From the (Outgoing) Director

It is with a mixture of sadness and anticipation that I sit down to write my last From the Director column. I have enjoyed my tenure as School Director much more than I expected, particularly given I had stepped out of the CIO role at KU foreseeing a career as a typical faculty member. It is a true pleasure to be in a leadership position with such distinguished, intelligent, caring and dedicated faculty and staff. The talent of our faculty and staff has made it truly impossible to mess up as School Director these past nine years.

As I prepare to move to a new role at the University, I am reflecting upon the needs of society and how education can play not just a role in an individual's life, but the life of society. Unfortunately, it appears that our political leaders have mostly deemed higher education as a private good and are consistently withdrawing support that is so necessary in ensuring that students of all means have a chance to gain skills, exercise their minds and prepare to contribute to society. This will be my quest in my new position as Assistant Vice Chancellor for Academic Program Development at KU’s Edwards Campus.

I will seek to develop programs that help prepare individuals to solve society's problems while ensuring opportunity to all students regardless of means. It is, I believe, important work.

At the School graduation banquet, Marilu is thanked by John Nalbandian and students, faculty and staff for her leadership as School Director.
which will help not only the broader University but the School of Public Affairs and Administration as well.

I will continue to teach in the School and look forward to interacting with our excellent students on topics involving innovation, organizational change and information technology. It is with a heavy heart that I have noted the challenge our students face as they leave the supportive learning environment we provide and go into the public sector to make their contributions. The polls tell us that trust in government is at an all-time low, although I am happy to note that local governments still have the most trust (as opposed to state and federal) of the citizens. Political bodies now consistently show a lack of respect for the work of public servants and suggest that funds are better utilized in the private sector instead of balanced with public spending on critical and agreed-upon society goals.

This environment presents a significant challenge to us all as we strive to know more about efficient and effective government and we seek to put those insights into action. I am far from knowing the solution to this challenge but I do know that it most likely will involve a continuing program of research on the topics that address fundamental societal problems. Topics such as knowing the keys to successful ways to collaborate with others, the importance of addressing sustainability in all its forms (environmental, financial, social, cultural), the importance of social equity and addressing the lingering racism in our society, and the importance of ensuring that government performance is known, analyzed and improved.

These are the momentous issues which the faculty of the School address in their research and teaching every day. These issues are the struggles that our students meet and successfully address in their roles as public servants. I can think of no nobler a cause, no more important a role and no better a way to spend one's professional life. Thanks for allowing me to help lead this effort. I look forward to being on the new School Director’s team for the continuance of these causes we all believe in.

-Marilu Goodyear
KU Names Director of School of Public Affairs and Administration

From Press Release – June 12, 2014

The University of Kansas has named an alumnus who is a nationally recognized public administrator as the new director of its School of Public Affairs and Administration.

Reggie Robinson, who has held numerous leadership and advisory posts at the state and federal level, was selected to lead the top-ranked school after a nationwide search. As director, Robinson will return to the institution where he earned his law degree in 1987.

“I’m pleased to appoint an experienced administrator and dedicated public servant,” said Danny Anderson, dean of the College of Liberal Arts and Sciences. “Reggie captivated those he met with his strategic view and knowledge of the public sector. KU is fortunate to attract a person with administrative talent and distinction in the field as a Fellow of the National Academy of Public Administration.”

Most recently, Robinson has been professor of law and director for the Center of Law and Government at Washburn University. He has also served as the president and CEO of the Kansas Board of Regents and chief of staff to the KU chancellor. He has served the federal government beginning as a White House fellow in 1993 and in a number of senior positions with the Department of Justice, including service as deputy associate attorney general of the United States. Robinson also served active duty in the Army.

“I am thoroughly pleased about this exciting opportunity to lead one of my alma mater’s truly outstanding academic units,” Robinson said. “I am deeply grateful to the leadership of the university and the College for this opportunity. I can’t wait to work with the distinguished set of colleagues – both faculty and staff – that await in the School of Public Affairs and Administration.”

Robinson has a strong record of public service focused on civil rights, juvenile justice and higher education policy. Throughout his career and volunteer experiences he has encouraged people with leadership capacity to step outside their own assumptions and perspectives, bridge different points of view, see common ground and help others see it as well.

“Reggie understands government and public service from the inside out. He knows how to move policy and institutions forward, often turning obstacles into opportunities. The school welcomes this experienced, perceptive and caring leader as our new director, and together we look forward to advancing teaching and research in the public service,” said Steven Maynard-Moody, professor in the school and chair of the search committee.

Robinson replaces Marilu Goodyear, who will step down after nine years as director. Goodyear has been appointed as the assistant vice chancellor for academic program development for the Edwards Campus and will continue to teach in the School of Public Affairs and Administration.

The School of Public Affairs and Administration is consistently ranked as the best graduate school in the nation in city management and urban policy, and it is among the top five graduate schools in the nation in public management administration (2013 U.S. News & World Report Best Graduate Schools).

The distinction reflects the school’s commitment to providing a top-notch master’s degree in public administration education to those who seek to manage at the local, city, county, state, national or international levels, or in the nonprofit sector. The MPA degree is offered at the Edwards and Lawrence campuses and in Topeka. The school is also currently celebrating the 10th anniversary of its undergraduate degree, which is available through the Edwards Campus. In addition, many of the school’s doctoral graduates are now professors at universities with renowned public administration departments.

Through its Public Management Center, the school provides award-winning professional development programs to the state and regional workforce: Kansas Certified Public Manager Program, Emerging Leaders Academy, Law Enforcement Leadership Academy, Supervisory Leadership Training, along with custom courses and annual training events, including the Inspiring Women in Public Administration Conference, National Forum for Black Public Administrators Executive Leadership Institute and the Kansas City / County Management Conference.
On April 18, 2014 the School of Public Affairs and Administration celebrated its recent graduates with its annual graduation banquet. To view photos from the 2014 graduation banquet, visit [http://j.mp/SPAAGrad14Pics](http://j.mp/SPAAGrad14Pics). (case-sensitive)

We are proud of our graduates and their tremendous accomplishments. On behalf of the faculty and staff, we’d like to extend special recognition to our award recipients for their outstanding achievements in public affairs and administration.

