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

In this issue:
Message from the SPAA Director 2
2016 SPAA Outstanding Alumni 3
Student and Alumni Activities 4-10
Nonprofit Celebration 11
SPAA News and Information 12-14
Faculty Activities 15-16

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.
In keeping up with the tradition of updating our friends on the activities, changes, successes, and challenges at SPAA, I am pleased to announce the fall 2016 edition of our signature newsletter, Public SPA Ace. While there have been many changes during the time that the Public SPA Ace went on hiatus the objective of this edition is to update on the activities since the fall of 2015.

Thanks to the hard work of students, faculty, and staff, the programs at SPAA have improved significantly. The undergraduate (UG) minor in Nonprofit Leadership was ranked 1st in the nation for best practices in nonprofit career preparation and growth in 2015 by the Nonprofit Leadership Alliance (Sprint Program Excellence Award). The MPA program has seen its US News ranking improve from 149th in 2012 to 115th in 2016. The number of our PhD graduates going into academic jobs involving teaching and research has also increased significantly. The SPAA has offered graduate assistantships to at least two MPA students per year who receive tuition, fees, and stipends. Thanks to the generous help from the Ravitz Foundation, Stine Family, and other contributing friends and alumni, the SPAA has awarded scholarships of $5,000 to two students (MPA), $2,500 to four students (UG minor), $1,000 to two students (MPA), and numerous other students (MPA) at varying amounts.

The spring of 2016 brought a major leadership change at SPAA. I have stepped up to take the SPAA director position replacing Dr. Barbara Liggett who returned to her faculty position in 2016. Dr. Liggett is recognized for articulating and promoting the mission of the School and improving its visibility during her tenure of six years. Please join me in appreciating and facilitating Dr. Liggett for her impeccable leadership role and accomplishments.

The fall of 2015 welcomed two faculty additions at the SPAA. Dr. Daniela Schroeter with a Ph.D. in interdisciplinary evaluation studies (Western Michigan University, 2008) has a research focus on nonprofit and especially program evaluation and covers many core methodology as well as nonprofit courses. Dr. Stephen Kleinschmit has a degree in public administration (North Carolina State University, 2010) and focuses on technology applications of the public sector with his teaching portfolio including methodology and public management courses. Additionally, Dr. Jan K. Fields with a Ph.D. in interdisciplinary evaluation studies and an E.D. in educational leadership (Western Michigan University) will be joining in spring 2017. With these additions, the scope of research, consulting, and service of our faculty remains quite extensive covering a range of areas in public administration and policy and a wide spectrum of local and regional to national and international contexts.

No doubt, times are tough given the declining enrollment and cutbacks in public investment in higher education. But these changes require programmatic and curricular innovations which in the field of public affairs, administration, and policy can be achieved by designing and offering collaborative programs and specializations. Expanding the undergraduate nonprofit minor into a major and offering a major in public affairs, administration, or policy would be another way to increase the choice for undergraduate students.

Connecting with community is another area needing a major initiative for a multidisciplinary academic unit like the SPAA. Whether it is in the area of public management, nonprofit administration, healthcare, or human resources, exciting opportunities exist to actively engage in solving community problems. With greater focus on experiential and competency-based learning, the SPAA is poised to launch an initiative to take stock of the problems facing organizations, and fully engage students and faculty in providing evidence-based solutions. Already, the SPAA is connecting with the community by inviting accomplished practitioners and graduates to teach and serve as guest speakers on different occasions. But it is important to move beyond these incremental steps as community engagement is central to our education, research, and service.

As you can see, the SPAA is making strides on many fronts. We have highly productive faculty and staff, highly motivated and inquisitive students, and very supportive alumni and friends. As we navigate the evolving educational landscape, we expect to engage our alumni and friends more closely and develop relationships and programs in order to better serve our community. This is even more important in the NASPAA self study process of our MPA program. We promise to keep our website, emails, social media, and other channels of communication fully functional and would like to hear from you about the ways we can work collectively for what we call the “common good.”

Udaya R Wagle, Ph.D.
Director, School of Public Affairs and Administration
The SPAA selected Mr. James P. Mallery as the Outstanding Alumni of 2016 for his commitment to public service and steadfast leadership. He was also recognized by the SPAA Director and the College of Arts and Sciences Dean as one of the 19 CAS Alumni Achievement Award winners at a special College-wide ceremony on October 7, 2016.

