KANSAS CITY, MISSOURI’S  
COOKINGHAM NOLL  
MANAGEMENT FELLOWSHIP

IT BEGAN WITH A LEGEND...

He was a legend in his own time. Not many city managers have earned the right to be described as such, but L.P. Cookingham was no ordinary city manager. He became the manager of Kansas City, Missouri in 1940, at a critical juncture in the city’s history.

Cookingham was largely responsible for moving the city from a previous era marked by municipal corruption and machine politics to a system of professional management. His innovative approach to public administration set a national standard for city administrators and made Kansas City a training ground for public management students.

Cookingham held the position of city manager for 19 years; at that time, no other city manager had ever served a community for so long anywhere in the nation.

The Cookingham Noll Management Fellowship is one of his legacies. Cookingham originally established the internship program to obtain professional assistance with the daily management of government operations from recent graduates of management degree programs. He saw the need to give public management graduates an opportunity to experience first-hand the inner workings of a large city government and to continue their education in a real-life setting. This basic program model has been replicated to produce municipal internship programs nationwide that help develop recent graduates and young professionals into successful city executives.

(continued on page 2)
The Cookingham Noll Management Fellowship (continued)

RICHARD NOLL’S INFLUENCE

In 2010 the Fellowship was renamed in memory of Richard Noll who exemplified Cookingham’s desire to train government leaders, both as a participant and a mentor. Noll came to the City of Kansas City in 1983 as a Cookingham Fellow. Upon finishing his one-year fellowship, Noll served as a budget analyst for five years, a budget supervisor for six years, and was appointed as an assistant city manager in 1995. Noll served as an advisor for the Cookingham Fellowship and was a mentor to many who came through the program. Noll, like L.P. Cookingham before him, was dedicated to training future local government and community leaders.

FROM FELLOWS TO CITY MANAGERS

Many Cookingham-Noll fellows have moved on to be city managers and assistant city managers in municipalities across the nation. These include KUCIMATs Andy Anderson, Mike Letcher, Jewell Scott, David Davis, Tom Kaleco, John Miller, Steve Arbo, Jim Becklenberg, Lori Curtis, Matt Shatto, David Mitchell, and Megan Laha. Others are in positions of prominence in corporations, quasi-governmental organizations, and various departments within municipal government or their communities; they include Cory Smith, Steve Schainker, Jennifer Jones-Lacey and Zach Walker.

Troy Schulte, Kansas City’s current City Manager, has recently re-energized The Cookingham-Noll Management Fellowship into a two-year program designed to introduce recent graduates to the field of municipal management. Fellows are hired as full-time City employees and are expected to meet performance standards set by supervising staff.

“The Cookingham-Noll Fellowship is one of the direct means that we infuse new ideas into our organization,” says Schulte. “Pairing new ideas and best practice standards with subject matter expertise is always entertaining and usually leads to significant program improvements. The end result blends the academic teaching and real-world issues into better public service delivery. Veteran public administrators get to hear new ideas and the latest academic thinking and the fellows get a crash course in the realities of public administration in a resource constrained environment.”

FELLOWSHIP STRUCTURE

The first year of the Fellowship is divided into four trimesters. The first trimester is intended to orient each Fellow to the City of Kansas City, Missouri, its government and Kansas City itself. The second focuses on the annual budget preparation process and various tasks as assigned. The final trimester of the first year allows Fellows the opportunity to select special projects in areas of specific interest. In their second year, Fellows are expected to apply skills learned in the first year in projects, areas of interest and/or relevant areas of need.

Throughout the two year program, Fellows work closely with the city manager, assistant city managers and departmental staff on a variety of projects.

One of the most important features of the Fellows program is the opportunity it offers to view municipal government in action. The Fellows are encouraged to attend a variety of high-level meetings and events to observe the decision-making process in action. During these meetings, they experience the city manager and mayor discussing the budget or the assistant city manager explaining a new city-wide project to the City’s department directors.

For Schulte, the Cookingham-Noll Fellowship is also the means by which Kansas City, Missouri can attract top talent into their organization. “Cookingham-Noll Fellows are identified early in their career as potential directors or program administrators and play a key support role to the senior management team of the city. The hard part for Kansas City and every other organization is retaining this talent for the long-term.”