**Pi Alpha Alpha**

Pi Alpha Alpha is the national honor society for students of public administration. It promotes excellence in the study and practice of public administration and public affairs. Membership into this society is limited to those distinguished with academic achievement of an above 3.7 GPA for MPA students, and for undergraduates, an above 3.7 GPA plus top 10% in overall class-standing. The following students have elected to join Pi Alpha Alpha:

- Steve Allton
- Cynthia Beall
- Blaine Bengtson
- Kim Brown
- Zachary Carr
- Amy Ervin
- Emily Farley
- Jessie Funk
- Maurice Green
- Jesse Jones
- Elizabeth Kanost
- Alan Shorthouse
- Bessie Tolbert
- Sonta Wilburn

**School of Public Affairs & Administration**

**Graduate Teaching Assistant of the Year**

The School is lucky to have such accomplished and committed individuals who teach and uphold the School’s mission as Graduate Teaching Assistants. This year, the award for Graduate Teaching Assistant of the Year goes to: **Jeanette Blackmar** (pictured above with Marilu Goodyear and Shannon Portillo)

**Outstanding MPA Student Award**

The Outstanding MPA Student Award is given to an MPA student who has demonstrated excellence in intellectual work and going beyond course assignments to enhance learning. This year’s award goes to: **Kim Brown**

**Stanley Fisher Memorial Award**

The Stanley Fisher Memorial Award is for Outstanding Graduate Students of Public Administration and is presented annually to students who have shown interest in public administration beyond their classroom work, have performed exceptionally well in public administration courses, and have applied insights of public administration to their campus activities. Stanley Fisher was the city manager of Warrensburg, Missouri. He was tragically killed in an automobile accident on April 30, 1966, when he was President-Elect of the Greater Kansas City Chapter of ASPA. This award is presented in honor of him and his contributions to public administration. This award was formally given at the Greater Kansas Chapter of the American Society of Public Administration Awards Breakfast on May 21. This award was presented to: **Jessie Funk**

**Scott Brooks Award**

Scott Brooks was a member of the faculty at KU in the mid-1970s. Very quickly Scott became an essential faculty member, and he led resurgence in the local government concentration. No faculty member has meant more to the local government emphasis in the program since Ed Stene retired. Scott was a remarkable person and the criteria for the award capture his passion for the MPA program. They are: Compassion for Colleagues, Dedication to Public Service, and Enthusiasm for Life. The Scott Brooks Award goes to: **Travis Elliott** (pictured below with John Nalbandian)

**Distinguished Service Award**

The Distinguished Service Award is given to an individual who has made a significant contribution to the School through working with faculty and students and advancing School goals. This year, the award goes to: **Alan Shorthouse**
BACHELOR IN PUBLIC ADMINISTRATION
Matthew Baker
Blaine Bengtson
Stefan Cook
Monica Evans-Lombe
Matthew Freeborn
Payton Friess
Kyle Glaser
Jacey Gorman
Quintella Henshaw
Justin Hoffman
Maragaret Hoffman
Yuxing Leng
Kathryn Peal
Alex Pentola
Hilary Richardson
Nate Rogers

MASTER IN PUBLIC ADMINISTRATION
Rico Aguayo
Steven Allton
Cynthia Beall
John Benson
Mark Biswell
Tommy Bohler
Jordan Brown
Kim Brown
Zachary Carr
Travis Elliott
Amy Ervin
Akeeba Evans
Emily Farley
Jessie Funk
Trenton Garber
Chelsey Gordon
Maurice Green
Jesse Jones
Elizabeth Kanost
Kyler Ludwig
David Miller
Kathy Morgan
Dylan Mulfinger
Britt Nichols
Doug Reinert
Jeffrey Robbins
Eric Roche
Thomas Seberger
Alan Shorthouse
Bessie Tolbert
Christina Watts
Sonta Wilburn
Carla Williams

PHD GRADUATES
Susan Keim
Cullen Merritt
School of Public Affairs and Administration: 
Super People, Activities and Achievements

Chuck Epp
A committee was formed by the Kansas Board of Regents to review their revised policy for handling social media issues. The Regents selected School Professor Chuck Epp to be co-chair of the committee, which had faculty and staff representatives from universities across the state. After the Board adopted the revisions in May, Chuck became part of a KU committee to develop a university procedure for handling social media issues that respects due process and academic freedom, two core values in the Regents’ policy.

Charles Jones
The Greater Kansas City Chapter of the American Society for Public Administration (GKC ASPA) selected Charles Jones to receive the 2014 Dr. Jerzy Hauptmann Academic Leadership Award. This award is presented each year by GKC ASPA to professionals who exhibit outstanding performance in the teaching of public administration in the Greater Kansas City area. An awards breakfast event on May 21 honored the 2014 award recipients.

Len Lira
Len Lira received the first annual dissertation fellowship from the American Society for Public Administration (ASPA) Section on Personnel Administration and Labor Relations (SPALR). Len identified the award opportunity and put together the competitive application himself. Len was presented the award at the national ASPA conference in Washington D.C. in March.

Rachel Krause
Dr. Krause had the opportunity to speak at the 2014 Transforming Local Government preconference session presented by CH2M HILL on April 22. The workshop, “Collaboration to Create Metrics for Long-term Sustainable Communities,” was intended for those interested in increasing the effect of sustainability initiatives in local government. For the session, Rachel assembled a team of professors and researchers from other universities and agencies to assist regional and local government members in prioritizing activities to maximize the results of their sustainability efforts. This topic will be addressed in her class Topics in Public Administration: Sustainable Communities this fall.

John Nalbandian
Each year, the ASPA Section on Personnel Administration and Labor Relations (ASPA-SPALR) presents awards to recognize significant contributions to the study of public human resources. John Nalbandian received the 2014 Lifetime Achievement in Public Human Resources Scholarship Award this year! It was presented at the section’s annual business meeting, which took place March 16, 2014 at the Mayflower Hotel, Washington D.C.