SPAA Director Wagle’s remarks at the award ceremony noted “There are many public administrators who are committed to the goal of improving public and nonprofit service that is cherished across SPAA’s programs. But there are only few who step up when there is critical need for their service and leadership even though it can put them in a territory that is different from their formal training and expertise. Such is the case with Mr. James Mallery who graduated from WMU with a Bachelor of Business Administration in 1990 and a Master of Public Administration in 2000.” He is also a graduate of the Senior Management Institute of Policing and the Grand Rapids Leadership Academy.

Beginning his career as a “street level bureaucrat” at the Kalamazoo Department of Public Safety in 1991, Jim moved up the ranks to Captain serving and leading four of its divisions—Criminal Investigations, Training, Service, and Operations—at different times in his career. From 2007 to 2008, Captain Mallery was the Interim Chief of this Department composed of over 300 employees serving the city with close to 80,000 residents.

While in the KDPS, Jim was driven by what he calls “creative commitment to change cop culture.” Cops are “Guardian Servants,” Jim said in 2015 from his own experience, adding “I wanted cops to look for ways to serve that people don’t expect—something that would make my mother say, ‘Wow! I don’t know cops did that.’”

His innovative policing methods centered on effective citizen/police partnerships with multiple initiatives. His City Canvassing Program was instrumental at significantly reducing crime rates across all categories in Kalamazoo.

“Innovative leadership” and “commitment to public service” are the cornerstones of his successful public service career. His tested leadership in community policing has allowed him a career move (post retirement from KDPS) to city management, starting as Assistant Village Manager of Vicksburg, Michigan, in January 2016 and being promoted to its Village Manager position in July 2016.

Mr. Jeffrey Hadley, Chief of Kalamazoo Public Safety, notes, “Captain Mallery has a tremendous amount of ability to bring about improvements and change to organizations. He has the charisma, intellect, and energy to complete goals and be mission oriented. Jim is very well rounded and cares about the people in which he does his work with. Jim drastically improved almost every area in which he was in charge of always seeking to make things better than which he found it.”

Jim is a lifelong learner and believes in giving back to the community. He has pursued multiple forms of education: formally, on-the-job, and at police academies. He has trained officers at the KDPS and taught at community colleges and universities. He gives talks and engages in exchange programs regularly in order to benefit the current as well as next generation of leaders in public and nonprofit service. He made a public presentation on “21st Century Policing Foundations of Governmental Service to our Citizens” at Sangren Hall of the WMU main campus in Kalamazoo on October 25, 2016.

His wife, Stephanie, is also a Bronco with Bachelor’s and Master’s degrees in elementary Education. He and his wife live in Vicksburg and have three sons—Drew, Luke, and Cole.

The SPAA congratulates Jim on his success and extends best wishes for the next chapter in his career. We are sure his business and public administration degrees as well as decades of experience in public safety and community policing in particular will help him to efficiently manage the relationships among elected leaders, appointed officials, and multiple groups of citizens in the Village of Vicksburg and improve the quality of public service. Along the way, his commitment and dedication to public service are sure to inspire the next generation of public administrators and leaders.
Organizational Culture

Antoinetta McKay
(Graduating MPA Student)

There are many key factors that contribute to the success of an organization. One factor is culture and specifically the type of culture an organization has. Quinn and Rohrbaugh developed the competing values framework model to help explain organizational culture. Theorists have different beliefs regarding the significance of culture on an organization and what types of cultures prove most beneficial.

An organization’s culture shapes how employees and stakeholders view the environment. Culture can be seen in many ways such as norms, rules, routines, symbols, etc. Most people have had positive and negative experiences with culture, and no one enjoys working in an environment with a destructive culture. Working in the public sector also means that culture impacts the clients we serve or the citizens we are responsible for. Leaders must ask themselves what type of culture they would like to have and if that vision aligns with the mission and values of the organization. Does your organization’s culture inspire you to go to work daily? If not, is there something you can do to have a positive impact on the culture?

Select Students and Recent Graduates in Their Own Words

Ryan Cyzman (MPA—Healthcare, graduating in April 2017): I am currently employed as a Chief Medical Scribe for Scribe America, working with a SW Michigan healthcare provider. I’m proud of receiving the MPA Emerging Scholar Award. Also, I am proud of my career advancement even while within the program, as the program has increased my competencies and reputation among employers. The advice I would give is that the faculty at the WMU MPA program are its biggest asset, and they will be able to help advise and guide you in the program from the beginning to focus on your interests and career goals.

