WE MADE IT!

The John & Carol Nalbandian Scholarship reaches full endowment

THANK YOU. At a time of year when many of us count our blessings, the School of Public Affairs and Administration is particularly thankful for all of the individual donors who have made it possible for The John and Carol Nalbandian Scholarship to reach full endowment. The School was notified in mid-December that donations had topped the $30,000 cash balance required for full endowment status.

The Scholarship will support MPA students preparing for careers in local government. Since the School of Public Affairs and Administration and the KU Endowment Association reached the $30,000 earmark by December 31, the first scholarship can potentially be awarded in 2013.

The myriad of contributions John and Carol have made to students, local government professionals, and elected officials over the past five decades are legendary. Through their teaching, their work with local governments, and as citizen volunteers, they have exemplified the spirit of public service, bringing credit to themselves, the School and the University of Kansas.

Previously, John Nalbandian established a scholarship in his father’s name, The Harry Nalbandian Scholarship, which supports MPA students in the School of Public Affairs and Administration.

“My father was a career civil servant for the California Employee Development Department,” John said. “That gift was a way to honor him. He embodied the concept of public service.”

Continued on Page 2...
Inspired by his father’s example, John chose to enter public service, serving in the U.S. Army from 1967-71, which he describes as “my first full-time public service job, and my first full-time permanent job.”

John then earned his Ph.D. in Public Administration, and came to KU in 1976.

In addition to his academic duties, John served on the Lawrence City Commission from 1991 to 1999, including two terms as mayor.

Carol Nalbandian earned her Ph.D. at KU, specializing in Communications Studies, with an emphasis on organizational psychology. She was a senior consultant and director of the Menninger Leadership Center in Topeka, where she worked with executives from both the private and public sectors. She played an integral role in developing and delivering the Center’s nationally renowned executive development seminars. She was also the director of management programs at the University of Kansas School of Business.

Carol has extensive experience in the areas of organizational development, interpersonal communication, change management, leadership development, and team building. Carol consults with local elected officials, as well as with senior staff in the areas of strategic planning, goal setting, team building, and communication. She has also provided mediation and coaching to all levels of employees. She has written articles on stress management, leadership, surviving job loss, and appreciating diversity.

As you prepare to make your end-of-the-year donations, please consider helping the School of Public Affairs and Administration to provide a strong endowment of funds for future students.

If you have any questions about The John and Carol Nalbandian Scholarship, please contact Ray Hummert at rhummert@ku.edu or 785-864-9097.

WHAT DOES DR. NALBANDIAN DO IN HIS SPARE TIME?
At Right: As he prepares to embark upon Bike Across Kansas 2012, John points to the starting point, the Colorado/Kansas state line. This was the second year that John and Ray Hummert have participated in BAK, which encompassed 382.5 miles of bike travel.
The John & Carol Nalbandian Scholarship Donors

THANK YOU.
You made it possible!

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Add YOUR NAME to the list!
We invite you to help us continue to grow
The John & Carol Nalbandian Scholarship
for the benefit of future generations of KU MPA students.

(Clicking on the box below directs you to the KU Endowment Giving Page).

Make a Gift

Note: This donor list was acquired from the KU Endowment Association on December 14, 2012. Any donors who made a donation after that date may not be reflected on this list. We look forward to recognizing you in upcoming editions.
DR. REBECCA NESBIT: New Professor assists Nonprofits to evaluate the effectiveness of their Volunteer Programs

by Lesley Owens

Does your organization work with community volunteers? Many nonprofits and governments rely heavily on the assistance of their dedicated volunteer staff, but School of Public Affairs and Administration Assistant Professor Becky Nesbit believes that most organizations can do more to evaluate the effectiveness of their volunteer programs.

On October 17, Dr. Nesbit presented some of her recent research on this topic at the Edwards Campus. She noted that most organizations do track their volunteer programs, most commonly by calculating the hours and/or money saved by using volunteers instead of employees.

Professor Nesbit believes that those numbers are a start, but they don’t go nearly far enough in terms of justifying programs to boards, staff, and patrons in motivating volunteers to keep contributing to the organization. She asserts that there is a big difference between simple outputs—such as the amount of money saved by volunteer hours—and more complex measures such as the larger impacts on the surrounding community.

Drawing from her recent research in a public library system in North Carolina, Dr. Nesbit proposed a broad matrix of different evaluable outcomes meant to measure how volunteers contribute to the financial, human, and political resources of an organization. She evaluated outcomes on both quantitative and qualitative scales, drawing on the impressions of stakeholders such as patrons, library staff, and library board members.

By reviewing a wider range of outputs and outcomes, Professor Nesbitt argues that stakeholders can get a better sense of how the volunteer program is serving an organization, thereby justifying its existence and discovering possible areas for improvement.

Do you have questions about Professor Nesbit’s research? Feel free to contact her at beckynesbit@ku.edu to learn more.

Lesley Owens serves as the MPA Advisor for the Edwards Campus.