Rosemary O’Leary
ASPA presented the Dwight Waldo Award to Rosemary O’Leary, KU’s Edwin O. Stene Distinguished Professor in Public Administration, at its annual conference in Washington, D.C. in March. It is awarded to a scholar who has made outstanding contributions to the professional literature of public administration over an extended career. To be eligible, a nominee must have at least one article published in “Public Administration Review,” the journal for which Waldo served as editor-in-chief for many years, and a minimum of 25 years of active scholarship that has furthered the discipline of public administration. Read more here.
KUCIMAT Profile: DENNIS HAYS

Earlier this year, Dennis Hays, KU MPA Class of 1988, retired as County Administrator of the Unified Government (UG) of Wyandotte County and Kansas City, Kan. Until his retirement he was the only person to serve as County Administrator since the Unified Government was created in 1997. Hays, who began his career in the city of Kansas City, Kan., as the Assistant Director of Department of Community Development in 1976, worked for either the county or city government for nearly 40 years. Hays was responsible for managing the transition of merging City and County to a Unified Government.

Prior to his appointment as County Administrator for the Unified Government, Hays served as Kansas City, Kansas City Administrator (1996-1997); Interim City Administrator (1995-1996); Deputy County Administrator (1985-1995); Assistant City Administrator (1983-1985); and Assistant Director of the Department of Community Development (1976-1985). During his tenure with Wyandotte County, Hays received the L.P. Cookingham Award for Lifetime Achievement in Public Administration in 2001 from the International City/County Management Association; the Edwin O. Stene Managerial Excellence Award from the KUCIMATs; the Buford Watson Jr. Award for Excellence in Public Management from the Kansas Association of City/County Management; and, the Kansas City ASPA Chapter award for Public Administrator of the Year Award.

While with the UG, Hays directed major development projects like the Kansas Speedway, Village West, Cerner, Sporting Park and Google Fiber. In a release issued by the Unified Government, Mayor Mark Holland said, “Our community has witnessed incredible progress in the last 16 years under Dennis’ management. During his tenure we consolidated our government and experienced significant expansion to our economic development base, despite a recession.”

In his State of the Government Address, the Mayor paid tribute to Hays for his years of public service. Holland was joined at the podium by former Mayors Carol Marinovich and Joe Reardon for the tribute in which they shared successes of Hays’ career, including the fact that he was the only administrator to serve under three forms of government.

In announcing his retirement, Hays said, “It has been an honor to serve as County Administrator for the Unified Government since its inception in 1997 and it seems appropriate to make this announcement as we conclude the 2014 budget which represents now 30 years of annual budgets which I have actively participated in through the Administrator’s Office.”

Since retiring, Hays has been serving as advisor to the Town of Tuxedo, NY located 40 miles north of New York City, in the Town’s negotiations for a major destination resort and casino project.

Dennis and his wife, Denise, will continue to live in Wyandotte County in retirement.

THANK YOU, KUCIMATTS.

The KUCIMAT Board has outlined an ambitious program for the coming year including further defining our mission and core values and aligning the budget with them and developing a formal mentoring program for young professionals; and, of course, providing support to students. With your tremendous support, these programs will become a reality. To date more than 170 have responded by paying KUCIMAT dues. Thank you. If you wish to participate in the KUCIMAT programs, please go to http://www.kupa.ku.edu/kucimats.

KUCIMAT Awards

As we begin to plan for the ICMA conference, it is the perfect time to begin thinking of nominees for the KUCIMAT Awards. (A full list of previous award recipients can be found here: www.kupa.ku.edu/kucimat-awards.) Nominate your colleagues for the following:

The Edwin O. Stene Award for Managerial Excellence recognizes individuals who have performed in an exceptional manner in the management of the organization in which they are employed. This may include establishment of a new and innovative program, resolution of a difficult organizational problem or completion of a long-term organization goal.

The Dena Laurent-Sorensen Profile in Courage Award recognizes individuals who have made personal and/or professional progress by overcoming obstacles through exceptional courage, fortitude and adherence to the high ideals which exemplify the urban management profession.

The KUCIMAT Lifetime Achievement Award recognizes individuals who have, through cumulative career achievements and successes, furthered the purpose of the KUCIMAT organization.

The KUCIMAT Intern Excellence Award recognizes interns who have performed in an exceptional manner during the internship year.

Please send nomination letters to Ray Hummert at rhummert@ku.edu by Friday, August 29.
Program empowers student to build mentorship network for female police officers

By: Ursula Rothrock, KU College of Liberal Arts and Sciences

Lacking a support network while climbing the ranks, Sonta Wilburn looked to a Master’s in Public Administration to build leadership capacity for herself, others.

As Sonta Wilburn worked her way up to major and patrol commander with the Overland Park Police Department, she found few other women in her situation to talk to about the experience. She has used her experience in her Master’s of Public Administration program to develop more networking opportunities for women in police forces around the Kansas City area.

“We need more female leaders.”

It’s a sentiment often heard, yet Sonta Wilburn had experienced its truth firsthand in the police force. Now a major and patrol commander in Overland Park, she worked her way up the ranks to her current position without many female mentors to consult.

“I would experience different things, people treated me a little different, and I didn’t really have anybody to talk to,” Wilburn said.

Wilburn knew she wanted to move up in her job, while being a better employee and making a difference in the community. One step she took to accomplish that was enrolling in the Master’s of Public Administration program through the University of Kansas School of Public Affairs and Administration in the fall of 2009.

Wilburn was drawn to the program’s strength, ranked number one in the nation, and knew many people in her department and in the metro area had attended KU.

“Also I think a big factor for me was the Edwards campus. I think if I had to travel to Lawrence every night I may have reconsidered. So for me, it was a no-brainer. I felt very blessed to have that opportunity right here in Overland Park,” Wilburn said.