Javon Dobbs (MPA—Nonprofit leadership, graduated in August 2016): I have served as a Policy & Communications Intern with the W.K. Kellogg Foundation in summer of 2016. I received a ‘Make a Difference Award’ from the Graduate Student Association (GSA) at WMU for a Graduate Student Research Grant from the Graduate College for my research, in the Dominican Republic. My plan is to work within the nonprofit sector. The most basic advice that will get you a long way: ask questions, there are opportunities the other side of your fear.

Kevin Bryan Hayes (MPA—Nonprofit Leadership, graduating in August 2017): I plan to pursue a Ph.D. in Sociology; exploring how administrative practices impact social stratification and inequality, particularly in South Asia. I am conducting research through the Haenicke Institute for Global Education on the perceptions of the online alcohol risk-reduction program AlcoholEdu among WMU international undergraduate students. Graduate school is rigorous and intellectually challenging but the pay-offs far exceed the struggle.

Adria Jean Logan (MPA—Healthcare, graduated in June 2016): I plan to continue working for Indiana University Health Goshen as an administrator and spend time with family. Be committed. You get what you put into the program, so be committed and invested in class and the education so you can obtain the best results/outcome.

Antoinetta McKay (MPA—Nonprofit Leadership, graduating in December 2016): I am currently a graduate assistant with SPAA. I am also working on a leadership blog. In my first semester, Summer II 2015 I received the Emerging Scholar award from SPAA. In Spring 2016 I was inducted into the Alpha Kappa Mu Honor Society at WMU. After graduation I hope to continue my work in the nonprofit sector with mission me. Graduate school is one of the best decisions of my life. For those interested in Public Administration, I would say to follow your dreams. It’s also important to make sure you take classes that reflect your passions and choose project topics that reflect your interests. Also never be afraid to ask for help from professors and other students.
Natasha Jane Patrick (MPA—Healthcare, graduating in April 2017): I plan to have a career within healthcare. Already I am noticing the different viewpoints I am displaying, both in professional environment and everyday life. Public administration is more than "becoming a boss;" it is learning how to encourage people to be their best. I hope to get a career in which I can develop training programs and aide in problem solving. If you think the MPA program is something you would enjoy then do it! Set your mind on a goal and achieve it!

Aaron Szarowicz (MPA—Public Management, Graduated in August 2016): Earlier this year I was one of forty to be selected for the Local Government Management Fellowship that the International City/County Management Association holds each year, with about twenty communities participating. I was fortunate enough to accept a two-year Management Fellow position with the city of Douglasville, Georgia. I was inducted into the Pi Alpha Alpha academic honors fraternity and invited into the Golden Key Honors Society. Make sure to meet with an advisor as soon as possible after being admitted. Work hard and stay focused on your goals, both academically and professionally.

Pi Alpha Alpha Induction of Students

Fall 2015 Inductees:
Javon M Dobbs, Aaron D. Edelson, Mohamed Gibril, Sarah LaFoutain, Nicole A. Millman, Mary E. Ramlow, Aaron M. Szarowicz, and Emma A. Powell

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. Pi Alpha Alpha membership identifies those with the highest performance levels in educational programs preparing them for public service careers.

What Do Our Students Think? (2)

Studying Public Administration

Kyrone Maye (First Year MPA Student)

Public administration attempts to explain how decisions are made in managing government agencies as well as in administrating projects to carry out those decisions. A graduate public administration degree prepares students for a career in government or non-profit work. Studying public administration can be an extremely rewarding experience for anyone looking to give back to their community by solving difficult problems.

Public administration affects every person in some way. For example, a public administrator which is an individual that enforces policy rules and regulations working with the school system can make sure that new budgets for the local schools include an allocation for one computer per student to ensure that students are receiving adequate technical training at school. They can also have the same impact in public health by educating individuals about the benefits of living a healthy lifestyle. When it comes to public safety public administrators can instruct young adults on how to protect themselves from unwanted dangers.
Scholarship Awards

Thanks to the donors and contributing alumni, we are pleased to offer scholarships and awards to many of our promising and deserving graduate and undergraduate students. The following list is prepared from the awards that were made in Summer 2015 through fall 2016.