Nonprofit Courses offered in Spring, 2013

PUAD 603: Foundations of the Nonprofit Sector
This course provides an overview of the U.S. nonprofit sector, its history, scope, diversity and its positioning among and between the private and public sectors of the U.S. economy. The course explores the legal framework under which nonprofit organizations operate and are regulated. Economic, political, social, organizational and giving theories of the sector are reviewed in order to understand the sector’s existence, roles and activities with particular attention to philanthropy and voluntarism. Distinct contributions to society as well as contemporary challenges faced by the sector are examined. Prerequisites: junior status or higher, PUAD 330, POLS 110, MGMT 305 or a PUAD master’s core course or consent of instructor. Offered Spring 2013 on Tuesdays from 2:30 to 5:20 p.m. in 209 Blake Hall on the Lawrence campus. COURSE #69894.

PUAD 606: Nonprofit Accountability: Public Needs and Public Values
This course examines the role of the nonprofit sector in society by posing broad questions about why nonprofit organizations are held accountable, and detailing how organizations can satisfy accountability demands. The course investigates the public role of the nonprofit sector in society, identifies the stakeholders that are integral to an organization’s mission, and describes and critiques the financial and evaluation tools that nonprofits can use to ensure their social viability. Prerequisites: PUAD 603. Instructor: Rebecca Nesbit. Offered Spring 2013 on Mondays from 2:30 to 5:20 p.m. in 4045 Wescoe Hall on the Lawrence campus. COURSE #69718.
Inspiring Women in Public Administration Conference

Wednesday, April 17th
KU Edwards Campus, Overland Park, Kansas

Come together with women working in public service careers to learn from inspiring speakers, build your network, and gather the encouragement and resources you need to grow your career. More information coming soon!

“I was overwhelmed to be in the company of such amazing women. Very informative and productive. Thank you!”

“Outstanding conference! All of the content was very useful, but I thought that the keynote speakers were particularly great. All three were engaging, personable, focused, and excellent speakers.”

--Feedback from 2012 attendees

Distinguished Professor Valedictory Lecture Series on Public Administration: H. George Frederickson

Bureaucrats without Borders: Public Management and the End of Geography
Tuesday, February 19, 2013 - 3:30 - 5:00 p.m.
Kansas Memorial Union in the Alderson Room (Reception to follow)

Final Lecture
April 16, 2013, 3:30 -5:00 p.m.
Kansas Memorial Union in the Alderson Room (Reception to follow)

In his Valedictory Lecture Series, Frederickson claims that the practices of modern public administration are far ahead of the development of theories that explain those practices. He therefore reopens and reconsiders core concepts and categories in public administration, including the growing importance of the public in public administration, the declining importance of government in public administration, and the urgent need to reconceptualize organization and management in public administration. You are invited to attend the lectures free of charge. Two additional lectures will be offered in Spring, 2013.

Professor Frederickson has served KU for 25 years and has 48 years in the field of Public Administration.

Kansas Association of City/County Management

WINTER CONFERENCE: Investing in Talent Strategy
February 8, 2013
Managed by the Center for Urban Studies at the Hugo Wall School of Urban and Public Affairs, Wichita State University. For more information, contact Misty Bruckner at 316-978-6527

ANNUAL CITY/COUNTY MANAGERS’ MEETING
April 18-19, 2013
Hosted by the KU School of Public Affairs and Administration. To be held at the Kansas Memorial Union on the KU Campus in Lawrence.

CALLING ALL MPA GRADS: Host an MPA Info session!

The School of Public Affairs & Administration is looking for MPA graduates who would be willing to “host” an MPA information session at their agency in Topeka or Kansas City. It’s simple. Charles Jones, Noel Rasor, or Lesley Owens will come to your agency to present all the information, hand out materials, and answer questions. Your job is to find a room, spread the word, and join us for the discussion. Potential students from your organization will be very interested in your experience and perception of the program. Even a handful of attendees is worthwhile. It takes about an hour, so meeting over the lunch hour usually works well. So if you’re willing to “pay it forward” by ensuring that next generations of public service leaders know about the opportunity to earn their KU MPA in Topeka or the KC metro area, please give us a shout.

To host an info session, please contact: Lesley Owens (laowens@ku.edu) or Noel Rasor (noel@ku.edu).
GLOBETROTTERS:
From Armenia to Vancouver, Faculty share their Expertise Worldwide in 2012

NALBANDIANS travel to Armenia

I made my first visit to my ancestral home, Armenia, in the fall of 2011, to work with faculty from Yerevan State Linguistics University at Brusov (www.brusov.am/en/). Armenia is located east of Turkey, and is one of the former Soviet republics.

One of our MPA alums, Robert Khachatryan, heads the department that awards MPA degrees at the University. The university’s mission is quite unique. It was created in 1935 to educate students as teachers of the Russian language in Armenian schools. Today, upon graduation each undergrad must show proficiency in either Russian or English, in Armenian, and also in one other language—three languages (and potentially three different scripts and alphabets)!