Above: Katherine Carttar and Nick Hawkins, both KU MPA 2012 graduates, are currently serving as Cookingham Noll Fellows. They will have the opportunity to help select next year’s incoming Fellows.
THE COOKINGHAM LEGACY

On Memorial Day 1940, L. Perry Cookingham left his position as City Manager of Saginaw, Michigan to assume the duty of City Manager of Kansas City, MO. Because of his excellent reputation, he was hired to clean up the political patronage system that had prevailed in Kansas City under Tom Pendergast, whose rule ended with the campaign of 1940. Cookingham accepted the challenge and inherited one of the worst situations in the history of American city government. He would hold the record of the longest tenure for any city manager in a major city (1940-1959).

Facing a huge budget deficit, Cookingham sliced payrolls, cut jobs based on friendship, stopped graft, and instituted a merit system for employees. On ending his first fiscal year, he had eliminated the deficit and left a substantial surplus. After seven years under Cookingham, Kansas City’s government was rated one of the best in the nation.

One of the biggest challenges Cookingham faced while in Kansas City came on “Black Friday,” July 13, 1951. The Kaw River, rising above its 33-foot flood walls, covered 1,500,000 acres, killed 41 persons, and drove 100,000 people in Kansas and Missouri from their homes.

Notable contributions to the city during the “Cookingham Years” include the purchase of 4,590 acres of land in Platte County for Mid-Continent International Airport, the third largest municipally owned airport in the nation; the acquisition of a lease with TWA for an overhaul base at Mid-Continent International Airport; and the establishment of Major League Baseball in Kansas City. Cookingham also affected the annexation of the Northland to Kansas City, and is credited with conceiving the city’s metropolitan freeway system.

Influenced by the increasing dissension between the city manager and the new city council, Cookingham submitted his resignation as city manager of Kansas City on April 17, 1959. That July Cookingham took office as city manager of Fort Worth, Texas, remaining until February 1963 when he retired from public service, ending a 36-year career in city management.

Pictured: L.P. Cookingham (left) oversees a radio crew during Eisenhower’s homecoming in Kansas City, Missouri in 1945. Photo and information from the LaBudde Special Collection on L.P. Cookingham at the UMKC Libraries.

KU MPA Graduates who have served as Cookingham Noll Fellows

Alan Abromovitz (1974)
Elizabeth Gutierrez (1974)
Robert Litras (1975)
David Perry (1976)
Michael Letcher (1978)
Jewel Scott (1978)
James Meitl (1979)
Andy Anderson (1980)
William Barlow (1981)
John P. Miller (1982)
Robert Pierce (1984)
Tom Kaleko (1985)
Stephen Arbo (1986)
Donna Baldwin (1987)
David Davis (1989)
Jim Becklenberg (1997)
Lori Knadle (Curtis) (1997)
Matt Shatto (2002)
David Mitchell (2003)
Leander Bonner (2004)
Megan Laha (2005)
James R. Green (2005)
Katherine Carttar (2012)
Nick Hawkins (2012)
Educating Army officers in the art and science of collaboration is essential to their responsibilities in today’s environment. The School of Public Affairs and Administration contributes to this goal in two very important ways. First, the School teaches two courses in the KU masters degree program in Interagency Studies taught to officers at the U. S. Army Command and General Staff College at Fort Leavenworth. This year’s class includes Green Berets, Psychological Operations Officers, a Navy Seal, and a specialist from the National Geospatial Agency. Instructors include Marilu Goodyear, who teaches Organizational Change, Holly Goerdel, Organizational Analysis and Chris Silvia, Collaboration.

The second important contribution of the School is the education of Army leaders at the doctoral level. Please meet our current Army doctoral students, Len Lira and Solomon Woods, and learn about their important contributions to our country.

**Lt. Colonel Len Lira**

Len Lira is a career Army Officer with more than 18 years of experience. He is an Army Strategist, currently assigned to teach Strategic Studies and Operational Arts at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. Prior to this assignment, he served as Chief of Operations for Multi-National Division North, 25th Infantry Division, and then Executive Officer for Task Force 2-14 Cavalry in 2nd Brigade, 25th Infantry Division in Iraq.

Len also served as an assistant professor, teaching political science in the Department of Social Sciences at the United States Military Academy, West Point.

Len earned a bachelor degree in Criminal Justice and Police Administration from Sam Houston State University. Additionally, he earned a Master of Arts in International Relations, a Master of Public Administration, and a Certificate of Advanced Study in Conflict Resolution from Syracuse University. He is currently studying public management and organizational theory as a doctoral student at the School of Public Affairs and Administration at KU.

Lt. Col. Lira was recognized at the June 10 Intermediate Level Education graduation ceremony as the top military instructor of the year at the CGSC.

