, New Challenges, New Generations. It was a major event which gathered some 2,000 European and Latin young adults to discuss the future of Europe while under the oversight of a number of ministers, European commissioners, and heads of states and governments.

During this time, I also received some professional experience with the cooperation of the Regional Government of Madrid, Spain for El Salvador. I was collaborating in the design and evaluation of programs and concrete projects of international cooperation. This was my internship experience for my international relations studies.

My studies at UES continued, and before I graduated in 2004, through my second application to the same scholarship program, I had the opportunity to live for almost seven months in Valencia, Spain. In Valencia, I worked and studied as a part of a program sponsored by BANCAIXA from Spain through its NPO foundation. This program allowed me to get experience in strategic options and international marketing from the Spanish perspective. That program also allowed me to interact with European, African, and Latin people and as a part of that program, I had the opportunity to work in projects with marginal communities in Spain.

After that, I came back to my country, graduated from UES, and began looking for open positions published by national newspapers. After presenting several applications, I was offered a job in an international organization working for JICA (Japan International Cooperation Agency). At JICA, I dealt daily with international development projects for my country, coordinating and negotiating with the Salvadoran government at both political and technical levels.

I was working for JICA when I was awarded a scholarship by the Fulbright Program, and even though it was a difficult decision to make, I chose to quit. I worked at JICA for six years, which was a rewarding experience in my early career.

Why did you choose to apply for the Fulbright Scholarship Program?

In the words of the former President Henry Truman in 1946, the Fulbright Program will promote international good will through the exchange of students in the fields of education, culture and science. One year prior to Truman’s statement, this program was introduced by a senator from Arkansas, William Fulbright.

This prestigious program searches for outstanding students with academic accomplishments, prominent job experience, and a high commitment to return the learned knowledge back to their country. Each year in El Salvador, the American Embassy receives around 100 applications to sponsor five Salvadorans as students in the fields of education, culture and science. This program allowed me to get experience in strategic options and international marketing from the Spanish perspective. That program also allowed me to interact with European, African, and Latin people and as a part of that program, I had the opportunity to work in projects with marginal communities in Spain.

So what would you say that the Fulbright Program means to you?

Being a Fulbright scholar mainly meant two things for me, both with the same level of importance: a higher level of responsibility, and an honor to my personal experience. With a vision of becoming a
public servant, it motivates me and gives me the right attitude toward my courses and assignments. I may say, I was so excited when the Program officially informed me that I was accepted, as being a Fulbright scholar is something one achieves easily.

Why specifically did you choose WMU to pursue your M.P.A. degree?

When I applied for the Fulbright Program, I expressed the academic content that I wished to study, as well as my professional aspirations after finishing the program. Once I was selected, the Program gave me several choices of which university that I wanted to attend. I decided to attend Western Michigan University (WMU). Why? For many reasons, all of which are equally important to me, including the prestige of the University and studying at a Top 100 university, which is also not something that happens every day. Besides, the multi-disciplinary approach of the M.P.A. Program appealed to me. Nobody knows what the future may hold, so I wanted to enter a program gave could prepare me to work in a variety of areas.

I also chose WMU because of its accreditations, as the M.P.A. Program is recognized with a status awarded through the National Association of Schools of Public Affairs and Administration. Finally, WMU is establishing an international environment that I think would be something important at both the academic level and beyond.

What are your expectations for WMU and our program?

There are many expectations that I have. Through this program I want to develop the ability to affect change and make things better in my workplace and its environment. I would like to earn the knowledge and tools related to the political context of public administration with an emphasis on analytical decision-making. One day, I would like to become a public servant, so I expect to strengthen my capacities to carry out the missions and combat the challenges I will experience on a day-to-day basis. I would like to utilize my public policy skills and enhance them with Western’s prestigious M.P.A.

Finally, I would like to take this opportunity to thank the generosity of the Fulbright Program and WMU for giving me the opportunity to be honored with these studies, which I am sure comes from the grace of God and the support of my family and friends.
Alumni News