Ninety-nine percent of this poor country is literate. Corruption is very high via business oligopoly that transfers into politics, although as a visitor, it was invisible to me.

Last fall I visited under the state department program that brings former Soviet Republic students to the U.S. as Muskie scholars for graduate study. Robert was a Muskie fellow, and the program allows Muskie graduates to invite their advisors to the home country. This fall, again under Robert’s initiative, I applied to become an International Scholar under a Soros Foundation Higher Education Support program. The program encourages quality higher education in the former Soviet Republics, and selects international scholars to work with individual faculty and universities.

As part of the program, I attended a conference in Istanbul, Turkey and then traveled to Armenia. The travel itself is an adventure. Since Armenia and Turkey have a closed border traced to the genocide at the early part of the 20th century, there are no regularly scheduled flights from Istanbul to Yerevan—which is only 300 miles away. So, from Istanbul, we flew west to Vienna in order to fly east to Yerevan.

Because Yerevan is not an international hub, Armenia has no influence that I can tell over when planes arrive and depart. I can’t tell you the level of anxiety I felt last fall when I knew I was arriving on a Monday morning at 1:00 a.m.—yes, 01:00 with a requirement to obtain a visa at the airport. I thought in my drastic thinking fashion—who on earth will be there? What if I can’t get the visa? Well, the plane that I was on was enroute to Teheran from London where I boarded. When we disembarked there were guides showing us the way to customs. When we got to customs there was a money exchange booth open, and four stations issuing visas.

Downtown Yerevan is fascinating. I was struck by two things right away. First, the high end shops. And, second, the contemporary western fashion. There were times when I did not know whether I was in Hollywood or Yerevan. Then, Robert arranged some touring, and we traveled outside of the city, and I saw a subsistence economy.

I am told that living outside Yerevan is a day to day challenge. In fact, when I built my courage to ask a few people “are you better off now than in Soviet times?”, the answers were interesting.

For the older people, Soviet times were better because they had jobs, housing, and security. Today, there is opportunity, but for many, that is an illusionary concept. That said, during both of my visits, I had lunch with Muskie scholars—people like Robert who had studied in the U.S. Talk about a group of energetic, competent, young people, committed to
their country—I can’t tell you enough. You do not dare speak ill of their country!

On this visit, I worked with faculty promoting strategic thinking and goals setting, and working on expectations and obligations of faculty towards each other and their chair. This is much like the work I do with city councils.

I also had a chance to talk with a group of students, and that was a thrill. The class consisted of about 30 students—29 females and one male! There is mandatory military service, and the men are in the Army, and by tradition this university trains teachers. Robert wanted me to talk about the KU-KUCIMAT relationship, and I did. I focused on the totality of a student’s education, including student alumni relations. At the end, I asked for volunteers who would work with the chair to develop alumni relations, and half the class signed up.

There are visible signs of the influence of western culture on this small, underdeveloped country. The dress, the English proficiency in university, the international travel, and awareness put me to shame. But more importantly, there is an intellectual/practical issue that has engaged me. There are a multitude of NGOs. Some are funded by the government, and they seem to have little respect because they do not act independently. But there are the international NGOs—like the one that sponsors my work. They not only bring money, but a set of administrative values and norms based on merit.

At first glance this is good. But, it is interesting to think of the clash in a developing country where connections are everything and an international NGO where merit is prized. I thought further about this, and I wondered, how can a developing country build its own administrative capacity if it has to rely on outside NGOs for service delivery? The question here is “what are the unintended negative consequences of effective service delivery by western NGOs in third world countries?”

I am headed back to Yerevan in April, 2013 and before that to another conference—this time perhaps in Kyrgyzstan. If so, my colleague, Alfred Ho, who dwarfs my international presence, will be my guide!

**Alfred Ho visits Nine cities on Three Continents**

Alfred Ho was a busy traveler in 2012! As the president of the China-America Association for Public Affairs (www.china-us-publicaffairs.org) in 2012, he helped organize a joint conference with two other professional associations (the Public Management Research Association and the International Research Society for Public Management) at Fudan University, Shanghai, China on May 25-27, 2012.

After the conference, he went to Nanjing University to give a guest lecture on public performance management. Then he traveled on to Renmin University in Beijing to present a paper on a pilot program of participatory budgeting in China at the 6th Sino-US International Conference for Public Administration organized by the American Society of Public Administration (ASPA). From there he went to Seoul, South Korea to give a lecture on the implications of the U.S. deficit challenges. While there, Alfred also attended research project meetings about comparative performance management organized by the Graduate School of Public Affairs, Seoul National University.

After a short summer break, Alfred traveled to Hong Kong for some professional meetings and then on to Melbourne for a conference organized by the Institute of Public Administration Australia (www.ipaa.org.au), September 18-20. There he gave an invited presentation about participatory performance budgeting and enjoyed wonderful dialogue with Australian officials about their citizen engagement experiences. Then it was on to Canberra, the capital of Australia, for an invited presentation about China’s fiscal policies in a joint conference organized by Australia National University and Sun Yat-Sen University in Guangzhou, China. The two-day conference was attended by a small group of researchers from China, Australia, and the U.S. as well as senior Australian officials from several levels of government. Attendees focused on the latest policy developments in China and Australia and the possibility of having more international understanding and policy comparison between countries.