2016-17 Awards

- Ravitz Scholarship for Nonprofit Leadership ($5,000 each; MPA students): **Jeffey Hillman** and **Kathryn Wood**
- Ravitz Scholarship for Nonprofit Leadership ($2,500 each; UG students): **Amanda Cockroft**, **Alexis Lenderman**, **James Richardson**, and **Hannah Zucker**
- Margaret and Leo Stine Endowed Memorial Scholarship ($1,000; MPA student): **Ryan Cyzman**
- Graduate Assistantship (Tuition, Fees, and Stipends; MPA students): **Antoinetta McKay** and **Kyrone Maye**
- M.P.A. Scholar Awards ($250–$500 each):
  - Performance and Information Technology: **Bridget Saxton**

2015-16 M.P.A. student awards

- Margaret and Leo Stine Endowed Memorial Scholarship ($1,000; MPA student): **Nicole Milliman**
- Nonprofit Leadership Scholarship ($1,000; MPA student): **Esther Sharra**
- Graduate Assistantship (Tuition, Fees, and Stipends; MPA students): **Antoinetta McKay**, **Aaron Szarowicz**, and **Javon Dobbs** (Thurgood Marshall Fellow from the Graduate College)
- M.P.A. Scholar Awards ($250–$500 each):
  - Emerging Scholar Award: **Ryan Cyzman**, **Kevin Haynes**, **Breanna Kevil**, **Antoinetta McKay**, and **DeAnna White**
  - Performance and Information Technology: **Ryan Cyzman** and **Kathryn Wood**
  - Best Project Paper: **Antoinetta McKay**, **Jennifer Hsu**, **Jennifer Nottingham**, and **Tonya Seely**
  - Nonprofit Governance: **Jeffey Hillman** and **Jennifer Hsu**
  - Best Research Proposal: **Nicole Milliman** and **Eric Schroeder**

Congratulations to our 2016 MPA Graduates!

**Summer 2016:** Jeff Cassidy, Tiana Clemmons, Douglas Ferrall, Brooke Hill, Valaree Kyser, Tyler Leppanen, Adria Logan, Cheryl Peters, and Aaron Szarowicz.

**Spring 2016:** **Melanie** Anderle, Terrance Bean, Anna Brandt, Mary Clarke, Barbara Dawson, Joann Dowker, Michael Hornev, Jennifer Hsu, Esther Hyne, Nicole Milliman, Jennifer Nottingham, Diani Indah Rachmitasari, Mary Ramlow, Heather Schmidt, and Raquel Sparkman.

**Fall 2016:** Amanda Koller, Aaron Edlefsen, Antoinetta McKay, Javon Dobbs, Chanda Rouch, Andrew Petersen, Azizah Puspasari, and Helena Sitio.
The following MPA students were awarded the Best Project Paper awards, with prime criterion being that they were the best among all of the project papers completed in the given term.

Fall 2015: Jennifer Nottingham
Title: The Impact of Student Population Socioeconomic Status on the Fidelity of Implementation of SW-PBIS

Summary: This quantitative study examines the impact of student socioeconomic status as indicated by a schools' free and reduced lunch count the implementation of Schoolwide Positive Behavioral Interventions and Supports (SW-PBIS) as assessed by the tiered Fidelity Instrument (TFI). Free and reduced lunch count serves as proxy measure for student poverty across nine elementary schools in a small urban school district. A significant relationship is found between the percentage of students eligible for free and reduced lunch and implementation of SW_PBIS when analyzing the cumulative TFI score and the Tier2 TFI score. This would suggest that there may be a relationship between the ability to effectively implement and execute SW_PBIS and student population socioeconomic status. Discussion includes a recommendation for an alternative conceptual model of SW-PBIS that incorporates student socioeconomic status, as well as suggestions for future research to confirm or refute the findings and to explore the best conceptual model to meet student's needs.

Spring 2016: Jennifer C. Hsu
Title: A Phenomenological Study Investigating the Influence of United Way Funding on Nonprofit Leaders' Motivations to Collaborate

Abstract: This Phenomenological research study investigated what influence a local United Ways funding strategy has on nonprofit managers’ motivations to collaborate. In 2001, United Way worldwide, the largest public charity by the way of donations received, began implementing a revised national funding strategy based on measurable outcomes that improve communities in three main areas of health, education and income. In adopting the national impact-focused model, called the community impact model, local United Way affiliates have strongly encouraged fund recipients to collaborate with other United Way funded organizations to address large social problems. In this study, eight nonprofit leaders who received funding from a local United Way were interviewed to better understand phenomena collaborative motivation. Resource dependence theory was sued as the central theoretical framework guiding this study. The findings from this research indicate that nonprofit organizations as a result receiving United Way funds. The research also indicates that nonprofit leaders are largely motivated to engage in collaborations to increase their access to or make more efficient use of nonmonetary resources including space, expertise and staff capacity.