Her courses in ethics, leadership, public service and more fueled her desire to help other women in the police force.

Her chief put her in touch with Ellen Hanson, then the chief of police of Lenexa and currently the interim chief of police of Kansas City, Kan. Wilburn saw the immense advantage of having a professional female mentor to consult. She continued to meet other women in the same situation, looking for guidance in the police force.

Sonta Wilburn found tremendous benefit from getting her master’s degree. “I grew as a person. I’m a better person and I know myself better than I did when I started this program. It transformed me not only professionally but personally.” She began meeting with other female commanders for lunch and discussions. That group began to grow and is still growing now, about two years later.

The group offers women in the police force a networking, mentoring and relationship-building opportunity at the lunch meetings every other month. The meetings began at a local Chili’s restaurant, but soon outgrew its capacity. Now, the women travel to different police stations for the meetings.

“This is just something really local and regional. If you have a question, you want to see a little perspective from a commander, and sometimes it’s better not to ask someone in your own agency so someone can be more objective and you don’t have to worry about the politics in your own agency,” Wilburn said.

Balancing a full-time job as a police commander, starting a women’s leadership organization, working on an MPA and having a family, including two active sons, sounds like an overwhelming load. For Wilburn, it made sense. She’s been busy, but she’s found purpose in all of it.

“I’ve always had a passion for women in leadership. So I think what the [MPA] program did for me, it built my confidence to reach out and do something like this. I’m not the same person that walked in those doors five years ago. I have grown so much just in my leadership skills, just in my ethics, just in everything to be a better public servant,” Wilburn said.

Wilburn received her MPA this spring. She plans to use her education to continue her work in the police force, helping her community and fostering women’s leadership. She said she wants to improve and better understand her current job, and then make a positive impact on her organization and move up. With the help of her education in public affairs at KU, she knows she has the strength and skills to continue making great strides in the job she loves.

“It just makes you a better employee,” Wilburn said about the MPA program. “It gives you the confidence and the skills you need to do your job better. I don’t know if everybody’s this way, but personally, I grew as a person. I’m a better person and I know myself better than I did when I started this program. It transformed me not only professionally but personally.”
You Have to Think About Context

If you ask Trenton Garber, the Executive Director at the Douglas County AIDS Project (DCAP), about his favorite memory from KU’s MPA program, he’ll probably bring up fire drills.

In fall 2012, Garber and his classmates were in Wescoe Hall when an emergency alarm echoed through the hallways. They returned to the School of Public Affairs & Administration’s office suite to see Distinguished Professor Dr. George Frederickson pulling on his coat. When they asked him whether he was leaving the building, he finished tugging up his zipper and said, “Gentlemen, there are times to lead, and there are times to follow.”

Dr. Frederickson’s quip, Garber says, is “a perfect metaphor for everything I had learned in the program,” and it has stuck with him since he graduated from KU’s career-option MPA program in summer 2013.

His time at KU taught him how to “look at events more situationally.... Context matters,” he says. “The program taught me that it is essential to try and grasp the interrelated circumstances that form the environment in which decisions are made.”

Garber grew up in Colorado and earned a political science degree from Colorado State University in 2003. Because of an early interest in government, he hoped to go into political work until an internship at the Colorado General Assembly made him consider other ways of getting involved.

He moved to New York City after graduation to work at the International Rescue Committee, a nonprofit focused on refugee resettlement. He says that this provided him with “a perfect example of the interaction between nonprofits and different levels of government,” which rekindled his interest in governance.

By 2010, Garber knew that he was ready to learn more about the intersection between the public and nonprofit sectors. He had considered KU’s MPA in 2003 due to its high national ranking, so when it was time to go back to school, he took a second look at Lawrence. The program’s focus on local governance further influenced his decision to apply.

When asked how the MPA has impacted him, Garber credits the program with providing him with a “foundation for life-long learning,” one that allows him to “always be building upon the lessons gained in the program.”

He especially found Communication & Organizational Change, an elective co-taught by Dr. Marilu Goodyear and Communication Studies professor Dr. Tracy Russo, useful. The class “reframed my understanding of how to manage organizations,” he says. “It fundamentally altered the way I think about and act within an organization.”

Garber graduated in July 2013 and has been serving as the Executive Director at the Douglas County AIDS Project, a nonprofit that provides free HIV testing, preventative education and support services for those living with the illness. The position allows him to wear many hats and use skills from many of the classes he took in the program, including change management, collaboration, human resources, budgeting, leadership, and even statistics.

The Douglas County AIDS Project closed at the end of July as they transferred their services to more health-based settings to reflect the way HIV as a disease has changed and how it is now being successfully treated as a chronic medical condition.

As far as next steps for Garber, he says, “I guess I took seriously the saying about the goal of nonprofits being to work yourself out of a job and actually worked myself out of a job. Putting the good of those you serve first is what public service is all about.”

“It’s been a fantastic community development that is a major collaboration between DCAP, the Lawrence-Douglas County Health Department and Heartland Community Health Clinic,” Garber says. “It took more than a year to do, but it will be incredibly beneficial to those in the community with HIV/AIDS.”

From Colorado to New York to Kansas, one thing that hasn’t changed is Garber’s passion for helping his community and its vulnerable populations. He is especially passionate about forming connections between local organizations and between organizations and the community. “I want to do more to sync governmental and social service efforts to address community problems on a larger scale,” he says. “We have to be better—as community leaders—in making sure constituencies (especially younger people) feel like they have an important role to play in the process—because they do.”

Collaboration and looking at the larger picture can be challenging, Garber admits, but he knows that his efforts are well worth it: “it’s the local community that ultimately wins.”

Invite us to your workplace to talk about the KU MPA program and/or our undergraduate major with your colleagues! Contact Lesley Owens at laowens@ku.edu or 913-897-8510 to schedule or learn more.
Nalbandian Earns Title “Emeritus”

Many would say John Nalbandian has been the foundation of the School of Public Affairs and Administration’s MPA program. Joining the faculty in 1976, John has served as department chair on two occasions. John teaches human resources management and specializes in politics and administration in local government.