*(Article continues on Page 8)*
HEATHER GETHA-TAYLOR travels to Vancouver

Assistant Professor Heather Getha-Taylor attended the 20th Annual International Conference of the Association on Employment Practices and Principles. The meeting was held October 3-5, 2012, at Simon Fraser University in Vancouver, British Columbia. Heather was invited to participate in a roundtable discussion on “Leading 21st Century Change: Beyond Bureaucracy and Workplace Disengagement.” She also presented a co-authored paper (with Chris Silvia) entitled, “Collaborative Leadership Development via Simulations: The Opportunity and the Challenge.” The conference meetings took place in the SFU Beedie School of Business’ Segal Building, which is housed in the former headquarters of the landmark Bank of Montreal.

CHRIS SILVIA presents research in Portugal

In September, Assistant Professor Chris Silvia had the opportunity to travel to Lisbon, Portugal to present a research paper at the International Institute for Social and Economic Sciences conference. It was a great opportunity to meet, network, and learn from scholars all over the world. The conference attracted researchers from thirty four countries, including Australia, Brazil, China, Germany, India, Iran, Japan, Jordan, Korea, Nigeria, Serbia, South Africa, just to name a few.

Dr. Silvia presented research that examined how individuals choose collaborative partners. The data used for this study was collected as part of a survey that Dr. Silvia sent out to KU MPA alums this past summer. The findings indicate that, while the need for resources is the most prevalent driver of the decision to collaborate, not all resources are seen as equally important and the attractiveness of a collaborative partner with access to needed resources is moderated by that person’s personality.

Silvia says the beauty of this conference was its multidisciplinary focus. “While my research is squarely focused on issues of public management, I was able to hear papers presented on a range of topics from scholars from different academic disciplines. For example I was able to hear about tax policy in Serbia from an economist, the impact of food labeling regulations in Ireland from a marketing professor, a paper on social equity in the UK from a sociologist, and leadership issue in the Middle East from a business professor from the United Arab Emirates.” The varied topics and perspectives shared were very interesting and have helped me think about how I could include these approaches in my own work.

HOLLY GOERDEL invited to PARIS

Dr. Holly T. Goerdel, Associate Professor in SPAA is completing a research sabbatical on the topic of accountability in wartime contracting. She was inspired to work on this issue upon observing the challenges and lessons mutually experienced by municipal public managers and U.S. military managers. Both report challenges of managing accountability in contracting within interagency/collaborative environments, how to manage accountability in a context of contingency contracting, and finally how to cope with the technical challenges of contracting services while maintaining managerial stewardship of democratic values and practices. The first paper on the topic, “Democratic Rollback and Accountability in Wartime Contracting”, was presented at the Midwest Political Science Association meeting in Chicago, spring 2011. An invited research presentation followed at the Western Business Management Association meeting October 2012 in Paris, France. An abstract for initial research can be accessed here http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2187394. Dr. Goerdel also welcomes hearing more experiences from city and military managers on managing accountability in contracting and can be contacted directly at hgoerdel@ku.edu.
School of Public Affairs and Administration: Super People, Activities and Achievements

Shannon Portillo is joining the faculty of the School of Public Affairs and Administration in Fall 2013. She is currently an assistant professor at George Mason University in Washington, D.C. Dr. Portillo earned her Ph.D. in Public Administration from the University of Kansas in 2008.

Dr. Portillo takes an interdisciplinary approach to her work pulling on organizational theories rooted in Public Administration and Law and Society to explore how rules and policies are carried out within public organizations. Teaching and research interests include social equity, organizational theory and legal mobilization. Her work has appeared in Law & Policy, Administration & Society, Law & Social Inquiry, Journal of Public Administration Research & Theory and Public Administration Review.

Dr. John Nalbandian was honored as a winner of the 2012 Chancellor’s Club career teaching award. Coinciding with KU’s homecoming parade, the 2012 Challengers Club reception and dinner were both held in Memorial Union. The event included an outdoor reception on the union’s plaza with a close-up view of the parade. Dr. Nalbandian was also introduced during halftime of the homecoming football game.

Click here to access the video introducing John to the Chancellor’s Club.

The KU MPA program was featured on the Oregon Emerging Local Government Leaders Network website. The site is supported by the Oregon City County Management Association, encouraging young professionals to consider careers in local government. Click here to access the article.

Our thanks to Ashley Graff (KU MPA 2013) a member of the ELGL, and Kent Wyatt, Senior Management Analyst with the City of Tigard, Oregon, who posted the information.