Summer 2016: Antoinetta McKay
Title: Diversity in Nonprofit Leadership: Overcoming Barriers

Summary: While the workforce has become more diverse, there remain large disparities in the amount of women and minorities represented in leadership positions. This paper explores barriers that women and minorities face in becoming leaders in the nonprofit sector and possible solutions. Research and the opinions of nine leaders (CEO’s or Executive Directors) from human service nonprofits in Kalamazoo, Michigan, were examined to help understand the issue. Interviews focused on each individual’s experience with diversity in leadership roles including how they currently manage diversity as the leader of their respective nonprofit organizations. The findings from this research show that nonprofit leaders are not satisfied with the level of diversity in leadership in their organizations and desire more effective diversity initiatives.
Conference Participation of Students and Recent Alumni


**Mohammad Aljanahi** (PhD Student), **Brandon Koch** (PhD Student), and **Burak Tan** (PhD Student). (2016). Doctoral Student Roundtable. Midwest Public Affairs Conference, Columbus, OH, June.

**Trusty Kelly** (PhD, 2014) and **Emma Powell** (PhD student). (2016). Workshop on Nonprofit Celebration—Research and Practice. Midwest Public Affairs Conference, Columbus, OH, June.


**Brandon Koch** (PhD Student) (2016). Sweetening the Pot: The Effects of Casino Proximity on Local Economies, Midwest Public Affairs Conference, Columbus, OH, June.

**Robert Welton** (MPA student), **Brandon Koch** (PhD student), **Christopher Surfus** (PhD student), **Burak Tan** (PhD student), and **Aaron Szarowicz** (MPA Student)-pictured below. (2016). Participation in Student Simulation Competition on Sustainability, Network of Schools of Public Affairs, Administration, and Policy (NASPAA), Indianapolis, IN, February.

Here is a brief profile, with dissertation titles and summaries, of the two PhD's completed in 2016.

Russell T. Panico, Jr.
(Graduated: December 2016)
(Current employment: Director of Athletics, Kalamazoo Valley Community College)
Title: An Analysis of Campus Violence Threat Assessment Policy Implementation at Michigan Community Colleges

Summary: This dissertation evaluates campus threat assessment policy and procedure implementation at the community college level of higher education. This topic provides a manageable and collaborative initiative for leadership at institutions of higher learning to identify, develop, implement, and evaluate a policy that can effectively prevent acts of campus related violence. A mixed methods study approach using a Likert scale survey with supporting open ended questions was used to guide the exploration. Michigan community colleges were asked to apply Bardach’s (2016) Eightfold Path for Policy Analysis as framework to their own unique situations. This method determined the prevalence of threat teams and protocols at Michigan community colleges and in turn improved the understanding of this particular policy problem for their respective administrators.

Kristin Poleski
(Graduated: August 2016)
(Current Employment: Associate Professor, Ferris State University)
Title: To Promote or Not to Promote: An Inquiry into the Experience of Female Police Officers and Their Decisions to Pursue Promotion

Summary: Despite an increase in the number of female police officers in U.S. police agencies, female representation in supervisory (sergeant and lieutenant) and command (captain, assistant chief and chief) positions in most agencies is limited. This study expands the scope of promotional aspirations and other factors with inquiries sent to 135 local police agencies with 14, 299 sworn officers in the Great Lakes region of the United States. Twenty-seven of the 451 (6% response rate) female police officers who met the eligibility requirements for promotion participated in the semi-structured interviews, utilizing a questionnaire modified from a questionnaire by Archbold and Hassell (2009). Findings of this dissertation study revealed the primary factors female police officers use deciding whether or not to pursue promotion were shift assignment, duty assignment and the impact on children/family life.
Student and Alumni News

Here is a sample of student and alumni news and updates. This list by no means is exhausted and we encourage students and alumni to update us on their professional achievements.