When Ed Stene founded in the MPA program in 1948 he envisioned the faculty and the practitioner as colleagues in the education of the students. In 1952, he wrote, “I want to emphasize again the importance of making the internship an integral part of the University graduate program and of establishing close cooperation between city managers and the University staff.” John has truly embraced that concept.

Since 1976, John has taught every intern-option MPA student preparing for a career in local government and continues to serve them as a mentor, an advisor to call in the midst of a tough situation, and a colleague in the field of local government management.

“John built upon Ed’s foundation of making the program a graduate level social science program where the faculty teaches the students the concepts and theories and the practitioner teaches the students on how to apply those concepts and theories,” Ray Hummert, Chief Academic Advisor and Director of Alumni Relations for the School, says. “For us, this means Ed Stene and John Nalbandian have taught every local government student in the MPA intern-option program at KU. What a story! What a tradition! What a program!”

In addition to his academic work, John served eight years on the Lawrence, Kansas, City Council including two terms as mayor. He has spoken about local government to public officials nationally and in the United Kingdom, Canada, Australia, and his ancestral home, Armenia.

John is the recipient of numerous awards for his teaching, research, and service. In 2007, John and his late wife Carol were named by the National Forum of Black Public Administrators as “Educators of the Year.” In 2008, the Lawrence Chamber of Commerce recognized both of them with their “Public Service” award. In 2012, John was recognized as Chancellor Club Teaching Professor in honor of his lifetime teaching achievements, and this year he received the ASPA Lifetime Achievement Award.

We are grateful to have John continue his teaching with the title Professor Emeritus in the School of Public Affairs and Administration. Congratulations, John!
Robert J. Buchanan Establishes and Endows the Chester A. Newland Doctoral Fellowship

By H. George Frederickson, Distinguished Professor Emeritus

In early May 2014, Marilu Goodyear, Director of the School of Public Affairs and Administration of the University of Kansas, received a telephone call from the University of Kansas Endowment. Did she know who Robert J. Buchanan was, Marilu was asked. No, she answered. Did she know that Mr. Buchanan had died? No, she again answered. Did she know that funds had been set aside in Mr. Buchanan’s last will and testament to establish a doctoral fellowship in public administration at the University of Kansas in honor of Chester A. Newland? No, she answered, but quickly added that she certainly knew who Chester A. Newland is; everyone in public administration knows who Chester A. Newland is.

It was then agreed that the relevant pages of the Buchanan last will and testament would be faxed to the School of Public Affairs and Administration to the attention of Marilu Goodyear. Later that day it arrived.

There it was, on the first page. “I, Robert J. Buchanan, a resident of Brazos County, Texas, being of sound mind and disposing memory, realizing the uncertainty of this life, do make, publish and declare this to be my Last Will and Testament.” With no warning Robert J. Buchanan, age 64, died in his sleep on December 7, 2013, in Columbus, Ohio, where he was a Professor at Ohio State University. Following his instructions, the First National Bank of Bryan, Texas, began executing his Last Will and Testament in the spring of 2014.

Paragraph 5 of Professor Buchanan’s Will which explains the reason for telling the story here, reads as follows: “An amount of property equal in value to ten percent (10%) of my residuary estate shall be distributed to The University of Kansas Endowment Association of the University of Kansas, located in Lawrence, Kansas. . . the gift shall be entered in the books and records as the CHESTER A. NEWLAND MEMORIAL SCHOLARSHIP ENDOWMENT FUND and shall always be so designated. Distributions from the Fund shall be used to establish an endowment for students who are enrolled in the. . . Public Administration Program of the University of Kansas seeking a doctor of philosophy degree. A scholarship to any one student shall be limited to four (4) years of doctoral work. . .”

The Buchanan bequest to KU is substantial. Investment interest on the Newland Fund should be sufficient to cover the annual costs of tuition and living expenses for a doctoral student.

Upon reading the pertinent parts of the Buchanan last will and testament, Marilu Goodyear asked me if I knew who Robert J. Buchanan was and why he might be endowing a Newland Fellowship. I did not know. She then asked me to look into it and to write the announcement of the Fellowship.

Who was Robert J. Buchanan and why did he establish and generously endow the Chester A. Newland Memorial Scholarship Fund of the University of Kansas Endowment?

Robert J. Buchanan preferred to be called Bob. He graduated from Grinnell College with honors in political science in 1971. Bob was then admitted to the Graduate School of the University of Virginia in Charlottesville, completing a Master of Arts in Public Administration in 1976 and a Doctor of Philosophy in Political Science with a specialization in public administration in 1980. Through the good offices of Professor Frederick C. (Fritz) Mosher, in 1975, Bob was put in touch with Professor Mosher’s friend Chester A. (Chet) Newland, then the Director of the Federal Executive Institute in Charlottesville. Bob took a part-time position at the Institute, working as an administrative intern with Chet Newland while he continued his graduate study at the University of Virginia. This was the beginning of a professional friendship of 38 years, one that explains the Newland Memorial Scholarship Endowment Fund and the reason for telling this story.

When Bob and Chet first met in 1975, Chet, 20 years Bob’s senior, was already well-established in public administration. It was not long before Chet returned to his teaching position at the Washington Center of the University of Southern California that Bob took a teaching position, which Chet helped him get, as an instructor in public administration at the University of Nebraska at Omaha. After two years and the completion of his dissertation, Bob moved to San Bernardino State University where he taught public finance and budgeting. Two years later, in 1981, Bob moved to the University of Mississippi where he specialized in long-term health care finance and Medicaid and Medicare reimbursement policies. Increasing in academic rank and national standing in public health finance and later in the health care of those with multiple sclerosis, Bob moved in succession to Cornell (1986-1990), the University of Illinois at Urbana-Champaign (1990-1997), the University of South Carolina (1997-1999), Texas A&M University (1999-2003), the University of North Carolina at Charlotte (2003-2005), Mississippi State University (2005-2013), and The Ohio State University (2013). Bob died on December 7, 2013, after only four months in his new position as a professor of health policy at the John Glenn School of Public Affairs of The Ohio State University.
Over the course of his remarkable career, Bob Buchanan wrote and published four books on health care policy and finance and on the care of those with chronic physical disabilities. He published an astonishing 130 peer-reviewed articles, many of them in leading journals. And he was a grant writing whirlwind, funding most of his own research and the research of many others through grants, primarily from the National Institutes of Health, the Veterans Administration, and the National Multiple Sclerosis Society (NMSS).