To kick off his fall semester, doctoral student Tony Reames attended The First International Conference on Urbanisation in the Arctic in Nuuk, Greenland to present his research “The Impact of Arctic Urbanization: The Urban Heat Island Effect in Nuuk, Greenland.” The project began as part of a course in KU’s C-CHANGE program and assesses the magnitude of the urban heat island effect in Greenland’s capital and largest city, Nuuk, and discuss implications for public policy makers regarding mitigation and adaptation if more people move to urban areas in the Arctic as a result of climate change. At right: Tony in Nuuk.

We heard from Ed Young (MPA 1995), Aviation Division Director for the Kansas Department of Transportation, that the Division recently won several awards and that intern Hadley Skeffington-Vos (MPA 2012) was critical to the recognized projects.

Ed writes, “the Award was given for several major innovations, but one of them was a project Hadley did. As I think about it, we won the ACEC, Nasao Innovation Award and National Center for Aviation Research and Education Award for projects completed while Hadley interned for us. She was 100% engaged and capable from day one. The value of a KU MPA intern = 4 national and 1 international awards.” Hadley is currently the assistant to the city manager of Sterling, Illinois.
Roger Moore is the 007 of KPERS IT

Roger T. Moore, KU MPA 2007, is the Project Manager for the State of Kansas Public Employees Retirement System (KPERS). He will lead KPERS through all phases of project planning including concept, development, implementation and execution of a 2012 bill passed by the Kansas legislature. This legislation requires significant changes in the information technology system and the operational workflow processes within KPERS and the system's 1,503 affiliated employers across the state.

Roger is responsible for overseeing the work breakdown structure, critical path, and change control while ensuring required resources are available. He works closely with staff from all divisions and with contracted vendors throughout the scope of the project to ensure effective and efficient teamwork throughout the project life cycle.

Prior to joining KPERS, Moore spent 16 years at the Kansas Department of Transportation (KDOT) working for the Office of IT Services as an Applications Developer, Database Administrator, IT Project Manager and Enterprise Solutions Manager leading four development teams. He has two degrees from Washburn University in Topeka (Bachelor of Arts in Computer Information Systems, Master of Business Administration) and a Master of Public Administration degree from the University of Kansas. He has also completed the Certified Public Manager Program at KU's Public Management Center in Topeka and holds a Project Management Professional (PMP) certification from the Project Management Institute.

In 2011, KDOT's Traffic Records System was awarded a coveted slot among the InformationWeek 500 Government IT Innovators competition by delivering better government services at lower costs. Moore was the project manager and led collaboration between several key state agencies.

In the spring of 2003, after seven years of employment with the Kansas Department of Transportation, Moore made the decision to apply for admission to the Masters of Public Administration program at the University of Kansas. "I found a flyer for the MPA program lying on a table in the break room at work and it had a brief article featuring Allen Humphrey as a MPA graduate. I knew that Allen had recently become the bureau chief for KDOT's Bureau of Personnel Services. I thought to myself, "Hmmm...a Masters in Public Administration? Well, it couldn't hurt my career!"

"I was ready for the challenge of coursework again. I was interested in stretching my brain with stimulating lectures from esteemed professors. Most of all, I felt that education has been and would always be a tremendous opportunity to learn and grow. The fact that I could enroll in the University of Kansas and take all my courses in Topeka was icing on the cake."

Roger had completed three semesters in the MPA program before he decided to enroll in the Certified Public Manager program offered at the KU Public Management Center in Topeka. After successfully completing the CPM program and his MPA, he then went to Washburn to earn his MBA (CPM Class of 2005; MPA Class of 2007; MBA Class of 2010; PMP Certification 2011).

Moore says that in order to be an effective leader and help his agency meet its mission, he has the opportunity to draw upon the skills and values he learned from KU’s Masters of Public Administration program. Genuine leadership is a mutually beneficial relationship which engages both leaders and followers in a common enterprise.

“To become a successful leader I need to elicit action from
Did you know...The KU MPA PROGRAM can be completed in Lawrence, Topeka and Overland Park? To learn more about the MPA program:

Visit [www.kupa.ku.edu](http://www.kupa.ku.edu) for more information.
The Ash Center for Democratic Governance and Innovation at Harvard University has recognized the City of Olathe’s Supervisory Leadership Training, designed and taught by the KU Public Management Center, with a 2012 Bright Ideas award as a model for innovation in government.

The KU Public Management Center (PMC) is the professional development arm of the KU School of Public Affairs and Administration and offers professional development courses to public and non-profit sector organizations throughout Kansas and across the nation.

The City of Olathe contracted with the PMC to design and deliver a training program for all supervisors, including the city manager, police and fire chiefs, city attorney and all mid-level and front-line supervisors. The PMC delivered ten three-day sessions serving approximately 225 supervisors over a 20-month period. Michele Biddison of Olathe submitted the nomination.

Jonathan Morris, Curriculum and Delivery Manager for the KU Public Management Center, designed and delivered the Supervisory Leadership Training for Olathe. The innovative curriculum was directly linked to Olathe’s Vision, Values and Mission and the Organizational Scorecard and included such features as peer consultation groups, leadership apps designed by participants and a game-show competition regarding legal issues for supervisors.