**Amanda Koller** (MPA student) was awarded the Capital Area Higher Education Network’s 2016 Outstanding Adult Learner.

**Joe Sobiersalski** (MPA, 2012) accepted position of VP for Battle Creek Unlimited—Fall 2015

**Bonnie Bochniak** (MPA, 2005) accepted position as Oakland University’s State Relations Director—Effective Jan 2016

**Blaine Wing, III** (MPA, 2000) was appointed as the new City Manager for Rochester, MI—As of Sept 2015

2015 SPAA Outstanding Alumna Award Recipient and College of Arts and Sciences Alumni Achievement Award Recipient: **Amy Ostrander** (Associate Technical Advisor in Food and Nutrition Security at Project Concern International, Washington, DC)

2016 SPAA Outstanding Alumna Award Recipient and College of Arts and Sciences Alumni Achievement Award Recipient: **James P. Mallery** (Village Manager for Village of Vicksburg, MI)

**Dr. Carol Sundberg** (PhD, 2004 and Director for the Center of Disability Services) was awarded the WMU Top Public Service Grant form Kalamazoo Community Mental Health Services (2016)

**Robert L. Trezise, Jr.** (MPA, 1994) received the President’s Award for Economic Development from the Michigan Economic Developers’ Association (2016)

**Sara Rich** (MPA, 2003) became the President/CEO of Choptank Community Health—Effective Dec 31, 2016

**Gregory C. Johnson** (MPA, 1991) was appointed administrator of the Maryland State Highway Administration—effective Sept. 2015
Nonprofit Grant-making and Its Celebration

For the past eight years, the Seminar in Nonprofit Leadership (PADM 4000) class in the UG Nonprofit Leadership and Administration program has made grants to regional nonprofit organizations. During spring 2016, a total of $17,000 was awarded to six projects in the Kalamazoo and Calhoun county areas. The fund was collected from the School of Public Affairs and Administration ($5,000), the Irving S. Gilmore Foundation ($4,000), the Battle Creek Community Foundation ($3,500), the Department of Geography at WMU ($2,000), the Kalamazoo Community Foundation ($2,000), and the Nonprofit Leadership Student Association ($500).

After studying quantitative data and talking with experts about the needs in the Kalamazoo/Calhoun region, students set the following priorities:

1. Decrease educational inequity by increasing consistent opportunities for low-income children ages 3-18 through programs in mentoring, education enhancements, healthy life-skills, self awareness & growth

2. Provide a positive & sustainable home environment by assisting low-income parents in: Meeting basic needs, increasing their own education, strengthening their neighborhoods

Students received 40 proposals asking for over $150,000. Using consensus decision-making process, students made grants to the following organizations:

Fair Food Matters ($5,000): To assist with the Growing Matters Garden program, which provides quality garden-based, experiential learning opportunities for under-served youth and the larger community.

Freedom Schools of Battle Creek ($4,000): To offer summer programs for school-aged children focusing on literacy growth, prevention of “summer slide”, and the awareness of social justice.

Kalamazoo Book Arts Center ($1,337): To support the Make-A-Book-From-Scratch program, a six-week educational program involving papermaking, printing, bookbinding, and creative writing for at-risk and underserved youth ages 8 to 12 from the Boys and Girls Club.

Pretty Lake Camp ($2,700): To expand the Pretty Lake Ambassadors program, a leadership development and social-emotional learning experience for Kalamazoo county high school students.

The Salvation Army ($905): To support the Digital Learning program designed to improve high school graduation rates among at-risk youth in Kalamazoo county.

YWCA ($3,058): To offer programs on elevating a multi-sensory environment that helps children with violent/aggressive behaviors find balance between relaxation and activity stimulating all five senses.
Periodic changes and improvements are important for any program in order to stay current and relevant in the field. Here are the specific changes in our two graduate programs. Recent curriculum changes in the MPA program include:

(1) Our MPA now offers concentrations in public management, non-profit leadership, human resources, and health care administration. The state agency administration and local government administration concentrations were combined into the public management concentration, allowing students greater flexibility to combine their interests.

(2) While the law concentration is now discontinued, the Joint MPA/J.D. program with the WMU Cooley Law School remains an excellent option for students desiring both public management and legal training.

(3) We removed the two graduate certificate programs. Enrollment in these certificates was never large, perhaps because of the additional value of our NASPAA-accredited MPA program as well as challenges in obtaining financial aid for a certificate as opposed to a degree.

Just as importantly, our MPA class bring a clearer focus on how course learning objectives and specific student assessments support the five required NASPAA competencies, including: (1) Lead and manage in public governance; (2) Participate in and contribute to the policy process; (3) Analyze, synthesize, think critically, solve problems, and make decisions; (4) Articulate and apply a public service perspective; and (5) Communicate and interact productively with a diverse and changing workforce and citizenry.