- Nancy H. Chess, age 60, passed away peacefully on August 21, 2010 after a yearlong battle with lymphoma. Nancy was a 1997 M.P.A. graduate from WMU, and was employed as a nurse and certified personal trainer in Kalamazoo. Nancy is survived by her husband, Joel and their two children, Benjamin and Laura. Our condolences go out to her friends and family.
- The SPAA acknowledges the accomplishments of Dr. Amy DeSonia, M.P.A. (’93) and Ph.D. (’07) graduate. DeSonia recently was named the dean of business, social sciences and public service for the Norfolk, Va. campus of Tidewater Community College. Previously, DeSonia was associate dean for business administration at Baker College in Flint, Mich. Congratulations to Dr. DeSonia.
- Congratulations to 2001 M.P.A. graduate Gregg Deppong. In 2010, Gregg was re-elected to the Michigan State University Federal Credit Union board of directors.
- WMU alumnus and M.P.A. graduate (’81) Darnell Earley was featured in an August edition of the Lansing State Journal. Darnell, who is president of the International City/County Management Association and city manager of Saginaw, wrote an article for the newspaper considering the advantages and disadvantages of a strong-mayor versus council-manager form of city government. Congratulations go out to Darnell.
- The SPAA congratulates Dr. Craig Korpela, Craig, a 2006 Ph.D. graduate, now is a full-time assistant professor of history at Olivet College where he teaches courses in United States history, United States diplomatic history, world history, Russian history and Michigan history.
- Congratulations to Amanda Reel, 2008 graduate from WMU’s M.P.A. program. Amanda was featured in a February 2010 edition of the Kalamazoo Gazette. In it, Amanda is pictured because of her work for the Volunteer Center of Greater Kalamazoo. Congratulations, Amanda!
- In August of this year, M.P.A. graduate (’00) Eric Schertzinger was featured in an edition of the “Lansing City Pulse.” Eric, who is the current Ingham County Treasurer, was featured in an article based on his work with the Ingham County Land Bank, where he chairs its executive board. The Land Bank is a successful local public developer whose mission is to revitalize and renovate Lansing’s urban areas and hold properties that might otherwise deteriorate in the hands of careless property owners. Just one of the Land Bank’s many successful projects is the renovation of the buildings that made up the campus of Lansing’s School for the Blind—known worldwide for its most famous graduate, Stevie Wonder.
- In June of this year, Michael Stampfler was appointed as the new emergency financial manager for the city of Pontiac, Mich. Michael, a WMU M.P.A. graduate (’78) and former city manager of Portage, Mich., looks to utilize his expertise, experience, and education to address the economic problems facing the Pontiac area.
- A 1994 M.P.A. graduate, Tom Wibert, recently accepted a position as the police chief of New Braunfels, Texas. Tom, who had been the chief of the East Lansing Police Department since 2005, was selected from a pool of almost 100 applicants. Good luck, Tom!
- In September 2010, Ph.D. graduate Anne Zahradnik (’06) was hired by Marist College in Poughkeepsie, NY. Zahradnik will lead the school in establishing new health care administration concentrations in both its M.B.A. and M.P.A. programs. In March of 2011, Zahradnik began a two-year term as the new section chair for the American Society for Public Administration section on health and human services. Some of her recent publications include “Bureau Men, Settlement Women—How Does it Apply to Modern Health Legislation?” in the July 2010 issue of Administrative Theory and Praxis, and “Planning and Managing your Internal Public Relations” a chapter in “The Practice of Government Public Relations” (Taylor & Francis/ CRC Press).

Student News

Virgil Smith Elected to State Senate
The SPAA congratulates current M.P.A. student Virgil K. Smith who was elected this November to the Michigan State Senate, District 4. Smith, who also has served as a representative for the 7th District in the Michigan House of Representatives, won the election in an overwhelming majority. Good luck, Virgil!

Completed Project Papers
The SPAA is pleased to recognize the following students for their accomplishment in completing their Project Paper (PADM 6800) in summer 2010. The M.P.A. 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. While not a formal thesis, the project paper is no less significant. The SPAA is pleased to recognize the following students for their accomplishment in completing their Project Paper in the previous year:

SPAA Scholar Awards
The M.P.A. Scholar Awards and the M.P.A. Emerging Student Awards were created by the SPAA faculty in February 2010 to recognize the outstanding efforts of students pursuing the M.P.A. Courses in both the M.P.A. core and the concentrations have been designated to identify award winners. Criteria for awards are specific to each course, but generally require a student earn a BA or A grade in the course and exhibit high academic achievement. Full details on the program and awarding criteria can be found on the SPAA website, [www.wmich.edu/spaa]. The SPAA faculty congratulates the following award winner for summer 2010:

Best Project Paper Award, Mark Heydlauff, Sturgis, Mich.
The request for reaccreditation of the M.P.A. program through the National Association for Schools of Public Affairs and Administration (NASPAA)/Commission on Peer Review and Accreditation (COPRA) was submitted as a part of the SPAA Self-Study Report in August 2010. The report is under review by COPRA and a site-review team will visit SPAA during January-March 2011. Parts of survey responses providing data for the self-study report were provided in the last edition of "Public SPAAce."

The review process requires data and narrative in Volume I on the following categories: program mission, program jurisdiction, curriculum design and delivery, faculty composition, admission of students, student services, support services and facilities, and off-campus and distance education. At this time we provide tables contained in Volume I which pertain to professional qualifications of the faculty teaching in the M.P.A., class size by number of sections, undergraduate GPA of persons admitted to the M.P.A. Program, status of probationary students, program size - number of students registered in fall semester, and current M.P.A. students by status and geographic area.