Dr. Heather Getha-Taylor, assistant professor in the School of Public Affairs and Administration, designed an academic study of the Olathe training program in partnership with the PMC and City of Olathe. Dr. Getha-Taylor is currently reviewing the research findings and developing several articles for publication in peer-reviewed journals.

The Olathe program was featured in an invited presentation by Jonathan Morris at the International Conference of ASTD (the American Society for Training and Development) held in Denver, Colorado in May 2012. The program was also awarded a Best Practices Award for Training Outcomes by the Kansas City Chapter of ASTD.

The supervisory course will continue to be offered once or twice per year in Olathe to ensure all newly hired and newly promoted supervisors will receive the training.

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The supervisory course will continue to be offered once or twice per year in Olathe to ensure all newly hired and newly promoted supervisors will receive the training.
In 2012, the KU Public Management Center continued in its role as the academic partner for America’s Leaders of Change (ALOC), a program of the National Urban Fellows with presenting sponsor Walmart. ALOC is a one-year intensive executive leadership program for high potential leaders of color and women in public service that combines personal and professional development, enriched knowledge of public service leadership and building capacity for life-long coaching and networking.

The 2012 cohort consisted of 47 participants. They came together four times for leadership development forums which included academic content provided by School faculty, with the last forum taking place in Philadelphia in November. All the KU staff and faculty who have been involved with the program have been impressed by the already significant achievements of the ALOC participants and their willingness to engage in and support each other in self-reflection to build an even greater future on that foundation. We received the letter below from one member of the cohort. As our School alumni know, the reward that comes from enabling and supporting the growth of others is unmatched. We’re proud to have such opportunities to contribute to leadership for the future.

Dear Kansas University team,

The ALOC fellowship year was a transformative experience. This phenomenal year has culminated in a call for collective action in civic service with leadership development from self-reflection, peer and executive coaching, and public administration lectures. These lessons provide insight as I seek nursing leadership and consultant positions, focusing on bridging health sciences, technology, and trade sectors through peer professional exchange.

The ALOC fellowship’s influence on my professional growth has resulted in receiving the invitation to serve as visiting faculty with China’s Wuhan University family nursing department. The assignment includes the deliverables to develop the family nursing graduate curriculum and to build cross-sectorial alliances between the health, science, and technology sectors. I am eager to share expertise in direct patient care, skills in program evaluation, and diplomatic acumen in building strategic partnerships to advance China’s objectives at Wuhan University. This partnership will have lasting impact on US-China relations with implications beyond the patient and provider relationship and sectorial alliances with health, science and technology, and development and industry.

Through Kansas University’s sponsorship of America’s Leaders of Change, personal development and professional growth proves significant for the fellow’s impact on organization and community. I am eager to partner in Kansas University’s leadership development efforts as an ALOC alumni. I hope the fellowship will continue to be an opportunity with Kansas University’s ongoing co-sponsorship of leadership diversity.

I appreciate the Kansas University faculty for the support, belief, and commitment to leadership development in women from communities of color. I appreciate Kansas University’s dedication to leadership communities; thus, the ALOC fellowship symbolizes Kansas University’s legacy in the future capital gained from leadership diversity. I look forward to continuing the conversation with Kansas University, ALOC, and Walmart. Thank you so much.

Karen Kwok, MSN, FNP-BC, MPH
Program Evaluator & Strategic Planner
Board Certified Family Nurse Practitioner
CPM CAPSTONE PROJECT ASKEW AWARD WINNER: CHUCK HAMPTON

Chuck Hampton, RN, BSN, Director of Personnel Health & Nursing Education Coordinator, Personnel Health Department, Kansas Neurological Institute (KNI) is the 2012 winner of the Askew Award, for his Capstone Project entitled: Medicare Part B / DME at Kansas Neurological Institute (KNI).

The Capstone Project provides Kansas Certified Public Manager® program participants with hands-on application of the knowledge and skills they acquire throughout the year. Each participant develops a comprehensive project plan and implements this in their work domain during their time in CPM, resulting in positive returns for the participant and their organization.

Each year the top projects are identified by the Kansas CPM program director and members of the Kansas Society of Certified Public Managers. The winner is given the George C. Askew award by the American Academy of Certified Public Managers. Exceptional projects are innovative; demonstrate an improvement in quality within the work unit as a result of the project; show cost savings or increased revenues as a result of its implementation; are outstanding reflections of CPM principles; and significantly contribute to the organization and work unit.

Chuck’s project identified those individuals living at KNI who are Medicare eligible and whose Durable Medical Equipment (DME) could be paid for using their Medicare Part B benefits. By doing so, there would be a 50% cost shift from KNI/Medicaid to Medicare, potentially saving the state of Kansas hundreds of thousands of dollars.