Each course syllabus now specifies competencies that are developed in the course, the learning objectives that are associated with each competency, and the course-based assessments used to measure student learning toward those objectives. While most faculty members dislike thinking of graduates as a “business output,” this approach helps us ensure that each course directly contributes to the output that is expected by NASPAA’s Commission on Peer Review and Accreditation.

Significant recent curriculum changes mean that today’s SPAA curriculum is not necessarily what our alumni might remember, yet one thing remains the same: Our Alumni are our best recruiters. We sincerely appreciate every time you suggest to a friend, colleague, or relative that SPAA might be the perfect answer for their educational needs. We will continue to do our best to take good care of these individuals, and our MPA program now has a rolling admissions process so they can expect an admissions decision from us within two weeks of their application being complete.

In the Ph.D. program in Public Administration, there have been two important changes:

(1) We now offer our own advanced courses in research design and in quantitative analysis within the School. This will allow SPAA to deliver the methods sequence in a way that works for working adult students and also allow us to ensure the content utilizes examples from the world of public service, government, and public policy.

(2) All SPAA courses for the Ph.D. will be exclusively delivered in Kalamazoo starting with Summer I, 2017. This is in response to the increasing demand from the Grand Rapids and Kalamazoo areas as well as from full-time international students.

While new admits in this Ph.D. program begin in fall we also do rolling admissions so that potential students can know their status far in advance and start making plans to gear their lives toward the demands of a rigorous doctoral education. International students starting in fall generally need to apply by February 1 because of the need to work through WMU’s international admissions office and the related U.S. immigration processes, but we retain far more flexibility on the timing for domestic applicants.
New Professional Instructors in Summer and Fall 2016

Nicole Bradford (MSM, PA-C): Ms. Bradford is an accomplished healthcare professional with decades of experience in a variety of healthcare organizations as medical technologist, physician assistant, and assistant medical director. Ms. Bradford has a Bachelor of Science in Medical Technology (Ferris State) and Master of Science in Medicine (WMU) and is currently working in her PhD in Interdisciplinary Health Sciences at WMU. She has taught a number of medical education courses at WMU College of Health and Human services and joined the SPAA in summer 2016 to teach PADM 6515, Administration & Delivery of Health Services, in Battle Creek.

Maria Martin (MA): Ms. Martin is an emerging professional with a successful record of writing grants for her own projects as well as for the larger nonprofit community in and around Lansing. She has a Bachelor of Arts in history and Master of Arts in liberal studies (Toledo University) and is currently working toward her PhD in African and African American Studies (Michigan State University). She has taught a variety of courses since 2007 and joined the SPAA in fall 2016 to teach PADM 5830, Grant writing for Nonprofit Organizations, in Lansing.

Nicole Milliman (MPA): Ms. Milliman is a recent graduate of our MPA program with concentration in nonprofit leadership and administration and has been active in a variety of nonprofit organizations and causes including at Young Women’s for Christian Association and WMU. She joined the SPAA in fall 2016 to teach PADM 3000, Nonprofit Advancement, in the undergraduate minor in nonprofit leadership and administration.

Profile of the New SPAA Director Dr. Udaya Wagle

A Nepali native, Udaya R. Wagle holds a Ph.D. degree in public policy, Master’s degree in nonprofit management, and Bachelor’s and Master’s degrees in business administration. Author of two books and over three dozen other academic and professional publications, he remains actively engaged in the scholarly and professional community of public administration and policy researchers. His research interests include social policies, underdevelopment, and comparative studies. The intersection of his multicultural background, academic training in public policy, and experience and expertise in social policies and development have taken him to Myanmar, Nepal, and Uzbekistan for high-level consulting and research assignments. Before joining WMU, Dr. Wagle managed economic development programs at a premier nonprofit organization in Nepal and taught at University of Massachusetts Boston and Marist College. He currently serves on the editorial boards of Poverty & Public Policy and Social Indicators Research. He has been at SPAA since 2005, with his promotion to associate professor in fall of 2011 and to full professor in fall of 2016.

At SPAA, Dr. Wagle's teaching portfolio includes PADM 6060: Analytical Methods; PADM 6070: Quantitative Data Analysis; PADM 6150: State and Local Government Finance; PADM 6180: Political and Economic Environment of Public Administration; PADM 6650: Public Policy Theory and Research; PADM 6800: Project Paper Seminar; PADM 6970: Dissertation Seminar; and PADM 7300: Doctoral Dissertation.