What might explain Bob’s “institutional restlessness”? He seemed to change universities rather regularly. Chet explains it this way: “Bob was deeply devoted to his research. . . . He relied heavily on externally funded support. He too often found that the university where he was located did not understand or have mechanisms to support funded and/or collaborative research. Thus he often looked for greener pastures for timely funded research.”

It is to be noted here that Bob Buchanan made his will while he was at Texas A&M University in College Station and Bryan, Texas, sometime between 1999 and 2003, filing that will in Brazos County. Bob made it known to Chet that he wished to create a bequest in his name. In Chet’s words, they “agreed that KU was an institution of highest distinction in key fields of my work and that it (KU) did not require immediate financial help but longer term recognition.” It is, of course, important to note that Chet did all of his graduate study in his home state at the University of Kansas.

Chester Albert Newland is a son of Kansas. He was born 18 June 1930 in Kansas City, Kansas, at the confluence of the Missouri and Kansas rivers – along the Missouri border. Kansas City, Kansas was a tough town of railroads, river bottoms, oil and gas refining and shipping, stock yards, manufacturing, immigrants, political corruption, crime and danger. It was a mostly working class town, but its public schools, K-12, were under state standards that were vastly superior to those in Missouri. Also, Missouri largely clung to its slave-state roots during Chet Newland’s childhood, whereas even Eastern Kansas was largely a Jayhawk-free state. His great grandmother filled him with stories of the Underground Railroad, used by her family to help slaves escape their “evil, tobacco-smoking, liquor-drinking, gambling Missouri masters.”

In short, Kansas City had been a center of the abolitionist effort to prevent the westward movement of slavery and establish Kansas as a free territory and later a free state. It had been an important terminus on the underground railroad of slaves escaping and moving northward, crossing the river from Missouri at Quindaro Point and Bonner Springs into Kansas, becoming part of the African American community in Kansas City. As a child, Newland first learned to play classical violin from the lead Philharmonic Chair in Missouri, courtesy of the New Deal’s Work Projects Administration. Additionally, he learned jazz from a black fiddler in the Jayhawk state, who also helped to confirm him in support of civil rights and a search for human dignity. That influence continued from earlier times when blacks were estimated at 35 percent of the city, then moving farther west and north as eastern Europeans crowded into Kansas City, Kansas – an important gathering point for Croatian, Slovenian, Yugoslav, Serbian and Russian immigrants, most of whom settled in the Strawberry Hill neighborhood. And, Kansas City was and continues to be a major gathering point for Latinos and Hispanics, mostly living in the Argentine neighborhood.

Chester Albert Newland was called Bert at home and at school. Bert began first grade in a one-room school for grades one through eight in El Dorado Springs, Missouri, where his parents had moved under Great Depression pressures in Kansas City. By first grade, his older brother, sister and parents had already taught him to read and write and do some math. After the family returned to Kansas City in the midst of the Depression, he briefly attended KCK’s Wellborn, and Chelsea elementary schools before finishing fourth through eighth grades at top-rated Roosevelt Grade School.

His father, with a fifth-grade education, had been highly successful in the ice business before the Great Depression but refrigeration ended that. After struggling in El Dorado Springs as a tenant farmer, he returned to Kansas City as a laborer. Initially, ranks in the White Hod Carriers Union were closed, but the Negro Union admitted him for $10, to be paid off with 50 cents of every working week. Within some years, since he was a mathematical whiz, he became a widely known sewer and water construction foreman and superintendent throughout the Kansas City metropolis.

But times remained tough into the 1940s. Bert’s mother operated an embroidery machine, and Bert helped as a child to boost piece-rate income.

With the beginning of World War II there were more jobs. In 1944, Bert began the ninth grade at Wyandotte High School, graduating in 1948. At the time, as noted earlier, primary and secondary public education in Kansas was particularly good, including the schools in Kansas City, Kansas. Wyandotte High provided Bert with classes in Latin, Greek, German, advanced calculus and sciences, and humanities and arts, most particularly orchestra and musical performance. In the summers and after school Bert painted houses and did other work across the river in the better neighborhoods of Kansas City, Missouri.

There is much, much more to this story, and we invite you to click here to view the full story.

To claim that everyone associated with the KU School of Public Affairs and Administration is pleased at this new fellowship is an understatement. We are thrilled and honored!
Meet New Staff Members!

Meet CINDY DUNHAM
Project Coordinator, Public Management Center (PMC)
For many of us, brainstorming new ideas is enthralling, but the detail work required to set those new ideas in motion is overwhelming. Luckily for the Public Management Center, this is just the type of challenge that Cindy enjoys.

Hired in April as the PMC’s first Project Coordinator, Cindy is responsible for the Supervisory Leadership Training, Custom Courses and Open Enrollment programs. She also manages the technology of PMC courses – including branching into webinars, is tasked with building infrastructure tools like a centralized database, and provides a variety of administrative support to all other PMC programs. In this role, she has taken some administrative and course-related event responsibilities off of everyone’s plate, allowing the instructors to have more time to build content and focus their time on the classroom.

Cindy was first hired in August of 2012 as the PMC’s Student Assistant. In that role, however, it became clear that she was capable of much more than what her position required. She became a valuable member of the PMC’s administrative team and was even nominated for Student Employee of the Year in the spring of 2014. Through Cindy’s skilled contributions, the PMC team recognized that they were in need of a Project Coordinator and were happy to be able to offer Cindy a full-time position before she graduated. “Transitioning from a student employee to a full-time employee has been much easier than I expected,” Cindy says. “Enjoying my work and the people I work with has contributed immensely to that.”