Chuck Hampton is a Registered Nurse and has worked for the State of Kansas for 27 years. He graduated with a Bachelor’s degree in Nursing (BSN) in 1990 from Pittsburg State University. He worked as a psychiatric nurse at Osawatomie State Hospital from 1990 to 2010, serving in the Nursing department, as well as the Staff Development & Training department. In July, 2010, Chuck transferred to the Kansas Neurological Institute (KNI) to assume the role of Nursing Education Coordinator. He is a current member of Sigma Theta Tau, a nursing honor society and actively participates in the Kansas State Nurses Association (KSNA). Chuck successfully completed the CPM course in November, 2011. Now residing in Topeka, Chuck is the father of six, including one miniature schnauzer named Champ, and one very spoiled cat named Sophie.

Would you like to know more about the Certified Public Manager Program?

The Kansas Certified Public Manager® (CPM) program is a professional education opportunity for managers working in government agencies, nonprofits, and organizations that contract to provide public services and meet community needs. Offered at the KU Public Management Center in Topeka, Kansas, CPM is a nationally-accredited management program and certification in which participants develop and strengthen their management skills through our competency-based curriculum. The program can fill a training gap for staff with significant technical expertise who seek to further their knowledge of current management practices.

The Kansas Certified Public Manager program was established in 1993 and since that time close to 1,400 public managers have completed certification. The CPM certificate is a nationally recognized emblem of management excellence.

There is still time to enroll for 2013.

For more information, visit our website at:
http://www.kupmc.org
or call Terri Callahan at 785-296-6649
We are busy recruiting the MPA Intern-Option Class of 2015 and you can help. KUCIMATs play a crucial role in assisting us to find the emerging leaders of tomorrow’s local governments. Here are comments from three current on-campus students and the role KUCIMATs played in their decision to apply to KU:

“A KUCIMAT was the City Manager of my hometown, and he was one of the first people to call me regarding my potential decision to attend KU. It quickly became clear, through his testimony and experiences, that the University of Kansas was the standalone institution to prepare me for a career in public administration. I knew I could only hope to share some of his same successes, and the University of Kansas would give me the best opportunity to do so. Now, only two semesters into the program, I feel more than welcomed into the KUCIMAT network. Although I thought I understood what an excellent alumni network the KUCIMATs were, their true potential is still being revealed to me as I seek advice and meet these great leaders of the profession. The fact that everyone is so willing and enthusiastic to lend their time and experiences is extremely motivating, and I truly know I have made the right choice.”

“My primary influence in becoming part of the KU MPA program was the Economic Developer for my hometown. I witnessed him bringing in businesses and jobs back to my hometown, which had been devastated by the loss of a major factory. His work ethic and education he obtained at KU inspired our City and was my motivation to come to Lawrence for a career in local government.”

“Having a recent graduate of the program recruit me was very influential in determining which MPA program I chose. Learning about how the classroom and internships work in practice was very reassuring to me and ultimately convinced me that I wanted to attend KU. Learning about the history, traditions, and alumni network all primarily happened through my contact with Jon and played an integral part in my choice to apply to KU.”

If you know of that next emerging leader, please have them contact Ray Hummert, rhummert@ku.edu or 785-864-9097.

THE 2012 KUCIMAT AWARDS

Managerial Excellence
Carol Gonzalez, City Manager, City of Shawnee, Kansas is the recipient of the 2012 Edwin O. Stene Award for Managerial Excellence.

Nominated by the City of Shawnee, Kansas staff: Vicki Charlesworth, Deputy City Manager; Larry Larmore, Police Chief, John Mattox, Fire Chief; Ron Freyermuth, Public Works Director; Doug Wesselschmidt, Development Services Director; Paul Chaffee, Planning Director; Maureen Rogers, Finance Director; Neil Holman, Parks and Recreation Director; Mel Bunting, IT Director; and Katie Killen, Assistant to the City Manager.

Carol’s nominees stated the following: “Along with the economic challenges and opportunities that Carol continues to manage, she has seen (and we have all seen) our country continue to grow more and more partisan and divided along ideologies. Shawnee is not immune to partisan politics, in spite of a Charter Ordinance that states “City elections shall be non-partisan.” With the last election, residents of our community witnessed an effort by various groups to label non-party affiliated candidates with party ideology, hoping to influence the outcome. This movement, along with criticism of past Governing Body decisions and staff recommendations, became critical campaign issues. For many employees, it was a very difficult election season. During this time, Carol continued to motivate employees to do their very best and remain professional in their responses, and inspired them by her example to not be discouraged by the political atmosphere.

Besides her motivation of staff during these partisan times, she has a strong belief that if people have all the information, most of them will do the right thing. She doesn’t just sit back and wait for people to ask what the City is doing, or wait for someone to inquire how local government works. Carol proactively goes out and engages people in positive discussions about what local government can accomplish.”
**Lifetime Achievement**

Bob Livingston, City Manager of University Park, Texas is the recipient of the Lifetime Achievement Award.