This spring, he will present a paper at the 2013 Midwest Political Science Association (MPSA) annual conference, entitled: *Evaluating the Effect of Collaborative Public Management on Organizational Outcomes: Is there a relationship between collaborative capacity and collaborative action on performance?* He is currently researching institutional change in the U.S. military for his dissertation.

Len, pictured below, is married to Annette Rosales of Victoria Texas, and they have two sons, Ryan and Joshua.
Lt. Colonel Solomon Woods
Solomon earned a bachelor degree in Spanish and African American Studies from Eastern Illinois University, Charleston, Illinois as well as a Master of Arts Degree in African Studies with a focus on foreign affairs from the University of Illinois, Champaign-Urbana.

Solomon is a career Army officer with 18 years of service. He is a Special Forces Officer currently assigned to the Combined Arms Center at Fort Leavenworth, Kansas with duties as an instructor with the US Army Command and General Staff College (CGSC).

Prior to his duties at the CGSC, Solomon served as the Commander, General Support Company, 7th Special Forces Group with duties at the Chief, Joint Operations Center for the Combined Joint Special Operations Task Force-Afghanistan in 2009. Subsequently, he served as a Special Forces Company Commander with duties as Commander, AOB Uruzgan in Kandahar, Afghanistan in 2010-2011 where his unit had the opportunity to employ the first-ever Afghan Local Police (ALP).

In 2012, Solomon served as the Operations Center Director with Special Operations Task Force South (SOTF-S) in Kandahar, Afghanistan. Solomon also served as a Special Forces Detachment Commander and Headquarters Company Commander in the Seventh Special Forces Group with duty in Bolivia, Chile, and Colombia.

Since 2008 and during his tours of duty Solomon also worked on his doctoral degree with an emphasis in Public Law and Administration. He is currently a Graduate Teaching Assistant with PUAD 845: Organizational Management with Associate Professor Holly Goerdel.

Command and General Staff College...a bit of history

The idea for an instructional school for army officers dates back to 1826, when a school was proposed that would "embrace the theory and practical application of every branch of military science." In 1881, Colonel Henry Leavenworth became the first commandant of a training school for infantry and cavalry officers at what is now Fort Leavenworth. Today’s CGSC has satellite campuses in Fort Belvoir, Virginia, Fort Lee, Virginia, Fort Gordon, Georgia and Redstone Arsenal, Alabama.
VISIONARIES WELCOME: PUAD 831 EVENT

WHAT: Visionaries Welcome: Riverside Horizons and the Benefits & Challenges of Public/Private Partnerships

WHO: Mike Duffy, Riverside Community Development Director and Brent Miles, NorthPoint Vice President of Economic Development

WHEN: Tuesday, March 12, 6:30-7:30 p.m.

WHERE: City of Riverside’s Board of Alderman Chambers
2950 NW Vivion Road, Riverside, MO 64150

Picture this: Nearly 800 acres of prime, undeveloped land, located between a major city’s downtown and its international airport, easily accessed by virtually the entire metropolitan area. The infrastructure is already in place, with more on the way. The city leaders are committed to sustainable economic growth, with reliable funding and a Master Plan to make it happen. Should be an easy sell, right?

After almost 10 years of false starts and failed partnerships, ground finally broke in Riverside Horizons in 2012. Through a unique public/private partnership, the City of Riverside and NorthPoint Development joined together to create an office and industrial innovation development that is projected to draw more than 5,900 jobs to the area. And the vision for the development is well on its way to becoming a reality: a host of companies now call Riverside Horizons home, and more are on their way.

Join Riverside Community Development Director Mike Duffy and NorthPoint Vice President of Economic Development Brent Miles for a conversation about the project, the partnership, and what worked and what didn’t. To learn more about the project, please visit riversidehorizons.com.

This is event is open to the public and is part of KU’s SPAA Student Engagement Event Series and hosted by the City of Riverside.

(Event counts for 3 points of PUAD 831 credit for current KU MPA students.)

PROFESSIONAL EDGE SERIES at EDWARDS

WHAT: Engaging Citizens in Performance Management and Budget Prioritization

WHO: Dr. Alfred T. Ho, Associate Professor
School of Public Affairs and Administration

WHEN: April 3, 8:00am - 9:00am

WHERE: KU Edwards Campus BEST Conference Center
Overland Park, Kansas

For the past few decades, performance management has been pursued by many local governments as a technical managerial tool. However, to deal with the challenge of “doing more with less” or “doing less with less,” officials need to understand not only the “input-output-outcome” relationship, but also what citizens truly value and how they expect the government to perform. This presentation discusses the results of a series of research that looks at how citizens perceive government performance and how government officials could engage them more effectively in budget prioritization and performance management.