Cindy graduated with a Bachelor of Science in Business Administration degree with an Entrepreneurship Concentration and a Certificate in Service Learning, from the University of Kansas School of Business in May 2014. Prior to joining the PMC in 2012, Cindy was in a jack-of-all-trades role at Lawrence Gymnastics and Athletics where she supervised and coordinated the summer, winter, and spring break day camp programs.

Cindy is a Lawrence native (a “townie” as some would say) and lives near Mass Street with her boyfriend, Gabe, their dog, Rue, and their cat, Kitty.

Meet ANGIE SODEN
Public Relations Coordinator & Graduate Secretary
Angie joined the School and PMC in April to fulfill the roles of public relations coordinator and graduate secretary. She provides support for the development and maintenance of the School’s and PMC’s marketing presence as well as supervises and coordinates the graduate admissions process. According to her, it’s a perfect fit. Given her years of experience in an administrative setting complemented with her education in strategic communication and hands-on experience in marketing, it’s safe to say this is where Angie was meant to land. Her colleagues would say she was “baptized by fire” as she came in during event season and a time of intense administrative transition, but she jumped in with a positive attitude and little orientation.

Angie graduated from the University of Kansas in 2012 with a Bachelor of Science in Journalism with an emphasis in strategic communication. During school, she worked as an office assistant at the KU Bioengineering Research Center and interned at the Granada Theater to assist with marketing. Immediately after graduating, (literally on the same day of her very last exam as an undergraduate) Angie began her first career out of college at a small business in Eudora, KS as a marketing assistant. Her responsibilities there ranged from organizing and attending nationwide events, coordinating social media, managing the company’s website and meeting with clients.

Born and raised in Hiawatha, KS, Angie might be described as a small town girl. As a teenager in Hiawatha, she started a DJ service that initially began with small birthday parties and middle school dances. This year marks the 10th anniversary of owning and operating this DJ service and now she and her business partner, Damian Johnson, who is the newly appointed Director of Bands at Eudora Schools, keep their weekends filled with wedding receptions and school dances.

“Growing up in a small town, you have to make your own fun,” Angie says. “I have always had a driven mindset, and after being asked to sit in at a middle school dance and provide some CDs (that tells you how long ago this was) for music, I thought to myself, ‘I could really make something out of this. I love music. Why not make it a business?’”

Angie is also proud to be a part of the Relay for Life of Douglas County Planning Committee and the Kansas City Roller Warriors WrecK League.

When Angie’s not organizing events, admitting students, DJing or playing roller derby, you’ll often find her camping at the lake with her family or trying a new restaurant on Mass. Street. She lives in Lawrence and has a boyfriend of 3 years, Talon, and a 2-year-old Abyssinian guinea pig named Nacho.
Following 11 years with the Public Management Center, Charles Jones retired as Director on June 30.

Charles has a BS in Biology from the University of Kansas and a Master of Public Administration from Harvard University’s Kennedy School of Government. His public service experience includes four years as the Governor-appointed Director of Environment at the Kansas Department of Health and Environment, and ten years (1998-2009) as a Douglas County Commissioner. Within the MPA program, Charles has taught Public Policy and Administration, Budgeting and Policy Analysis, Role, Context and Ethics of Public Administration and Collaborative Leadership, Professionalism and Citizen Engagement. Charles has also taught in the Center’s Certified Public Manager, Emerging Leaders Academy, Law Enforcement Leadership Academy and other programs, bringing the perspective of elective, appointed and entrepreneurial success to policy and technical aspects of public management.

“Charles has become a valued member of the faculty, a voice of reason and insight. He is often the source of different and original ways of looking at things. As a faculty member he carried essentially a full teaching load while directing the PMC. And, his teaching is superb,” H. George Frederickson, Distinguished Professor Emeritus, says.

A hallmark of Charles’s leadership has been recognizing new opportunities for the Center. In 2008 he worked with what was then the Department of Public Administration to bring the two entities together, creating new opportunities for both. More recently he has worked to establish partnerships with the Kansas Law Enforcement Training Center and with the Brown v. Board of Education National Historic Site.

Charles has received several awards in his career including the 2014 Dr. Jerzy Hauptmann Academic Leadership Award from the Greater Kansas City Chapter of the American Society for Public Administration.

“Charles’s vision and leadership have had a profound influence on the Public Management Center as well as on the present and future of the public sector in Kansas through his work with our students,” said Noel Rasor, Assistant Director of the PMC. “We hear again and again how much he has influenced students to see the noble purpose of the public service and to see themselves as inheritors of the effort to form a more perfect union that began with the Constitution.”

A retirement celebration was held on June 18 at the KU Edwards Campus.

Congratulations to Charles!

The search for the new Public Management Center director is currently underway.

Charles began playing ukulele as a child and continues that passion today.
The KU Public Management Center (PMC) held its annual Kansas City / County Management (KCCM) Conference at the Lawrence campus on April 17-18.

The majority of the KCCM Conference attendees work in local government, and they attend this conference to interact, network and discuss hot topics and current happenings in their communities.

This year’s conference was themed to “Leading the 21st Century Community” and featured a keynote address by Dr. John Nalbandian. During his presentation, Dr. Nalbandian discussed the fundamental prerequisite of effective governance: bridging the gap between political acceptability and administrative sustainability. He explained the concept of the gap, indentified the forces affecting it, and explored leadership challenges related to the gap.

Other sessions during the two-day KCCM Conference included:

- A panel by city managers in Kansas who have worked to bridge the gap that Dr. Nalbandian described;
- An update on the legislative session from directors of the Kansas Association of Counties and the League of Kansas Municipalities;
- A panel of young professionals who provided tips on surviving the early years as public administrators;
- Presentations about mobile apps that have been put in place by local government agencies and how they have improved efficiency, customer service, and connections with younger citizens;
- A discussion on managing sustainability in local communities; and
- A presentation by Dr. Alfred Ho, Associate Professor in the KU School of Public Affairs and Administration, who discussed how citizens want to be engaged, the extent to which citizens have shifted away from traditional media, and the implications for city communication and engagement strategies.