Bob was nominated by: Alan Mueller; Justin Johnson; Christine Green, Purchasing Agent, City of University Park; Jeff Dingman, Deputy City Manager, Fort Smith, AK; Jacob Speer, Assistant Director of Public Works, University Park; Alison Zelms, Deputy City Manager, Prescott, AZ; Kate Hays Gunja, City Administrator/Clerk, Fairway, KS; George Ertle, Assistant to the City Manager, City of University Park.

Nominator Alison Zelms stated: “In the words of Tom Peters, “leaders don’t create followers, they create more leaders.” Bob does not just provide opportunities for young professionals with short-term internships. He is, more importantly, not afraid to hire young professionals into key management positions, and give them enough support and training for them to evolve their expertise in a specific area of local government management. He cares about not only the well being of an Individual as it applies to his or her professional career, but also values their personal happiness and achievements. This combination of professional and personal interest is a likely contributor to the lengthy average tenure of his management staff and employees throughout all levels of the organization in University Park.”

**Managerial Excellence**

Susan Sherman, Assistant City Manager of Olathe, Kansas is the recipient of the 2012 Managerial Excellence Award.

Susan was nominated by J. Michael Wilkes, City Manager, City of Olathe; Jamie Shockley, Management Intern, City of Olathe; Emily Vincent, Budget Manager, City of Olathe; Nickie Lee, Budget Analyst, City of Olathe; and Zach Hardy, Assistant Operations Manager, City of Olathe.

Olathe’s Mayor Mike Copeland often says, “Nothing happens in Olathe without the presence of competent leaders who develop strong partnerships.” As one of the fastest growing cities in the country, Olathe prides itself on the existence of many strong partnerships and a long line of success stories brought about by these relationships. During Susan’s tenure, she exemplified the power and spirit of partnering time and time again. She has been, and continues to be, an integral part of building a community that prides itself on working together to meet its challenges and achieve its goals.

Susan’s peers within the organization, as well as those in the community, know her as someone who can be counted on not only to “do whatever it takes,” but to bring with her a compassion for the people and the future of Olathe.

**Intern Excellence**

Michelle Stevens, Management Analyst for the Town of Lexington, Massachusetts is the recipient of the KUCIMAT Intern Excellence Award.

“In my 29 years working in state and local government, Michelle stands out in terms of work ethic, professional maturity and performance,” stated nominator Carl Valente, Town Manager of Lexington, Massachusetts.

“Michelle displays a critical quality I look for in hiring senior staff, that is, a passion for public service. She is exactly the type of professional so critical to local government - bright, creative, dedicated and of high integrity. She requires little direction, takes initiative and displays professionalism and judgment beyond her years. Michelle is well liked and respected by everyone in the organization, and staff are eager to work with her and provide the information she needs to successfully complete her tasks. In every regard, Michelle is a gifted professional and will leave a positive legacy in Lexington. She is an outstanding representative of the KU Masters in Public Administration program and will be an important part of the future of the city management profession.”

**THE KUCIMAT AWARDS are presented each year at the annual International City/County Manager’s Association conference, during the KUCIMAT Banquet. Nominations are solicited from the membership in advance of the banquet. Consider whom you will nominate for next year’s KUCIMAT AWARDS!**
A native of Charlotte, North Carolina, Bo Ferguson went south for college to attend Furman University in Greenville, South Carolina. He had always been interested in city planning so pursued a double major in political science and urban studies. Internships with the cities of Charlotte and Greenville exposed him to the management side of running cities and, liking what he saw, he decided on city management as a career. Bo met with Jerry Fox, then the County Manager of Mecklenburg County, North Carolina who convinced him that KU was the right choice. Bo earned his KU MPA in the spring of 1997.

Bo's career began in Maryland in the DC suburbs of Greenbelt, then Rockville. He then returned to his native North Carolina in 2005 to work for Black Mountain, and became Hendersonville City Manager in early 2008. After five years with Hendersonville, he is leaving for the City of Durham where he will be the Deputy City Manager over Operations. Bo notes that he's enjoyed working in small cities the last seven years, and thought he might finish my career as a manager in a smaller community. “Ultimately, I got lots of positive comments from folks about the great work the Durham City staff and Council were doing, and as I checked out the opportunity, I felt it would be a tremendous challenge and a good fit for me. We’re sad to leave Hendersonville, but excited to be a part of all the progress that Durham is achieving,” he says.

The KU MPA program helped Bo with more than his career: he married fellow KUCIMAT Michelle Mendoza (Ferguson) who received her MPA in 1998 and is an associate with the Novak Consulting Group. They have two children.

Bo reports that on Friday, December 14 the KUCIMAT board members had their goal-setting retreat for the year. The group will focus on providing better communications with members and a more robust mentoring program for recent graduates and students. They look forward to engaging the membership this year to carry out these goals.

A final note from Bo: “It’s great to be working in my home state, but I would love to have more KUCIMATs in closer proximity. With only a few in North Carolina, it makes getting together with fellow alums a little difficult. So I encourage current and future KUCIMATs to look at the many great local government career opportunities in North Carolina!”