This talk is free and open to the public. It is part of the Professional Edge series offered by the KU Edwards Campus.

(Event counts for 3 points of PUAD 831 credit for current KU MPA students.)

WHAT IS PUAD 831?

PUAD 831 is a one credit hour Public Administration Practicum course that is required for all MPA students. Opportunities to earn PUAD 831 points are offered throughout the semester. Students earn points by attending various lectures on topics relating to public administration. For more information on additional opportunities, please contact Ray Hummert at rhummert@ku.edu.
UPCOMING EVENTS

KU Inspiring Women in Public Administration Conference

Having It All/Making the Leap: Inspiration for Your Professional Journey

Wednesday, April 17, 2013

KU Edwards Campus, Overland Park

At the 2012 conference we heard from U.S. Treasurer Rosie Rios that women can have it all - what she called “the whole pie of life” - and each of us gets to decide what’s in the pie and how we slice it up. For some, having it all requires making the leap: taking the risk to put ourselves in the running for positions of greater responsibility so that we can strengthen our influence around issues that matter. On April 17 we’ll come together to exchange stories, ideas and encouragement around both of these themes - having it all and making the leap – to find new ways to be “all in” for ourselves and our communities. Join us. Be inspired.

For details and to register, please visit: http://j.mp/IWPA2013

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KEYNOTE SPEAKERS

KAY WALDO BARNES
First woman mayor of Kansas City, MO and Distinguished Professor for Public Leadership, Center for Leadership, Park University, Hauptmann School for Public Affairs.

BONNIE SVRCEK
President of the International City/County Management Association (ICMA) and Deputy City Manager of Lynchburg, Virginia.

For details and to register, please visit: http://j.mp/IWPA2013

64th Annual Kansas City & County Management Conference

April 18-19, 2013

Hosted by the KU Public Management Center.

Location: Kansas Memorial Union on the KU Campus in Lawrence, Kansas.
Website: http://j.mp/KCCM2013

Join us as we focus on the challenge of “Organizing for the Future.” In addition to presenting informative and thought-provoking speakers, the conference provides a critical networking opportunity for local government leaders.

Distinguished Professor Valedictory Lecture Series on Public Administration:

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.
On the chilly first day of February, 49 emerging leaders gathered at the KU Edwards Campus to celebrate their graduation from the fall 2012 session of the Emerging Leaders Academy (ELA). ELA is a program of School’s Public Management Center. It supports public organizations’ needs for talent management and succession planning as they prepare for an unprecedented wave of retirements in the coming years.

The demand for the program has been great enough that, even as the fall session was wrapping up, enrollment was already underway for the spring 2013 ELA. The class will be offered in two locations: Lenexa, where it will begin March 6, and Topeka, where it will begin on March 8. Additionally, plans are underway to bring the Emerging Leaders Academy to Wichita this summer thanks to a partnership with the Hugo Wall School at Wichita State University.

Historically, the Schools have been very respectful of one another’s programs in public administration and staff development, but mostly at a distance. “In making sure not to encroach the other’s territory, we neglected to explore areas of joint interest,” said Noel Rasor, assistant director of the Public Management Center and program manager for the Emerging Leaders Academy. “We’re now working to remedy that and offering ELA in Wichita is a great place to start.”

ELA is targeted to promising, non-managerial staff to help them prepare for positions of greater responsibility and influence in their units, departments or agencies. The program combines skill enhancement around topics that are essential to effective leadership—and that can be put to use immediately in any position—with career planning to help participants identify the role(s) they seek in the future and prepare to successfully compete for those roles. Participants meet for ten class days over five months, developing a competencies portfolio and completing a mentor-shadowing assignment along the way.

“The Hugo Wall School at Wichita State University is looking forward to this partnership and having the opportunity to host ELA in Wichita,” said Corinne Bannon, public affairs associate with the Hugo Wall School of Urban and Public Affairs at WSU. “This program will greatly benefit public sector organizations in the Wichita area, offering an opportunity that complements the other professional development opportunities we provide.” She hopes that managers in the region will consider sending their emerging leaders through this program. “It’s definitely worth the commitment for both the organization and the employee,” notes Corinne.