Mike Nolan, a Management Analyst for the City of Lenexa said, “As a conference first-timer, I was just testing the waters. I am very glad I went to network and learn new ideas from the more experienced people. It’s encouraging to know that we’re not all alone out here.”

The KCCM Conference also included roundtable sessions designed specifically to have attendees practice skills in an interactive and engaging setting. This year’s roundtable sessions focused on collaboration, adaptive leadership, and the relationship between trust and problem solving. One roundtable session was simply an informal “networking/learning lounge,” providing a space for conference attendees to talk with colleagues about something new or challenging that their community might be facing.

“We hear year after year that this conference provides valuable connections for government managers; they come here to network and learn from each other as much as they come for the content that we provide,” said Charles Jones, retired Director of the Public Management Center.

Mark your calendars to join us in Lawrence for the next KCCM Conference, April 16-17, 2015.

1956 MPA grad Bob Kipp and current MPA student and Assistant to the City Manager of Eudora, KS, Barack Matite.
Alfred Ho, KU SPAA Associate Professor, discusses citizen engagement strategies.

Terri, Noel and Jonathan of the PMC enjoy reading the social media posts that happened throughout the conference.

John Nalbandian leads an afternoon roundtable session called “Win as Much as You Can.”

Leslie Herring, MPA student, and Quinn Bennion, City Administrator of Prairie Village, experience success at the “Collaboration Challenge” roundtable.

Mike Nolan, Management Analyst for the City of Lenexa; Kyler Ludwig, MPA graduate; and Evan Traylor (not pictured) added much to the social media dialogue.

Josh Shaw, City Manager of Augusta, gives advice on surviving the early years as a public administrator, including this one: “Don’t expect a manual to be at your desk to tell you how to do your job when you get there.” (To the right of Josh is Katherine Carttar, Economic Development Analyst of Kansas City, MO, who was also on the panel.)
A Letter from Bob O’Neill, Executive Director, International City/County Management Association (ICMA)

Life, Well Run is ICMA’s campaign to raise awareness of the pivotal role professional local government managers play in building communities by making local government and the services it provides more effective, efficient, ethical and transparent. Learn more at lifewellrun.org.

For the past several months, we have been using digital and print advertising in 10 states to target elected officials, business and community leaders, and the next generation of professional managers. Currently, we are expanding our advertising to 45 states and focusing more specifically on elected officials through print rather than digital advertising. So, over the course of the next year, you may see Life, Well Run ads in your state league or county publication. We’re very excited about this expansion of the campaign and hope you are, too.

Expanded advertising isn’t the only thing new with the Life, Well Run campaign. We continue to develop materials for teachers and students and plan to roll them out through ICMA’s 40 student chapters.

We also are in the process of expanding the campaign website to include a page for sharing how you and others are implementing the campaign in your state or community. Have you, for example, included the Life, Well Run logo on your website? Is your state association sharing information and suggestions for ways to implement the campaign with members in your state? The North Carolina City & County Management Association (NCCMA) has wonderful suggestions and materials on their website. If you have activities to share, please contact Amy Mayers at AMayers@ICMA.org.

One of the campaign’s primary goals is to reach elected officials, and recently in North Carolina, the NCCMA reached out to the North Carolina Association of County Commissioners (NCACC) and engaged them in committing to a year of activities supporting the Life, Well Run campaign. A letter from the NCACC to NCCMA’s Life, Well Run taskforce reads in part,

As the 100th anniversary of professional local government management approaches, the NCACC has chosen to dedicate a portion of our resources to help promote ICMA’s Life, Well Run campaign. Our commissioners’ relationships with their professional managers are key to their success in moving their communities forward. It is, indeed, important to highlight the significance of this professional relationship. By expanding the existing efforts of the Association, we can help increase awareness of both this campaign and the profession.

Some of NCACC’s activities in support of Life, Well Run and the profession include offering two management fellowships to students; incorporating the Life, Well Run video in their own “Welcome to the County” video and highlighting the role of the professional local government manager in the video; highlighting a manager in their monthly newsletter; collecting and sharing information that will help elected officials hire a professional local government manager; and much more.

So, as you can see, much continues to happen with the Life, Well Run campaign. Thank you for your support and your participation. If you have any questions, feel free to contact me or Ellen Foreman at EForeman@ICMA.org.

As always, thanks for all you do to support ICMA and professional local government management.

Sincerely,
Bob
ICMA Executive Director

UPCOMING PMC COURSES

Math & Statistics Boot Camp
This workshop is geared for mid-career public affairs and administration practitioners and MPA students who want to refresh and strengthen their math, statistics, and Excel skills in preparation for PUAD 836: Intro to Quantitative Methods and other MPA courses, or who want to improve their confidence and performance in doing data analysis in the workplace.

Location: KU Edwards Campus, B.E.S.T. Building, Overland Park
Dates & Times: August 15, 2014, 9:00 a.m. to 4:00 p.m. (lunch provided) and August 16, 2014, 9:00 a.m. to 12:00 p.m.
Cost: Non-KU students/General Public: $249; KU students: $199
Contact: kupmcreg@ku.edu or 785-864-6864

Supervisory Leadership Training for the Public Workforce
This award-winning training is practical, engaging, and relevant for new supervisors and experienced leaders seeking a quick refresher. You’ll attend class with other supervisors working in a variety of public service organizations so you’ll benefit from the variety of perspectives in class in addition to gaining new skills and ideas from the course materials.

Location: Brown v. Board of Education National Historic Site, Topeka
Dates & Times: August 26-28, 2014, 8:30 a.m.-4:30 p.m., each day
Cost: $375 per participant for the three-day course; $300 for KU staff.
Contact: Cindy Dunham at c.dunham@ku.edu or 785-864-6864
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