### Percent of Full-Time Faculty Holding Doctoral Degrees

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Full-Time Faculty</th>
<th>Full-Time Faculty Holding Doctorates</th>
<th>Other Full-Time Faculty</th>
<th>Other Full-Time Faculty Holding Doctorates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2010</td>
<td>8.5</td>
<td>7.5 (88%)</td>
<td>1</td>
<td>1 (100.0%)</td>
<td>8.5</td>
</tr>
<tr>
<td>2008-2009</td>
<td>8.5</td>
<td>7.5 (88%)</td>
<td>0</td>
<td>0</td>
<td>8.5</td>
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### Number and Percent of Courses Taught By Part-Time Faculty in Past Two Years

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<tr>
<th>Course Type</th>
<th>2009-2010</th>
<th>2008-2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Courses</td>
<td>8/23</td>
<td>9/28</td>
</tr>
<tr>
<td>Elective Courses</td>
<td>5/25</td>
<td>9.5/31</td>
</tr>
<tr>
<td>All M.P.A. Courses</td>
<td>13/48</td>
<td>18.5/59</td>
</tr>
</tbody>
</table>

### Average Undergraduate GPA of Persons Admitted to M.P.A. Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Pre-career</th>
<th>In-career</th>
<th>Probation</th>
<th>Regular</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2010</td>
<td>3.80</td>
<td>3.25</td>
<td>2.88</td>
<td>3.44</td>
</tr>
<tr>
<td>2008-2009</td>
<td>3.47</td>
<td>3.23</td>
<td>2.85</td>
<td>3.38</td>
</tr>
<tr>
<td>2007-2008</td>
<td>3.30</td>
<td>3.20</td>
<td>2.80</td>
<td>3.40</td>
</tr>
<tr>
<td>2006-2007</td>
<td>3.36</td>
<td>3.16</td>
<td>2.78</td>
<td>3.38</td>
</tr>
</tbody>
</table>

Sources: SPAA Student files

### Program Size- Number of Students Registered in Fall Semester

<table>
<thead>
<tr>
<th>Year</th>
<th>Full-Time</th>
<th>Part-Time</th>
<th>Total</th>
<th>Minority</th>
<th>Female</th>
<th>Disabled</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>98</td>
<td>76</td>
<td>174</td>
<td>40</td>
<td>96</td>
<td>*</td>
<td>13</td>
</tr>
<tr>
<td>2009</td>
<td>84</td>
<td>67</td>
<td>151</td>
<td>26</td>
<td>87</td>
<td>*</td>
<td>6</td>
</tr>
<tr>
<td>2008</td>
<td>80</td>
<td>59</td>
<td>139</td>
<td>23</td>
<td>85</td>
<td>*</td>
<td>4</td>
</tr>
<tr>
<td>2007</td>
<td>81</td>
<td>59</td>
<td>140</td>
<td>23</td>
<td>93</td>
<td>*</td>
<td>2</td>
</tr>
<tr>
<td>2006</td>
<td>75</td>
<td>83</td>
<td>158</td>
<td>35</td>
<td>103</td>
<td>*</td>
<td>4</td>
</tr>
</tbody>
</table>

Note: The classification of full-time and part-time is not a declaration of a student's status in the program; rather, it is a declaration of the number of credit hours a student is taking in the fall semester. Students enrolled in six or more credit hours, at the graduate level, are considered full-time. Students enrolled in fewer than six credit hours, at the graduate level, in any semester are considered part-time. An M.P.A. student taking six credit hours in fall semester may choose, for a variety of reasons (often weather-related), to take three credit hours in spring semester. Because students vary their credit hour load considerably from semester to semester, often for work-related concerns, it is difficult to assign a full-time or part-time status to the M.P.A. students.

### Current M.P.A. Students by Status and Geographic Area-2009

<table>
<thead>
<tr>
<th>Status</th>
<th>Kalamazoo</th>
<th>Lansing</th>
<th>Battle Creek</th>
<th>Grand Rapids</th>
<th>Southwest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active (In-career)</td>
<td>116</td>
<td>74</td>
<td>23</td>
<td>7</td>
<td>4</td>
<td>224</td>
</tr>
<tr>
<td>Active (Pre-career)</td>
<td>28</td>
<td>8</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>44</td>
</tr>
<tr>
<td>Inactive (In-career)</td>
<td>10</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>17</td>
</tr>
<tr>
<td>Inactive (Pre-career)</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>86</td>
<td>30</td>
<td>7</td>
<td>5</td>
<td>228</td>
</tr>
</tbody>
</table>

Note: The geographic area indicates primary location preference for course schedules of students based on residence or work. The M.P.A. program is no longer offered in Grand Rapids or at the Southwest campus. The numbers in these areas indicated above are either the students initially enrolled in those areas and now completing their degree, or new students who have shown preference for these areas but register for classes in other areas.

Volume I of the complete report is available at the SPAA website found at [www.wmich.edu/spaa](http://www.wmich.edu/spaa). Volume II of the report includes vitae of all faculty and copies of all course syllabi for the review period. Should you have questions or comments about the data above or about the self-study report located on the SPAA website, please contact Dr. Barbara S. Liggett at barbara.liggett@wmich.edu.
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