More details about the program, including the class meeting schedule and registration information for the spring session, can be found at www.kupmc.org or by contacting Noel Rasor at 913-897-8460 or noel@ku.edu. The Wichita class is scheduled to begin in early August. Meeting dates will be available online in mid-March.
PMC WELCOMES NFBPA EXECUTIVE LEADERSHIP INSTITUTE PARTICIPANTS TO KU

On February 6-9, 2013 the PMC hosted the National Forum for Black Public Administrators (NFBPA) Executive Leadership Institute (ELI), a rigorous professional development program, which works in partnership with eight cities and universities through the country. The ELI program offers an unparalleled mix of academics and practitioner-based experience, successfully preparing African-American managers annually for executive level appointments in state and local government.

The PMC was pleased to join the NFBPA in their continuing efforts to hone the skills and capabilities of an elite core of African Americans who aspire to be managers and administrators in local, state, and federal government.

MARCH PROFESSIONAL DEVELOPMENT OPPORTUNITIES

Three-Day Supervisory Leadership Training

This award-winning 3-day training is offered through our Public Management Center. The course is designed to be practical, engaging, and relevant for both new supervisors and experienced leaders.

In most organizations staff receive supervisory training when they first take on supervisory responsibilities. But roles evolve, the workforce changes, and new research on effective management practices emerges. Our program is designed to make sure participants walk away with enhanced skills and new strategies to manage staff effectively whether they are new to a supervisory role or have held those responsibilities for years.

Each class brings together supervisors working in a variety of public service organizations so attendees benefit from the variety of perspectives in addition to gaining new skills and ideas from the course materials. Class size is limited to ensure individual attention.

Where: Public Management Center
When: March 5-7, 2013
Time: 8:30 a.m. to 4:30 p.m.
Cost: $375 per participant for the three-day course.

Social Media Engagement in the Public Sector

The public is using social media in historical numbers to connect, communicate, and learn from each other, and they expect public sector employees and officials to interact with them in the same manner. In this workshop you will learn the history, impact, and trajectory of social media as well as the practice of making it part of your strategy and operations, understanding and managing risks, working through objections and obstacles, developing sound policies, and gaining an understanding on how others are using social media to improve their service delivery. Finally we’ll look at social media as a system, learning how to maximize your impact and influence in this environment.

Where: KU Public Management Center
715 SW 10th Street Topeka, Kansas

When: Friday, March 22, 2013
Time: 9:00 a.m. – 4:00 p.m.
Instructor: Andy Huckaba
Cost: $179 per participant

For details and to register, please visit: www.kupmc.org
On behalf of the KUCIMAT Board, I’d like to ask our members and friends of the School a few questions: What does it mean to be a KUCIMAT? Is it synonymous with a diploma from the KU MPA program? Does loyal payment of dues define membership? Does it speak to tradition, or maybe a calling to serve? Is it an obligation to give back to the next generation of managers and students?

Like many KU MPA graduates, when I got my diploma and went to work, I knew that I had become a KUCIMAT like many before me, and I knew that made me proud. But I’m not sure I ever stopped to think about what was expected of me. As president of KUCIMAT this year, it’s a question I ask myself now, and I ask all of you to think about it as well. It is easy to take for granted that as long as KU keeps attracting great MPA students and producing great managers, the KUCIMAT organization will always exist. But is existing good enough? Should KUCIMAT strive to give more to its members, or to current MPA students, or the profession?

The KUCIMAT Board has decided to take a year to work on that question. We hope to uncover what it means to all of our members, and to our stakeholders in the School of Public Affairs and Administration and the University at large. We hope to develop a clearer understanding of what membership in our organization means, and better define the benefits and expectations that accompany being a member.

While some of those observations will take time to crystalize, other expectations were apparent to the Board right away when they had a goal-setting session in December. The Board agreed to begin work on a mentoring program for students and recent graduates of the MPA program. Also the Board identified a need to make some critical decisions about the annual KUCIMAT Banquet at ICMA.

I welcome your thoughts on any of these topics, and encourage you to email me (bo.ferguson@durhamnc.gov) if you want to provide feedback or to volunteer to serve on a working group addressing one of the goals mentioned above. KUCIMATS are also strongly encouraged to take a very brief survey seeking their input on changes to the KUCIMAT banquet.

The Board looks forward to an active year engaging on these efforts, and I hope you’ll take a minute to share your thoughts and help advance our goals.

Rock Chalk!

Bo Ferguson
KU MPA ’97