Here is how an MPA student closely working with Dr. Wagle thinks about him: “Dr. Wagle places an emphasis on knowledge and recommends that students know their limitations and gather as much information as they can. In the classroom he pushes students to a new level of learning and understanding. In the office, Dr. Wagle strives to bring faculty and staff together to aid the program. I really like that Dr. Wagle cares about my opinions as a student when I have suggestions about the program.”
Starting in the fall of 2016, SPAA has been hosting a Brown Bag Series as a way to promote the culture of learning through professional exchange. A typical session occurring on second Mondays of each month (from 12:30 to 2:00 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 (depending on the topic) exchanging ideas and offering constructive commentary and feedback. Topics are announced at least two weeks in advance and those planning to attend are asked to RSVP.

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 the past three presenters and their topics:

1. Dr. Stephen Kleinschmit, Assistant Professor, SPAA: Network Analysis: An Introduction for Application for Social Science Research (October 10)

2. Dr. Daniela Schroeter, Assistant Professor, SPAA: Balancing Evaluation Needs and Demands: Experiences from an Evaluation of Higher Education Interventions (November 14)

3. Ms. Antoinetta McKay, MPA Student and Graduate Assistant, SPAA: Diversity in Nonprofit Leadership: Overcoming Barriers (December 12)


Some Faculty Professional Highlights

Dr. Barbara Liggett: Dr. Liggett has served on the Executive Council of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), Washington, DC since 2013. As an elected representative, her governance role in this international organization includes the review of programs seeking affiliation with NASPAA. Her representation on the small programs and nonprofit program committees allows access to trends developing across the United States and abroad to the NASPAA affiliated schools and is useful for development and modification of WMU SPAA programs. Dr. Liggett is also an external site reviewer for continuing accreditation for NASPAA. In January 2016, with a team from two other universities, she reviewed the MPA program at the University of Memphis. Dr. Liggett is also elected to serve on faith-based organization governance in Kalamazoo and continues providing mediation and consulting services with local municipalities and nonprofit organizations in Michigan and Florida. She maintains her professional credentialing and certification as a Society for Human Resource Management Senior Certified Professional (SHRM-SCP) and a Senior Professional in Human Resources, HR Certification Institute (HRCI).

Dr. Stephen Kleinschmit: Dr. Kleinschmit serves as president of the Midwest Public Affairs Conference, a nonprofit regional event affiliated with the American Society of Public Administration (ASPA). As its founder, he has helped shaped its direction and has aggressively pursued its expansion and engagement with the practitioner community. Now in its fourth year, the conference is designed to increase collaboration and socialization among academics, practitioners, and students with numerous workshops and training sessions providing opportunities for professional development for SPAA students and alumni. The 2016 conference was hosted by the John Glen School of Public Affairs at Ohio State University in Columbus, OH, with Omaha, Nebraska, selected for the 2017 conference (June 1-3). The MPAC’s affiliate publication, the Journal of Public and Nonprofit Affairs, continues to publish actionable research for direct consumption by practitioners in an open access format. JPNA is intended to directly inform practice, discussing the latest administrative and policy tools in state and local government, as well as nonprofits.

Dr. Daniela Schroeter: Dr. Schroeter currently leads the external evaluation of Indiana State University’s (ISU) Accelerating College Completion Through Academic Mindset project—funded by a First In The World (FITW) grant from the U.S. Department of Education’s Fund for the Improvement of Postsecondary Education (FIPSE). The primary purpose of this experimental research grant is to develop and implement a growth mindset intervention with students and faculty with the ultimate goal of reducing the success gap for underrepresented, underprepared, and low-income students in terms of time to degree completion and completion of science, technology, engineering, and math (STEM) programs. She also engages in evaluation capacity building efforts by providing training workshops for the American Evaluation Association and the Michigan Association for Evaluation.
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We count on your support to help us achieve our mission which is to improve the quality of public and nonprofit Service. We welcome your ideas in improving our education, research, and service (please contact Dr. Udaya Wagle, SPAA Director, at 269-387-8934 or udaya.wagle@wmich.edu).

We also welcome your financial contributions, as we try to expand opportunities outside of our increasingly limited budgetary resources. Donations can be made through check, credit card (Mastercard, Visa, Discover), or electronic fund transfer.

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